

/test-bank-leadership-research-findings-practice-and-skills-9e-dubrin

1. Unless a manager gets people to move beyond mechanical compliance with directions and orders, leadership has not taken place.

- a. True
- b. False

ANSWER: True

RATIONALE: Leadership can also be defined as “the influential increment over and above mechanical compliance with directions and orders.” See “The Meaning of Leadership.”

POINTS: 1

DIFFICULTY: Easy

QUESTION TYPE True / False

:

HAS VARIABLES: False

LEARNING OBJECTIVES: 1.1 - Identify the five in-depth perspectives of psychology and explain how integrating these perspectives leads to a more comprehensive and accurate view of behavior and mental processes.

NATIONAL STANDARDS: United States - BUSPROG: Analytic

DARDS:

STATE STANDARDS: United States - OH - DISC: Leadership Principles

DS:

TOPICS: The Meaning of Leadership

KEYWORDS: Bloom's: Knowledge

NOTES: Digital story: Engage

DATE CREATED: 11/8/2017 4:06 PM

DATE MODIFIED: 11/8/2017 4:06 PM

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2. The concept of leadership as a partnership concerns legal aspects of relationships.

- a. True
- b. False

ANSWER: False

RATIONALE: Leadership is often regarded as a partnership or collaboration between leaders and group members. It concerns with several individuals within a team serving as leaders, both by formal and informal assignment. See “The Meaning of Leadership.”

POINTS: 1

DIFFICULTY: Moderate

QUESTION TYPE True / False

:

HAS VARIABLES: False

LEARNING OBJECTIVES: 1.1 - Identify the five in-depth perspectives of psychology and explain how integrating these perspectives leads to a more comprehensive and accurate view of behavior and mental processes.

NATIONAL STANDARDS: United States - BUSPROG - Analytic

DARDS:

STATE STANDARDS: United States - OH - DISC: Leadership Principles

DS:

TOPICS: The Meaning of Leadership

KEYWORDS: Bloom's: Comprehension

NOTES: Digital story: Connect

DATE CREATED:11/8/2017 4:06 PM

DATE MODIFIED: 11/8/2017 4:06 PM

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3. A major contributor to leader burnout is being responsible for an action that hurts so many people.

- a. True
- b. False

ANSWER: True

RATIONALE: A major contributor to leader burnout is being responsible for an action that hurts so many people, such as laying off workers. See "The Satisfaction and Frustrations of Being a Leader."

POINTS: 1

DIFFICULTY: Moderate

QUESTION TYPE: True / False

:

HAS VARIABLES: False

LEARNING OBJECTIVES: 1.3, 1.4

CTIVES:

NATIONAL STANDARDS: United States - BUSPROG - Analytic

DARDS:

STATE STANDARDS: United States - OH - DISC: Leadership Principles

TOPICS: The Satisfaction and Frustrations of Being a Leader

KEYWORDS: Bloom's: Comprehension

NOTES: Digital story: Connect

DATE CREATED:11/8/2017 4:06 PM

DATE MODIFIED: 11/10/2017 1:48 AM

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4. Effective leaders have to be good managers or be supported by effective managers.

- a. True
- b. False

ANSWER: True

RATIONALE: Effective leaders have to be good managers themselves or be supported by effective managers. See "The Meaning of Leadership."

POINTS: 1

DIFFICULTY: Easy

QUESTION TYPE: True / False

:

HAS VARIABLES: False

LEARNING OBJECTIVES: 1.1 - Identify the five in-depth perspectives of psychology and explain how integrating these

CTIVES: perspectives leads to a more comprehensive and accurate view of behavior and mental processes.

NATIONAL STANDARDS: United States - BUSPROG - Analytic

DARDS:

STATE STANDARDS: United States - OH - DISC: Leadership Principles

DS:

TOPICS: The Meaning of Leadership

KEYWORDS: Bloom's: Knowledge
NOTES: Digital story: Connect
DATE CREATED: 11/8/2017 4:06 PM
DATE MODIFIED: 11/8/2017 4:06 PM
D:

5. A synthesis of several studies on managerial succession indicated that changes in leadership are usually associated with conditions of stability within the organization.

- a. True
- b. False

ANSWER: False

RATIONALE: An overview of research on managerial succession over a recent twenty year period provides more support for the idea that leadership has an impact on organizational performance. Using different methodologies, these studies arrived at the same conclusion that changes in leadership are followed by changes in company performance. See "The Impact of Leadership on Organizational Performance."

POINTS: 1

DIFFICULTY: Moderate

QUESTION TYPE: True / False

:

HAS VARIABLES: False

LEARNING OBJECTIVES: 1.2, 1.3

NATIONAL STANDARDS:

UNIT: United States - BUSPROG - Analytic

DARDS:

STATE STANDARDS: United States - OH - DISC: Leadership Principles

DS:

TOPICS: The Impact of Leadership on Organizational Performance

KEYWORDS: Bloom's: Comprehension

NOTES: Digital story: Connect

DATE CREATED: 11/8/2017 4:06 PM

DATE MODIFIED: 11/8/2017 4:06 PM

D:

6. According to the *substitutes for leadership* viewpoint, certain factors in the work environment make the leader's role almost superfluous.

- a. True
- b. False

ANSWER: True

RATIONALE: According to the substitutes for leadership viewpoint, factors in the work environment that provide guidance and incentives to perform, make the leader's role almost superfluous. See "The Impact of Leadership on Organizational Performance."

POINTS: 1

DIFFICULTY: Easy

QUESTION TYPE: True / False

:

HAS VARIABLES: False

LEARNING OBJECTIVES: 1.2, 1.3

CTIVES:

NATIONAL STANDARDS: United States - BUSPROG - Analytic

DARDS:

STATE STANDARDS: United States - OH - DISC: Leadership Principles

DS:

TOPICS: The Impact of Leadership on Organizational Performance

KEYWORDS: Bloom's: Knowledge

NOTES: Digital story: Engage

DATE CREATED: 11/8/2017 4:06 PM

DATE MODIFIED: 11/8/2017 4:06 PM

D:

7. Part of the coach and motivator role is to provide team members with feedback concerning ineffective performance.

- a. True
- b. False

ANSWER: True

RATIONALE: An effective leader takes the time to coach and motivate team members, and sometimes to inspire large groups of people inside the organization. Providing team members with feedback concerning ineffective performance is part of the coach and motivator role of a leader. See "Leadership Roles."

POINTS: 1

DIFFICULTY: Easy

QUESTION TYPE: True / False

:

HAS VARIABLES: False

LEARNING OBJECTIVE 1.3 - Analyze the contributions of philosophy and the natural sciences to modern psychology.

CTIVES:

NATIONAL STANDARDS: United States - BUSPROG - Analytic

DARDS:

STATE STANDARDS: United States - OH - DISC: Leadership Principles

DS:

TOPICS: Leadership Roles

KEYWORDS: Blooms: Knowledge

NOTES: Digital story: Engage

DATE CREATED: 11/8/2017 4:06 PM

DATE MODIFIED: 11/8/2017 4:06 PM

D:

8. Alexis is engaged in the team builder role when she performs individual contributor tasks on a regular basis.

- a. True
- b. False

ANSWER: False

RATIONALE: Performing individual contributor tasks on a regular basis, such as making sale calls or repairing machinery, is part of the technical problem solver role of a leader. See "Leadership Roles."

POINTS: 1

DIFFICULTY: Moderate

QUESTION TYPE: True / False

:

HAS VARIABLES:False

LEARNING OBJECTIVES: 1.3 - Analyze the contributions of philosophy and the natural sciences to modern psychology.

NATIONAL STANDARDS: United States - BUSPROG - Analytic

DARDS:

STATE STANDARDS: United States - OH - DISC: Leadership Principles

DS:

TOPICS: Leadership Roles

KEYWORDS: Bloom's: Comprehension

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DATE MODIFIED: 11/10/2017 2:12 AM

D:

9. A major part of the strategy developer role of leaders is to help the firm deal effectively with its internal environment.

a. True

b. False

ANSWER: False

RATIONALE: Carrying out the strategic-planner role enables the manager to practice strategic leadership. One of the activities included under this category is helping the firm deal with the external environment. See "Leadership Roles."

POINTS: 1

DIFFICULTY: Easy

QUESTION TYPE: True / False

:

HAS VARIABLES:False

LEARNING OBJECTIVES: 1.3 - Analyze the contributions of philosophy and the natural sciences to modern psychology.

NATIONAL STANDARDS: United States - BUSPROG - Analytic

DARDS:

STATE STANDARDS: United States - OH - DISC: Leadership Principles

DS:

TOPICS: Leadership Roles

KEYWORDS: Bloom's: Knowledge

NOTES: Digital story: Engage

DATE CREATED: 11/8/2017 4:06 PM

DATE MODIFIED: 11/10/2017 2:14 AM

D:

10. Being a leader often gives a person a chance to help people directly.

a. True

b. False

ANSWER: True

RATIONALE: A leader works directly with people, often teaching them job skills, serving as a mentor, and listening to personal problems. Part of a leader's job is to help other people become managers and leaders. See

“The Satisfaction and Frustrations of Being a Leader.”

POINTS: 1
DIFFICULTY: Easy
QUESTION TYPE True / False
:
HAS VARIABLES: False

LEARNING OBJECTIVES: 1.3, 1.4

NATIONAL STANDARDS: United States - BUSPROG - Analytic
DARDS:

STATE STANDARDS: United States - OH - DISC: Leadership Principles
DS:

TOPICS: The Satisfaction and Frustrations of Being a Leader

KEYWORDS: Bloom's: Knowledge

NOTES: Digital story: Connect

DATE CREATED: 11/8/2017 4:06 PM

DATE MODIFIED: 11/8/2017 4:06 PM
D:

11. Leadership limits the number of people in whom you can confide.

- a. True
- b. False

ANSWER: True

RATIONALE: The higher you rise as a leader, the lonelier you will be in a certain sense. Leadership limits the number of people in whom you can confide. See “The Satisfaction and Frustrations of Being a Leader.”

POINTS: 1
DIFFICULTY: Easy
QUESTION TYPE True / False
:
HAS VARIABLES: False

LEARNING OBJECTIVES: 1.3, 1.4

NATIONAL STANDARDS: United States - BUSPROG - Analytic
DARDS:

STATE STANDARDS: United States - OH - DISC: Leadership Principles
DS:

TOPICS: The Satisfaction and Frustrations of Being a Leader

KEYWORDS: Bloom's: Knowledge

NOTES: Digital story: Engage

DATE CREATED: 11/8/2017 4:06 PM

DATE MODIFIED: 11/8/2017 4:06 PM
D:

12. A cited advantage of being a leader is that a person is better able to avoid being involved in organizational politics.

- a. True
- b. False

ANSWER: False

RATIONALE: People at all levels of an organization, from the office assistant to the chairperson of the board, must be aware of political factors. Yet you can avoid politics more easily as an individual contributor than you can as a leader. As a leader you have to engage in political byplay from three directions: below, sideways, and upward. See “The Satisfaction and Frustrations of Being a Leader.”

POINTS: 1

DIFFICULTY: Moderate

QUESTION TYPE True / False

:

HAS VARIABLES: False

LEARNING OBJECTIVES: 1.3, 1.4

NATIONAL STANDARDS:

United States - BUSPROG - Analytic

DARDS:

United States - OH - DISC: Leadership Principles

DS:

TOPICS: The Satisfaction and Frustrations of Being a Leader

KEYWORDS: Bloom's: Comprehension

NOTES: Digital story: Engage

DATE CREATED: 11/8/2017 4:06 PM

DATE MODIFIED: 11/8/2017 4:06 PM

D:

13. The basic framework for determining leadership effectiveness places greatest importance on intrapersonal mechanisms, such as the leader's intelligence.

- a. True
- b. False

ANSWER: False

RATIONALE: Leadership is a process with both intrapersonal and interpersonal mechanisms. The interpersonal mechanisms refer to the impact of the leader on the behavior of others. See “A Framework for Understanding Leadership.”

POINTS: 1

DIFFICULTY: Moderate

QUESTION TYPE True / False

:

HAS VARIABLES: False

LEARNING OBJECTIVES: 1.5 - Discuss the importance of the scientific method as a foundation for psychology.

NATIONAL STANDARDS:

United States - BUSPROG - Analytic

DARDS:

United States - OH - DISC: Leadership Principles

DS:

TOPICS: A Framework for Understanding Leadership

KEYWORDS: Bloom's: Comprehension

NOTES: Digital story: Engage

DATE CREATED: 11/8/2017 4:06 PM

DATE MODIFIE 11/10/2017 2:24 AM

D:

14. The leadership process is a function of the leader, the group members, and other situational variables.

- a. True
- b. False

ANSWER: True

RATIONALE: According to the basic framework for understanding leadership, leadership is a function of both the leader and the led and the complexity of the context (setting and environment). See "A Framework for Understanding Leadership."

POINTS: 1

DIFFICULTY: Easy

QUESTION TYPE True / False

:

HAS VARIABLES: False

LEARNING OBJE 1.5 - Discuss the importance of the scientific method as a foundation for psychology.

CTIVES:

NATIONAL STAN United States - BUSPROG - Analytic

DARDS:

STATE STANDAR United States - OH - DISC: Leadership Principles

DS:

TOPICS: A Framework for Understanding Leadership

KEYWORDS: Bloom's: Knowledge

NOTES: Digital story: Engage

DATE CREATED: 11/8/2017 4:06 PM

DATE MODIFIE 11/8/2017 4:06 PM

D:

15. Leader behavior and style refers to attributes of the group members that could have a bearing on how effective the leadership attempt will be.

- a. True
- b. False

ANSWER: False

RATIONALE: Leader behavior and style refers to the activities engaged in by the leader, including characteristic approach, that relate to his or her effectiveness. See "A Framework for Understanding Leadership."

POINTS: 1

DIFFICULTY: Easy

QUESTION TYPE True / False

:

HAS VARIABLES: False

LEARNING OBJE 1.5 - Discuss the importance of the scientific method as a foundation for psychology.

CTIVES:

NATIONAL STAN United States - BUSPROG - Analytic

DARDS:

STATE STANDAR United States - OH - DISC: Leadership Principles

DS:

TOPICS: A Framework for Understanding Leadership
KEYWORDS: Bloom's: Knowledge
NOTES: Digital story: Engage
DATE CREATED: 11/8/2017 4:06 PM
DATE MODIFIED: 11/8/2017 4:06 PM
D:

16. A component of the general learning model applied to leadership skills is to obtain feedback on skill utilization from others.

- a. True
- b. False

ANSWER: True

RATIONALE: A component of the general learning model applied to leadership skills is to obtain feedback on skill utilization from others. See "Skill Development in Leadership."

POINTS: 1

DIFFICULTY: Easy

QUESTION TYPE: True / False

:

HAS VARIABLES: False

LEARNING OBJECTIVES: 1.6 - Explain why psychology's role as a "hub science" supports applications in many academic fields, contributes to the solutions of critical contemporary problems, and informs the development of public policies.

NATIONAL STANDARDS: United States - BUSPROG - Analytic

DARDS:

STATE STANDARDS: United States - OH - DISC: Leadership Principles

TOPICS: Skill Development in Leadership

KEYWORDS: Bloom's: Knowledge

NOTES: Digital story: Engage

DATE CREATED: 11/8/2017 4:06 PM

DATE MODIFIED: 11/8/2017 4:06 PM

D:

17. The following characteristic of *competence* refers to building skills that will make a person more marketable to other firms.

- a. True
- b. False

ANSWER: False

RATIONALE: Effective followers build their competence and focus their efforts for maximum impact. Competence centers on mastering skills that will be useful to the organization. Less effective group members rarely take the initiative to engage in training and development. See "Followership: Being an Effective Group Member."

POINTS: 1

DIFFICULTY: Easy

QUESTION TYPE: True / False

:

HAS VARIABLES: False

LEARNING OBJECTIVES:

NATIONAL STANDARDS:

United States - BUSPROG - Analytic

DARDS:

United States - OH - DISC: Leadership Principles

DS:

TOPICS: Followership: Being and Effective Group Member

KEYWORDS: Bloom's: Knowledge

NOTES: Digital story: Engage

DATE CREATED: 11/8/2017 4:06 PM

DATE MODIFIED: 11/10/2017 2:29 AM

D:

18. The defining aspect of leadership is that it includes the ability to

- a. communicate with people.
- b. delegate responsibility to others.
- c. maintain equilibrium in the organization.
- d. inspire people's confidence and gain their support.

ANSWER: d

RATIONALE: The common characteristic of leaders is their ability to inspire and stimulate others to achieve worthwhile goals. Therefore, leadership can be defined as the ability to inspire confidence and support among the people who are needed to achieve organizational goals. See "The Meaning of Leadership."

POINTS: 1

DIFFICULTY: Easy

QUESTION TYPE: Multiple Choice

:

HAS VARIABLES: False

LEARNING OBJECTIVE 1.1 - Identify the five in-depth perspectives of psychology and explain how integrating these

CTIVES: perspectives leads to a more comprehensive and accurate view of behavior and mental processes.

NATIONAL STANDARDS:

DARDS:

United States - OH - DISC: Leadership Principles

DS:

TOPICS: The Meaning of Leadership

KEYWORDS: Bloom's: Easy

NOTES: Digital story: Engage

DATE CREATED: 11/8/2017 4:06 PM

DATE MODIFIED: 11/10/2017 2:33 AM

D:

19. Gail T. Fairhurst and Mary Uhl-Bien explain that leadership is not a trait or behavior of an individual, but rather

- a. a phenomenon generated in the interactions among people acting in a given setting.
- b. the result of how well followers adhere to their assigned roles.
- c. an emergent property of the different strata within an organization.
- d. a learned skill that can be easily performed with a little practice.

ANSWER: a
RATIONALE: A theoretical analysis by Gail T. Fairhurst and Mary Uhl-Bien explains that leadership is not a trait or behavior of an individual but rather a phenomenon generated in the interactions among people acting in a given setting. The social actions between and among people enable them to work together in meaningful ways to produce leadership outcomes. See "The Meaning of Leadership."
POINTS: 1
DIFFICULTY: Easy
QUESTION TYPE Multiple Choice
:
HAS VARIABLES: False

LEARNING OBJECTIVES: 1.1 - Identify the five in-depth perspectives of psychology and explain how integrating these perspectives leads to a more comprehensive and accurate view of behavior and mental processes.
NATIONAL STANDARDS: United States - BUSPROG - Analytic
STATE STANDARDS: United States - OH - DISC: Leadership Principles
TOPICS: The Meaning of Leadership
KEYWORDS: Bloom's: Knowledge
NOTES: Digital story: Engage
DATE CREATED: 11/8/2017 4:06 PM
DATE MODIFIED: 11/10/2017 2:38 AM
D:

20. Leadership can be practiced
- a. only in the executive suite.
 - b. at any level in the organization.
 - c. only by people whose job title includes "manager."
 - d. only when employees are performing below standard.

ANSWER: b
RATIONALE: Leadership is not only found among people in high-level positions. Leadership is needed at all levels in an organization and can be practiced to some extent even by a person not assigned to a formal leadership position. See "The Meaning of Leadership."
POINTS: 1
DIFFICULTY: Easy
QUESTION TYPE Multiple Choice
:
HAS VARIABLES: False

LEARNING OBJECTIVES: 1.1 - Identify the five in-depth perspectives of psychology and explain how integrating these perspectives leads to a more comprehensive and accurate view of behavior and mental processes.
NATIONAL STANDARDS: United States - BUSPROG - Analytic
STATE STANDARDS: United States - OH - DISC: Leadership Principles
TOPICS: The Meaning of Leadership
KEYWORDS: Bloom's: Knowledge
NOTES: Digital story: Engage

DATE CREATED:11/8/2017 4:06 PM

DATE MODIFIED: 11/8/2017 4:06 PM

D:

21. According to an analysis of a group of studies, in terms of having an impact on company performance the leader was about as important as the

- a. building in which the company headquarters is located.
- b. decision to list a company on the stock exchange.
- c. industry in which the company operated.
- d. price of the stock.

ANSWER: c

RATIONALE: A group of researchers analyzed 200 management techniques as employed by 150 companies over ten years. The study found that the choice of a CEO leader is as important as the choice of whether to remain in the same industry or enter a different one. See "The Impact of Leadership on Organizational Performance."

POINTS: 1

DIFFICULTY: Easy

QUESTION TYPE Multiple Choice

:

HAS VARIABLES: False

LEARNING OBJECTIVES: 1.2, 1.3

NATIONAL STANDARDS:

United States - BUSPROG - Analytic

DARDS:

STATE STANDARDS: United States - OH - DISC: Leadership Principles

DS:

TOPICS: The Impact of Leadership on Organizational Performance

KEYWORDS: Bloom's: Knowledge

NOTES: Digital story: Engage

DATE CREATED:11/8/2017 4:06 PM

DATE MODIFIED: 11/8/2017 4:06 PM

D:

22. Substitutes for leadership refers to

- a. financial incentives that encourage people to work independently.
- b. group members who are in charge when the leader is absent.
- c. factors in the work setting that may make leadership superfluous.
- d. extra compensation given to employees who are asked to supervise their own work.

ANSWER: c

RATIONALE: Substitutes for leadership refers to factors in the work environment that provide guidance and incentives to perform, making the leader's role almost superfluous. See "The Impact of Leadership on Organizational Performance."

POINTS: 1

DIFFICULTY: Easy

QUESTION TYPE Multiple Choice

:

HAS VARIABLES: False

LEARNING OBJECTIVES: 1.2, 1.3

CTIVES:

NATIONAL STANDARDS: United States - BUSPROG - Analytic

DARDS:

STATE STANDARDS: United States - OH - DISC: Leadership Principles

DS:

TOPICS: The Impact of Leadership on Organizational Performance

KEYWORDS: Bloom's: Knowledge

NOTES: Digital story: Engage

DATE CREATED: 11/8/2017 4:06 PM

DATE MODIFIED: 11/10/2017 2:47 AM

D:

23. Intrinsically satisfying work can be a leadership substitute because such work

- a. is so self-motivating that the worker requires very little leadership.
- b. usually involves computer technology.
- c. is usually performed when the leader is away.
- d. lies outside the jurisdiction of leaders.

ANSWER: a

RATIONALE: Employees who are engaged in work they find strongly self-motivating, or intrinsically satisfying, require a minimum of leadership. Part of the reason is that the task itself grabs the worker's attention and energy. See "The Impact of Leadership on Organizational Performance."

POINTS: 1

DIFFICULTY: Easy

QUESTION TYPE: Multiple Choice

:

HAS VARIABLES: False

LEARNING OBJECTIVES: 1.2, 1.3

CTIVES:

NATIONAL STANDARDS: United States - BUSPROG - Analytic

DARDS:

STATE STANDARDS: United States - OH - DISC: Leadership Principles

DS:

TOPICS: The Impact of Leadership on Organizational Performance

KEYWORDS: Bloom's: Knowledge

NOTES: Digital story: Engage

DATE CREATED: 11/8/2017 4:06 PM

DATE MODIFIED: 11/8/2017 4:06 PM

D:

24. A Duke University survey about executive leadership found that CEOs *can* influence leadership, but only if

- a. employees are paid what they feel they deserve.
- b. employees feel that their work is intrinsically rewarding.
- c. creativity is fostered at every level of the organization.
- d. the leader is perceived to be responsible and inspirational.

ANSWER: d

RATIONALE: The Center on Leadership & Ethics at Duke University conducted a survey about executive leadership based on 205 executives from public and private companies. One of the issues explored was whether leadership actions can affect performance. It was concluded that they can indeed, but only if the leader is perceived to be responsible and inspirational. See “The Impact of Leadership on Organizational Performance.”

POINTS: 1

DIFFICULTY: Moderate

QUESTION TYPE Multiple Choice

:

HAS VARIABLES: False

LEARNING OBJECTIVES: 1.2, 1.3

NATIONAL STANDARDS:

United States - BUSPROG - Analytic

DARDS:

STATE STANDARDS: United States - OH - DISC: Leadership Principles

DS:

TOPICS: The Impact of Leadership on Organizational Performance

KEYWORDS: Bloom's: Comprehension

NOTES: Digital story: Connect

DATE CREATED: 11/8/2017 4:06 PM

DATE MODIFIED: 11/10/2017 2:53 AM

D:

25. Which of the following is not an accepted substitute for leadership in the modern work environment?

- a. Strong professional norms
- b. Work that has heavy deadline pressure
- c. Work that is intrinsically satisfying
- d. Closely knit teams of highly trained individuals

ANSWER: b

RATIONALE: Closely knit teams of highly trained individuals, intrinsic satisfaction, and professional norms are the three primary substitutes for leadership in the modern work environment. See “The Impact of Leadership on Organizational Performance.”

POINTS: 1

DIFFICULTY: Moderate

QUESTION TYPE Multiple Choice

:

HAS VARIABLES: False

LEARNING OBJECTIVES: 1.2, 1.3

NATIONAL STANDARDS:

United States - BUSPROG - Analytic

DARDS:

STATE STANDARDS: United States - OH - DISC: Leadership Principles

DS:

TOPICS: The Impact of Leadership on Organizational Performance

KEYWORDS: Bloom's: Comprehension

NOTES: Digital story: Connect

DATE CREATED: 11/8/2017 4:06 PM

DATE MODIFIED: 11/10/2017 4:05 AM

D:

26. A recommended approach for understanding the impact of leadership on performance is to ask

- a. "Under what conditions do leaders make a difference?"
- b. "How well liked is the leader?"
- c. "What is the history of the firm?"
- d. "What company policies regulate leadership?"

ANSWER: a

RATIONALE: A useful perspective on whether leadership makes a difference is to ask the right question as framed by J. Richard Hackman and Ruth Wageman. Instead of asking if leaders make a difference, we should be asking under what conditions leaders make a difference. See "The Impact of Leadership on Organizational Performance."

POINTS: 1

DIFFICULTY: Moderate

QUESTION TYPE Multiple Choice

:

HAS VARIABLES: False

LEARNING OBJECTIVES: 1.2, 1.3

CTIVES:

NATIONAL STANDARDS: United States - BUSPROG - Analytic

DARDS:

STATE STANDARDS: United States - OH - DISC: Leadership Principles

DS:

TOPICS: The Impact of Leadership on Organizational Performance

KEYWORDS: Bloom's: Comprehension

NOTES: Digital story: Connect

DATE CREATED: 11/8/2017 4:06 PM

DATE MODIFIED: 11/8/2017 4:06 PM

D:

27. A company president attends a groundbreaking ceremony for a new children's hospital located near company headquarters. The president's role is best classified as that of

- a. figurehead.
- b. coach.
- c. team leader.
- d. spokesperson.

ANSWER: a

RATIONALE: Four specific behaviors fit the figurehead role of a leader: entertaining clients or customers as an official representative of the organization, making oneself available to outsiders as a representative of the organization, serving as an official representative of the organization at gatherings outside the organization, and escorting official visitors. See "Leadership Roles."

POINTS: 1

DIFFICULTY: Challenging

QUESTION TYPE Multiple Choice

:

HAS VARIABLES:False

LEARNING OBJECTIVES: 1.3 - Analyze the contributions of philosophy and the natural sciences to modern psychology.

NATIONAL STANDARDS: United States - - BUSPROG: Reflective Thinking - BUSPROG: Reflective Thinking

DARDS:

STATE STANDARDS: United States - OH - DISC: Leadership Principles

DS:

TOPICS: Leadership Roles

KEYWORDS: Bloom's: Application

NOTES: Digital story: Perform

DATE CREATED: 11/8/2017 4:06 PM

DATE MODIFIED: 11/8/2017 4:06 PM

D:

28. An aspect of the coach and motivator role of the leader is to

- a. deal with outside groups.
- b. display loyalty to superiors.
- c. informally recognize team member achievements.
- d. bargain with superiors for funds, facilities, and equipment.

ANSWER: c

RATIONALE: An effective leader takes the time to coach and motivate team members, and sometimes to inspire large groups of people inside the organization. This role includes five specific behaviors. One of them is informally recognizing team members' achievements. See "Leadership Roles."

POINTS: 1

DIFFICULTY: Easy

QUESTION TYPE: Multiple Choice

:

HAS VARIABLES:False

LEARNING OBJECTIVES: 1.3 - Analyze the contributions of philosophy and the natural sciences to modern psychology.

CTIVES:

NATIONAL STANDARDS: United States - BUSPROG - Analytic

DARDS:

STATE STANDARDS: United States - OH - DISC: Leadership Principles

DS:

TOPICS: Leadership Roles

KEYWORDS: Bloom's: Knowledge

NOTES: Digital story: Engage

DATE CREATED: 11/8/2017 4:06 PM

DATE MODIFIED: 11/10/2017 4:09 AM

D:

29. Middle manager Sara is engaged in the team builder role when she

- a. negotiates for a larger budget for her team.
- b. represents her group at a company meeting.
- c. holds a meeting to talk about team accomplishments.

- d. helps the group solve a technical problem.

ANSWER: c

RATIONALE: A key aspect of a leader's role is to build an effective team. Activities contributing to team builder role include ensuring that team members are recognized for their accomplishments, initiating activities that contribute to group morale, and holding periodic staff meetings to encourage team members to talk about their accomplishments, problems, and concerns. See "Leadership Roles."

POINTS: 1

DIFFICULTY: Moderate

QUESTION TYPE Multiple Choice

:

HAS VARIABLES: False

LEARNING OBJECTIVE 1.3 - Analyze the contributions of philosophy and the natural sciences to modern psychology.

CTIVES:

NATIONAL STANDARDS United States - BUSPROG - Analytic

DARDS:

STATE STANDARDS United States - OH - DISC: Leadership Principles

DS:

TOPICS: Leadership Roles

KEYWORDS: Bloom's: Comprehension

NOTES: Digital story: Connect

DATE CREATED: 11/8/2017 4:06 PM

DATE MODIFIED: 11/8/2017 4:06 PM

D:

30. Marketing vice president Derek is engaged in the strategy developer role when he

- a. takes a key customer to lunch.
- b. coaches an account executive on how to close a major sale.
- c. makes plan for enlarging the office.
- d. looks for ideas in the outside world that could help the company.

ANSWER: d

RATIONALE: Top-level managers engage in strategy development, usually assisted by input from others throughout the organization. Carrying out the strategic-planner role enables the manager to practice strategic leadership. The strategist role is concerned with shaping the future of the organization, or a unit within the larger organization. See "Leadership Roles."

POINTS: 1

DIFFICULTY: Moderate

QUESTION TYPE Multiple Choice

:

HAS VARIABLES: False

LEARNING OBJECTIVE 1.3 - Analyze the contributions of philosophy and the natural sciences to modern psychology.

CTIVES:

NATIONAL STANDARDS United States - BUSPROG - Analytic

DARDS:

STATE STANDARDS United States - OH - DISC: Leadership Principles

DS:

TOPICS: Leadership Roles

KEYWORDS: Bloom's: Comprehension

NOTES: Digital story: Connect

DATE CREATED: 11/8/2017 4:06 PM

DATE MODIFIED: 11/10/2017 4:14 AM

D:

31. A major source of satisfaction from being a leader is
- being able to avoid the long hours typically worked by team members.
 - loads of overtime pay.
 - the opportunity to sidestep organizational politics.
 - a chance to help others grow and develop.

ANSWER: d

RATIONALE: A leader works directly with people, often teaching them job skills, serving as a mentor, and listening to personal problems. Part of a leader's job is to help other people become managers and leaders. A leader often feels as much of a people helper as does a human resource manager or a counselor. See "The Satisfaction and Frustrations of Being a Leader."

POINTS: 1

DIFFICULTY: Moderate

QUESTION TYPE: Multiple Choice

:

HAS VARIABLES: False

LEARNING OBJECTIVES: 1.3, 1.4

NATIONAL STANDARDS:

United States - BUSPROG - Analytic

STANDARDS:

United States - OH - DISC: Leadership Principles

DS:

TOPICS: The Satisfaction and Frustrations of Being a Leader

KEYWORDS: Bloom's: Connect

NOTES: Digital story: Connect

DATE CREATED: 11/8/2017 4:06 PM

DATE MODIFIED: 11/16/2017 2:30 PM

D:

32. A potential disadvantage of being a leader is
- losing contact with paperwork and email.
 - isolation from problems involving people.
 - having fewer people to confide in about work-related issues.
 - being out of the loop in terms of company policies.

ANSWER: c

RATIONALE: The higher you rise as a leader, the lonelier you will be in a certain sense. Leadership limits the number of people in whom you can confide. See "The Satisfaction and Frustrations of Being a Leader."

POINTS: 1

DIFFICULTY: Moderate

QUESTION TYPE: Multiple Choice

:

*HAS VARIABLES:*False

*LEARNING OBJECTIVES:*1.3, 1.4

NATIONAL STANDARDS:

United States - BUSPROG - Analytic

STATE STANDARDS:

United States - OH - DISC: Leadership Principles

TOPICS:

The Satisfaction and Frustrations of Being a Leader

KEYWORDS: Bloom's: Comprehension

NOTES: Digital story: Connect

*DATE CREATED:*11/8/2017 4:06 PM

DATE MODIFIED: 11/8/2017 4:06 PM

D:

33. A major frustration facing leaders in the pursuit of conflicting goals is:

- a. controlling costs versus spending money.
- b. granting people the authority to act independently yet also getting them aligned.
- c. built-in conflicts between labor and management.
- d. motivating versus satisfying employees.

ANSWER: b

RATIONALE: A major challenge facing leaders is to navigate among conflicting goals. The central theme of these dilemmas is attempting to grant others the authority to act independently, yet still getting them aligned or pulling together for a common purpose. See "The Satisfaction and Frustrations of Being a Leader."

POINTS: 1

DIFFICULTY: Easy

*QUESTION TYPE:*Multiple Choice

:

*HAS VARIABLES:*False

*LEARNING OBJECTIVES:*1.3, 1.4

NATIONAL STANDARDS:

United States - BUSPROG - Analytic

STATE STANDARDS:

United States - OH - DISC: Leadership Principles

TOPICS:

The Satisfaction and Frustrations of Being a Leader

KEYWORDS: Bloom's: Knowledge

NOTES: Digital story: Engage

*DATE CREATED:*11/8/2017 4:06 PM

DATE MODIFIED: 11/10/2017 4:18 AM

D:

34. In the basic framework for understanding leadership, group member characteristics and behavior are understood to be:

- a. defined by whether a group is intrinsically motivated by their work.
- b. attributes that could have a bearing on how effective the leadership attempt will be.
- c. the socioeconomic makeup of the employee pool.
- d. how employees deal with the external environment.

ANSWER: b
RATIONALE: Group member characteristics refers to attributes of the group members that could have a bearing on how effective the leadership attempt will be. Intelligent and well-motivated group members, for example, help the leader do an outstanding job. See “A Framework for Understanding Leadership.”
POINTS: 1
DIFFICULTY: Easy
QUESTION TYPE Multiple Choice
:
HAS VARIABLES: False

LEARNING OBJECTIVES: 1.5 - Discuss the importance of the scientific method as a foundation for psychology.

NATIONAL STANDARDS: United States - BUSPROG - Analytic
STATE STANDARDS: United States - OH - DISC: Leadership Principles

TOPICS: A Framework for Understanding Leadership
KEYWORDS: Bloom's: Knowledge
NOTES: Digital story: Engage
DATE CREATED: 11/8/2017 4:06 PM
DATE MODIFIED: 11/10/2017 4:25 AM
D:

35. *Leadership effectiveness*, as defined in the framework for understanding leadership, refers to the leader:
- being impressive enough to get promoted.
 - attaining desirable outcomes such as productivity and satisfaction.
 - creating an attractive vision.
 - turning over decision-making responsibility to group members.

ANSWER: b
RATIONALE: Leadership effectiveness refers to attaining desirable outcomes such as productivity, quality, and satisfaction in a given situation. See “A Framework for Understanding Leadership.”
POINTS: 1
DIFFICULTY: Easy
QUESTION TYPE Multiple Choice
:
HAS VARIABLES: False

LEARNING OBJECTIVES: 1.5 - Discuss the importance of the scientific method as a foundation for psychology.

NATIONAL STANDARDS: United States - BUSPROG - Analytic
STATE STANDARDS: United States - OH - DISC: Leadership Principles
TOPICS: A Framework for Understanding Leadership
KEYWORDS: Bloom's: Knowledge
NOTES: Digital story: Engage
DATE CREATED: 11/8/2017 4:06 PM

DATE MODIFIE 11/8/2017 4:06 PM

D:

36. Leadership takes into account factors related to the leader, the persons being led, and

- a. personality traits of leaders.
- b. context, or the internal and external environment.
- c. personal characteristics of group members.
- d. forces beyond the control of the leader.

ANSWER: b

RATIONALE: Leadership does not exist in the abstract but takes into account factors related to the leader, the person or persons being led, and a variety of forces in the environment. See “A Framework for Understanding Leadership.”

POINTS: 1

DIFFICULTY: Easy

QUESTION TYPE Multiple Choice

:

HAS VARIABLES: False

LEARNING OBJECTIVE 1.5 - Discuss the importance of the scientific method as a foundation for psychology.

CTIVES:

NATIONAL STANDARDS United States - BUSPROG - Analytic

DARDS:

STATE STANDARDS United States - OH - DISC: Leadership Principles

DS:

TOPICS: A Framework for Understanding Leadership

KEYWORDS: Bloom's: Knowledge

NOTES: Digital story: Engage

DATE CREATED: 11/8/2017 4:06 PM

DATE MODIFIE 11/10/2017 4:27 AM

D:

37. A component of the general learning model applied to skill development in leadership is

- a. memorizing lists of great business leaders.
- b. making cross-comparisons of leadership theories.
- c. reading vision statements in annual reports.
- d. conceptual information supported by examples of leaders in action.

ANSWER: d

RATIONALE: Developing leadership skills is more complex and ambiguous than developing a structured skill. A general learning model of skill development in leadership will include conceptual information demonstrated by examples and brief descriptions of leaders in action. See “Skill Development in Leadership.”

POINTS: 1

DIFFICULTY: Easy

QUESTION TYPE Multiple Choice

:

HAS VARIABLES: False

LEARNING OBJECTIVE 1.6 - Explain why psychology's role as a “hub science” supports applications in many academic fields,

CTIVES: contributes to the solutions of critical contemporary problems, and informs the development of public policies.

NATIONAL STAN United States - BUSPROG - Analytic

DARDS:

STATE STANDAR United States - OH - DISC: Leadership Principles

DS:

TOPICS: Skill Development in Leadership

KEYWORDS: Bloom's: Knowledge

NOTES: Digital story: Engage

DATE CREATED: 11/8/2017 4:06 PM

DATE MODIFIE 11/8/2017 4:06 PM

D:

38. The terms *isolates*, *activists*, and *diehards* relate to the idea that followers differ in terms of level of

- a. intelligence and emotional maturity.
- b. engagement with the leader and the group.
- c. relevant job experience.
- d. job relevant skills.

ANSWER: b

RATIONALE: Barbara Kellerman offers a typology that helps explain how followers differ from one another. She focuses on the defining factor of the level of engagement with the leader or group to arrive at five types of follower: isolates, bystanders, participants, activists, and diehards. See "Followership: Being an Effective Group Member."

POINTS: 1

DIFFICULTY: Moderate

QUESTION TYPE Multiple Choice

:

HAS VARIABLES: False

LEARNING OBJE 1.7

CTIVES:

NATIONAL STAN United States - BUSPROG - Analytic

DARDS:

STATE STANDAR United States - OH - DISC: Leadership Principles

DS:

TOPICS: Followership: Being an Effective Group Member

KEYWORDS: Bloom's: Comprehension

NOTES: Digital story: Connect

DATE CREATED: 11/8/2017 4:06 PM

DATE MODIFIE 11/10/2017 4:30 AM

D:

39. Which one of the following is the *least* essential characteristic of an effective follower?

- a. Reliance on being managed or led by another person
- b. Commitment to something beyond oneself
- c. Building competence
- d. Independent and critical thinking

ANSWER: a

RATIONALE: As observed by Robert E. Kelley, effective followers share four essential qualities: self-management, commitment, competence, and courage. Hence, reliance on being managed by another person is the least essential characteristic of an effective follower. See “Followership: Being an Effective Group Member.”

POINTS: 1

DIFFICULTY: Easy

QUESTION TYPE Multiple Choice

:

HAS VARIABLES: False

LEARNING OBJECTIVE 1.7

CTIVES:

NATIONAL STANDARDS United States - BUSPROG - Analytic

DARDS:

STATE STANDARDS United States - OH - DISC: Leadership Principles

DS:

TOPICS: Followership: Being an Effective Group Member

KEYWORDS: Bloom's: Knowledge

NOTES: Digital story: Engage

DATE CREATED: 11/8/2017 4:06 PM

DATE MODIFIED: 11/8/2017 4:06 PM

D:

40. An effective way for a leader to collaborate with group members is to
- make sure the group members get their yearly salary increases.
 - make all the major decisions himself or herself.
 - solicit input from the right group members.
 - make the hierarchy as steep as possible.

ANSWER: c

RATIONALE: A key role for followers is to collaborate with leaders in achieving organizational goals. When high-level leaders do not make all of the decisions but solicit input from knowledgeable group members, leaders and followers work together more closely. See “Followership: Being an Effective Group Member.”

POINTS: 1

DIFFICULTY: Easy

QUESTION TYPE Multiple Choice

:

HAS VARIABLES: False

LEARNING OBJECTIVE 1.7

CTIVES:

NATIONAL STANDARDS United States - BUSPROG - Analytic

DARDS:

STATE STANDARDS United States - OH - DISC: Leadership Principles

DS:

TOPICS: Followership: Being an Effective Group Member

KEYWORDS: Bloom's: Knowledge

NOTES: Digital story: Engage

DATE CREATED:11/8/2017 4:06 PM

DATE MODIFIE 11/8/2017 4:06 PM

D:

41. The modern organization is characterized by
- a reversal of roles between leaders and followers.
 - an overthrow of authority by leaders.
 - competition between leaders and followers.
 - collaboration between leaders and followers.

ANSWER: d

RATIONALE: An argument for leadership irrelevance is that in the modern organization effective leadership means widespread collaboration in obtaining ideas, rather than the heroic leader doing all the innovating. See "Followership: Being an Effective Group Member."

POINTS: 1

DIFFICULTY: Easy

QUESTION TYPE Multiple Choice

:

HAS VARIABLES: False

LEARNING OBJE 1.2, 1.3

CTIVES:

NATIONAL STAN United States - BUSPROG - Analytic

DARDS:

STATE STANDAR United States - OH - DISC: Leadership Principles

DS:

TOPICS: Followership: Being an Effective Group Member

KEYWORDS: Bloom's: Knowledge

NOTES: Digital story: Engage

DATE CREATED:11/8/2017 4:06 PM

DATE MODIFIE 11/10/2017 4:34 AM

D:

42. As observed by Robert E. Kelley, _____ is an essential quality of effective followers.
- transparency
 - skill utilization
 - commitment
 - charisma

ANSWER: c

RATIONALE: As observed by Robert E. Kelley, effective followers share four essential qualities: self-management, commitment, competence and focus, and courage. See "Followership: Being an Effective Group Member."

POINTS: 1

DIFFICULTY: Moderate

QUESTION TYPE Multiple Choice

:

HAS VARIABLES: False

LEARNING OBJE 1.7

CTIVES:

NATIONAL STAN United States - BUSPROG - Analytic

DARDS:

STATE STANDAR United States - OH - DISC: Leadership Principles
DS:

TOPICS: Followership: Being an Effective Group Member

KEYWORDS: Bloom's: Comprehension

NOTES: Digital story: Connect

DATE CREATED: 11/8/2017 4:06 PM

DATE MODIFIE 11/8/2017 4:06 PM

D:

43. Jane is part of the sales team at JudyFashions Inc. Even though she has not been given a designation as the team leader, most of the team members rely on Jane for her opinions and suggestions on various sales related queries. Judy can be classified as a(n) _____ leader.

- a. isolate
- b. diehard
- c. participant
- d. emergent

ANSWER: d

RATIONALE: Emergent leaders are group members who significantly influence other group members even though they have not been assigned formal authority. See "The Meaning of Leadership."

POINTS: 1

DIFFICULTY: Challenging

QUESTION TYPE Multiple Choice

:

HAS VARIABLES: False

LEARNING OBJE 1.1 - Identify the five in-depth perspectives of psychology and explain how integrating these

CTIVES: perspectives leads to a more comprehensive and accurate view of behavior and mental processes.

NATIONAL STAN United States - BUSPROG - Analytic

DARDS:

STATE STANDAR United States - OH - DISC: Leadership Principles
DS:

TOPICS: The Meaning of Leadership

KEYWORDS: Bloom's: Application

NOTES: Digital story: Perform

DATE CREATED: 11/8/2017 4:06 PM

DATE MODIFIE 11/8/2017 4:06 PM

D:

44. According to Nick Petrie, which of the following is a feature of the old paradigm of leadership?

- a. Leadership is pro-active.
- b. Leadership resides in a single person or role.
- c. Leadership continually evolves.
- d. Leadership is a collective process.

ANSWER: b

RATIONALE: According to Nick Petrie “There is a transition occurring from the old paradigm in which leadership resided in a person or role, to a new one in which leadership is a collective process that is spread throughout networks of people.” See “The Meaning of Leadership.”

POINTS: 1

DIFFICULTY: Easy

QUESTION TYPEMultiple Choice

:

HAS VARIABLES:False

LEARNING OBJECTIVES: 1.1 - Identify the five in-depth perspectives of psychology and explain how integrating these perspectives leads to a more comprehensive and accurate view of behavior and mental processes.

NATIONAL STANDARDS: United States - BUSPROG - Analytic

DARDS:

STATE STANDARDS: United States - OH - DISC: Leadership Principles

DS:

TOPICS: The Meaning of Leadership

KEYWORDS: Bloom's: Knowledge

NOTES: Digital story: Engage

DATE CREATED: 11/8/2017 4:06 PM

DATE MODIFIED: 11/8/2017 4:06 PM

D:

45. An overview of research on managerial succession over a recent twenty-year period showed that:
- a. a consistent relationship was found between who is in charge and how well an organization performed.
 - b. incompetent leadership can be counterbalanced by certain factors in the work situation.
 - c. workers who incorporate strong professional norms often require a minimum of supervision and leadership.
 - d. leadership roles are a subset of the managerial roles.

ANSWER: a

RATIONALE: An overview of research on managerial succession over a recent twenty-year period provides more support for the idea that leadership has an impact on organizational performance. A consistent relationship was found between who is in charge and how well an organization performed as measured by a variety of indicators. See “The Impact of Leadership on Organizational Performance.”

POINTS: 1

DIFFICULTY: Easy

QUESTION TYPEMultiple Choice

:

HAS VARIABLES:False

LEARNING OBJECTIVES: 1.2, 1.3

CTIVES:

NATIONAL STANDARDS: United States - BUSPROG - Analytic

DARDS:

STATE STANDARDS: United States - OH - DISC: Leadership Principles

DS:

TOPICS: The Impact of Leadership on Organizational Performance

KEYWORDS: Bloom's: Knowledge

NOTES: Digital story: Engage

DATE CREATED: 11/8/2017 4:06 PM

DATE MODIFIE 11/10/2017 7:22 AM

D:

46. Which of the following is a justification for leader irrelevance argument?

- a. Leaders have plenty of room to influence others despite several constraints.
- b. Factors within a leader's control have a larger impact on business outcomes than do leadership actions.
- c. Centralized leadership is the most efficient form of running an organization.
- d. High-level leaders have unilateral control over only a few resources.

ANSWER: d

RATIONALE: Factors outside the leader's control have a larger impact on business outcomes than do leadership actions. One of the arguments is that high-level leaders have unilateral control over only a few resources. See "The Impact of Leadership on Organizational Performance."

POINTS: 1

DIFFICULTY: Easy

QUESTION TYPE Multiple Choice

:

HAS VARIABLES: False

LEARNING OBJE 1.2, 1.3

CTIVES:

NATIONAL STAN United States - BUSPROG - Analytic

DARDS:

STATE STANDAR United States - OH - DISC: Leadership Principles

DS:

TOPICS: The Impact of Leadership on Organizational Performance

KEYWORDS: Bloom's: Knowledge

NOTES: Digital story: Engage

DATE CREATED: 11/8/2017 4:06 PM

DATE MODIFIE 11/10/2017 4:48 AM

D:

47. The key to being a good follower is to think for oneself and to work well without close supervision. This is referred to as _____.

- a. focus
- b. self-management
- c. competence
- d. courage

ANSWER: b

RATIONALE: The key to being a good follower is to think for oneself and to work well without close supervision. Effective group members see themselves as being as capable as their leaders. This quality is known as self-management. See "Followership: Being an Effective Group Member."

POINTS: 1

DIFFICULTY: Easy

QUESTION TYPE Multiple Choice

:

HAS VARIABLES: False

LEARNING OBJE 1.7

CTIVES:

NATIONAL STAN United States - BUSPROG - Analytic

DARDS:

STATE STANDAR United States - OH - DISC: Leadership Principles
DS:

TOPICS: Followership: Being an Effective Group Member

KEYWORDS: Bloom's: Knowledge

NOTES: Digital story: Engage

DATE CREATED: 11/8/2017 4:06 PM

DATE MODIFIE 11/8/2017 4:06 PM

D:

48. Followers who are completely detached and passively support the status quo by not taking action to bring about changes are called _____.

- a. isolates
- b. participants
- c. activists
- d. diehards

ANSWER: a

RATIONALE: Barbara Kellerman offers a typology that helps explain how followers differ from one another. According to this typology, isolates are completely detached and passively support the status quo by not taking action to bring about changes. See "Followership: Being an Effective Group Member."

POINTS: 1

DIFFICULTY: Easy

QUESTION TYPE Multiple Choice

:

HAS VARIABLES: False

LEARNING OBJE 1.7

CTIVES:

NATIONAL STAN United States - BUSPROG - Analytic

DARDS:

STATE STANDAR United States - OH - DISC: Leadership Principles
DS:

TOPICS: Followership: Being an Effective Group Member

KEYWORDS: Bloom's: Knowledge

DATE CREATED: 11/8/2017 4:06 PM

DATE MODIFIE 11/8/2017 4:06 PM

D:

49. As a category of followers, _____ have an even stronger tendency to be whistleblowers than do activists.

- a. participants
- b. diehards
- c. isolates
- d. bystanders

ANSWER: b

RATIONALE: Diehards can be an asset or a liability to the leader. Diehards have an even stronger tendency to be whistleblowers than do activists. See "Followership: Being an Effective Group Member."

POINTS: 1
DIFFICULTY: Moderate
QUESTION TYPE Multiple Choice
:
HAS VARIABLES: False

LEARNING OBJECTIVES:

NATIONAL STANDARDS: United States - BUSPROG - Analytic
DARDS:

STATE STANDARDS: United States - OH - DISC: Leadership Principles
DS:

TOPICS: Followership: Being an Effective Group Member

KEYWORDS: Bloom's: Comprehension

NOTES: Digital Story: Connect

DATE CREATED: 11/8/2017 4:06 PM

DATE MODIFIED: 11/8/2017 4:06 PM
D:

50. Zach is a team member who rarely offers inputs to his team leader. He follows orders passively and does not take an interest in his company's growth. As a follower, Zach is most likely a(n) _____.

- a. diehard
- b. activist
- c. bystander
- d. isolate

ANSWER: d

RATIONALE: Isolates are completely detached and passively support the status quo by not taking action to bring about changes. They do not care much about their leaders and just do their job without taking an interest in the overall organization. Zach's actions are indicative of those of an isolate. See "Followership: Being an Effective Group Member."

POINTS: 1
DIFFICULTY: Challenging
QUESTION TYPE Multiple Choice
:
HAS VARIABLES: False

NATIONAL STANDARDS: United States - - BUSPROG: Reflective Thinking - BUSPROG: Reflective Thinking
DARDS:

STATE STANDARDS: United States - OH - DISC: Leadership Principles
DS:

TOPICS: Followership: Being an Effective Group Member

KEYWORDS: Bloom's: Application

NOTES: Digital Story: Perform

DATE CREATED: 11/8/2017 4:06 PM

DATE MODIFIED: 11/8/2017 4:06 PM
D:

51. At a meeting, a(n) _____ is more likely to focus on the refreshments and taking peeks at his or her personal text

messages than focusing on the agenda.

- a. participant
- b. bystander
- c. activist
- d. diehard

ANSWER: b

RATIONALE: Bystanders are free riders who are typically detached when it fits their self-interests. At a meeting, a bystander is more likely to focus on the refreshments and taking peeks at his or her personal text messages. See "Followership: Being an Effective Group Member."

POINTS: 1

DIFFICULTY: Moderate

QUESTION TYPE Multiple Choice

:

HAS VARIABLES: False

LEARNING OBJECTIVE 1.7

CTIVES:

NATIONAL STANDARD United States - BUSPROG: Analytic

DARDS:

STATE STANDARD United States - OH - DISC: Leadership Principles

DS:

TOPICS: Followership: Being an Effective Group Member

KEYWORDS: Bloom's: Application

NOTES: Digital Story: Perform

DATE CREATED: 11/8/2017 4:06 PM

DATE MODIFIED: 11/10/2017 5:15 AM

D:

52. When Carlos, the manager of a coffee shop, speaks to customers in order to find out trends in their preferences and their changing requirements, he is performing the leadership role of a(n) _____.

- a. coach and motivator
- b. team builder
- c. entrepreneur
- d. team player

ANSWER: c

RATIONALE: Talking with customers or others in the organization to keep aware of changing needs and requirements, as Carlos is doing in this scenario, is one of the three entrepreneurial leadership role activities. See "Followership: Being an Effective Group Member."

POINTS: 1

DIFFICULTY: Challenging

QUESTION TYPE Multiple Choice

:

HAS VARIABLES: False

LEARNING OBJECTIVE 1.3 - Analyze the contributions of philosophy and the natural sciences to modern psychology.

CTIVES:

NATIONAL STANDARD United States - - BUSPROG: Reflective Thinking - BUSPROG: Reflective Thinking

DARDS:

STATE STANDAR United States - OH - DISC: Leadership Principles

DS:

TOPICS: Leadership Roles

KEYWORDS: Bloom's: Application

DATE CREATED: 11/8/2017 4:06 PM

DATE MODIFIE 11/8/2017 4:06 PM

D:

53. Kiev, the manager of an accounting department, helps his CFO in framing the financial policies of his company. In this scenario, Kiev is carrying out the leadership role of a(n) _____.

- a. strategy developer
- b. executor
- c. spokesperson
- d. figurehead

ANSWER: a

RATIONALE: The strategy developer role is concerned with shaping the future of the organization, or a unit within the larger organization. Specific activities involved in this role include helping develop organizational policies. When Kiev helps frame the financial policies, he is involved in the role of a strategy developer. See "Leadership Roles."

POINTS: 1

DIFFICULTY: Challenging

QUESTION TYPE Multiple Choice

:

HAS VARIABLES: False

LEARNING OBJE 1.3 - Analyze the contributions of philosophy and the natural sciences to modern psychology.
CTIVES:

NATIONAL STAN United States - - BUSPROG: Reflective Thinking - BUSPROG: Reflective Thinking

DARDS:

STATE STANDAR United States - OH - DISC: Leadership Principles

DS:

TOPICS: Leadership Roles

KEYWORDS: Bloom's: Application

NOTES: Digital Story: Perform

DATE CREATED: 11/8/2017 4:06 PM

DATE MODIFIE 11/10/2017 5:20 AM

D:

54. When the workers in a workshop encounter operating difficulties or breakdowns while handling their machinery, they seek the help of Drew, their floor manager, to fix or repair the machinery. In this scenario, Drew is carrying out the leadership role of a(n) _____.

- a. executor
- b. figurehead
- c. team builder
- d. technical problem solver

ANSWER: d

RATIONALE: As a technical problem solver, supervisors and middle managers perform individual contributor tasks on a regular basis, such as making sale calls or repairing machinery. See "Leadership Roles."

POINTS: 1
DIFFICULTY: Challenging
QUESTION TYPE Multiple Choice
:
HAS VARIABLES: False

LEARNING OBJECTIVES: 1.3 - Analyze the contributions of philosophy and the natural sciences to modern psychology.

NATIONAL STANDARDS: United States - - BUSPROG: Reflective Thinking - BUSPROG: Reflective Thinking

STATE STANDARDS: United States - OH - DISC: Leadership Principles

TOPICS: Leadership Roles
NOTES: Digital Story: Perform
DATE CREATED: 11/8/2017 4:06 PM
DATE MODIFIED: 11/8/2017 4:06 PM
D:

55. An article argues that Edmonton Bank is unlikely to change its policies even though it recently appointed a new CEO. It notes that all the CEOs of Edmonton Bank are Caucasian males in their late forties who went to Ivy League schools. This article's argument about leadership irrelevance is based on the idea that:

- a. the new CEO will act in a way similar to the previous CEOs.
- b. the new CEO has unilateral control over only a few resources.
- c. Edmonton Bank uses information technology for many of its supervisory functions.
- d. the new CEO is limited by obligations to Edmonton Bank's shareholders.

ANSWER: a
RATIONALE: One aspect of leader irrelevance is that firms tend to choose new organizational leaders whose values are compatible with those of the firm. The leaders therefore act in ways similar to previous leaders. See "The Impact of Leadership on Organizational Performance."

POINTS: 1
DIFFICULTY: Challenging
QUESTION TYPE Multiple Choice
:
HAS VARIABLES: False

LEARNING OBJECTIVES: 1.2

NATIONAL STANDARDS: United States - - BUSPROG: Reflective Thinking - BUSPROG: Reflective Thinking

STATE STANDARDS: United States - OH - DISC: Leadership Principles

TOPICS: The Impact of Leadership on Organizational Performance
KEYWORDS: Bloom's: Application
NOTES: Digital Story: Perform
DATE CREATED: 11/8/2017 4:06 PM
DATE MODIFIED: 11/10/2017 5:29 AM
D:

56. Elaine, a project manager, often seeks feedback from her team members as well as her supervisors on how she is doing. Which of the following methods of skill development in leadership does Elaine use in this scenario?

- a. Practice in natural settings
- b. Feedback on skill utilization, or performance, from others
- c. Conceptual information demonstrated by examples and brief descriptions of leaders in action
- d. Experiential exercises

ANSWER: b

RATIONALE: Feedback on skill utilization, or performance, from others is one of the many ways in which leadership skills can be developed or improved. See "Skill Development in Leadership."

POINTS: 1

DIFFICULTY: Challenging

QUESTION TYPE Multiple Choice

:

HAS VARIABLES: False

LEARNING OBJECTIVES: 1.6 - Explain why psychology's role as a "hub science" supports applications in many academic fields, contributes to the solutions of critical contemporary problems, and informs the development of public policies.

NATIONAL STANDARDS: United States - BUSPROG: Reflective Thinking - BUSPROG: Reflective Thinking

STANDARDS:

STATE STANDARDS: United States - OH - DISC: Leadership Principles

TOPICS:

TOPICS: Skill Development in Leadership

KEYWORDS: Bloom's: Analysis

NOTES: Digital Story: Perform

DATE CREATED: 11/8/2017 4:06 PM

DATE MODIFIED: 11/8/2017 4:06 PM

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57. During a team meeting, the team manager expresses disappointment in his team's productivity rate. Svetlana, a team member, speaks up and says that their current project is particularly taxing on the team members and they have not compromised on the quality of their work. Which of the following qualities of a good follower is Svetlana displaying in this scenario?

- a. Courage
- b. Competence
- c. Commitment
- d. Self-management

ANSWER: a

RATIONALE: Courage is an essential quality of effective followers. Effective followers establish themselves as independent, critical thinkers and fight for what they believe is right. When Svetlana speaks up about the reasons that affect productivity, she is demonstrating courage. See "Followership: Being an Effective Group Member."

POINTS: 1

DIFFICULTY: Challenging

QUESTION TYPE Multiple Choice

:

HAS VARIABLES: False

LEARNING OBJECTIVE 1.8

CTIVES:

NATIONAL STANDARDS: United States - BUSPROG: Reflective Thinking - BUSPROG: Reflective Thinking

DARDS:

STATE STANDARDS: United States - OH - DISC: Leadership Principles

TOPICS: Followership: Being an Effective Group Member

KEYWORDS: Bloom's: Application

NOTES: Digital Story: Perform

DATE CREATED: 11/8/2017 4:06 PM

DATE MODIFIED: 11/10/2017 5:36 AM

D:

58. Samuel believes that his manager, Sally, does not play a significant role in his organization's performance. He feels that it is his own skills and interest in his job that affect his performance. Explain Samuel's argument against the importance of leadership and what Sally should do to demonstrate the various roles a leader carries out.

ANSWER:

The anti-leadership argument holds that the impact of the leader on organizational outcomes is smaller than the impact of forces within the situation.

At times, as Samuel feels, competent leadership is not necessary, and incompetent leadership can be counterbalanced by certain factors in the work situation. Under these circumstances, leadership itself is of little consequence to the performance and satisfaction of team members. According to this viewpoint, many organizations have substitutes for leadership. Such substitutes are factors in the work environment that provide guidance and incentives to perform, making the leader's role almost superfluous.

1. Closely knit teams of highly trained individuals: When members of a cohesive, highly trained group are focused on a goal, they may require almost no leadership to accomplish their task.
2. Intrinsic satisfaction: Employees who are engaged in work they find strongly self-motivating, or intrinsically satisfying, require a minimum of leadership. Part of the reason is that the task itself grabs the worker's attention and energy. The worker may require little leadership as long as the task is proceeding smoothly.
3. Professional norms: Workers who incorporate strong professional norms often require a minimum of supervision and leadership. A group of certified professional accountants may not need visionary leadership to inspire them to do an honest job of auditing the books of a client or advising against tax fraud.

As a manager and a leader, Sally carries out many roles. Mintzberg and other researchers identified ten roles that can be classified as part of the leadership function of management.

1. Figurehead
2. Spokesperson
3. Negotiator
4. Coach and motivator
5. Team builder
6. Team player
7. Technical problem solver
8. Entrepreneur
9. Strategy developer
10. Executor

Even as the manager of highly skilled and motivated workers like Samuel, Sally demonstrates leadership in her roles as a negotiator, strategy developer, problem solver, executor, figurehead, and a spokesperson. She can choose any of these roles to demonstrate the relevance of leadership in organizational performance.

POINTS: 1

DIFFICULTY: Challenging

*QUESTION TYPE*Essay

:

*HAS VARIABLES:*False

LEARNING OBJECTIVES: 1.2, 1.3

NATIONAL STANDARDS:

United States - - BUSPROG: Reflective Thinking - BUSPROG: Reflective Thinking

STATE STANDARDS:

United States - OH - DISC: Leadership Principles

TOPICS:

The Impact of Leadership on Organizational Performance; Leadership Roles

KEYWORDS: Bloom's: Evaluate

NOTES: Digital story: Lead

DATE CREATED: 11/8/2017 4:06 PM

DATE MODIFIED: 11/10/2017 5:40 AM

D:

59. Brent was recently promoted as a team leader. Since his promotion, Brent feels overworked and stressed. He feels he is responsible for solving problems he has no control over. Brent speaks to his supervisor about his frustrations and seeks advice regarding the roles of a team leader and how to derive satisfaction from them. What is Brent experiencing? If you were Brent's supervisor, what advice would you give him?

ANSWER: Brent appears to be experiencing the frustrations of being a leader. These include too much uncompensated overtime, facing a perform-or-perish mentality, and not having enough authority to carry out responsibility.

Brent's supervisor should talk to him about the satisfactions of being a leader, such as respect from group members and increased status, increased opportunities for advancement, and a chance to help others grow and develop. Other satisfactions include a feeling of power and prestige, higher income, receiving more inside information, and an opportunity to control money and other resources.

Brent's supervisor should also talk to him about the various roles he might play as a team leader. These roles include being a spokesperson and negotiator on behalf of the team as well as upper management, being a coach and motivator to his team members, and helping his team solve technical problems.

POINTS: 1

DIFFICULTY: Challenging

*QUESTION TYPE*Essay

:

*HAS VARIABLES:*False

LEARNING OBJECTIVES: 1.3, 1.4

NATIONAL STANDARDS:

United States - - BUSPROG: Reflective Thinking - BUSPROG: Reflective Thinking

STATE STANDARDS:

United States - OH - DISC: Leadership Principles

TOPICS:

Leadership Roles, The Satisfactions and Frustrations of Being a Leader

KEYWORDS: Bloom's: Analyze

NOTES: Digital story: Lead

DATE CREATED:11/8/2017 4:06 PM

DATE MODIFIE 11/10/2017 7:40 AM

D:

60. Adam, a manager, implements a process for tracking productivity and rewards productive team members with additional perks. Some team members respond enthusiastically to these measures, offering additional inputs on how productivity can be improved. Others just play along, with some of them expressing their support as long as they are rewarded for their work. If you were in Adam's position, how would you classify the team members based on their reception of the new initiatives? What approaches would you take with each category of followers?

ANSWER: Barbara Kellerman offers a typology that helps explain how followers differ from one another. She focuses on the defining factor of the level of engagement with the leader or group to arrive at five types of followers. Three types of followers are described in the scenario:

1. Isolates are completely detached and passively support the status quo by not taking action to bring about changes. In this case, the people who played along with the new plans are most likely classified as isolates. They do not care much about their leaders and just do their job without taking an interest in the overall organization. If Adam wants these team members to be more involved, he must carefully coach them. However, sometimes, firing isolates is the only option.
2. Bystanders are free riders who are typically detached when it fits their self-interests. In this case, those who support Adam's measures as long as they receive rewards can be classified as bystanders. Bystanders have low internal motivation, so Adam has to work hard to find the right motivators to spark them into action.
3. Participants show enough engagement to invest some of their own time and money to make a difference, such as taking the initiative to learn a new technology that would help the group. Those team members who offered new ideas to improve productivity are likely to be considered participants. Participants are sometimes for, and sometimes against, the leader and the company. The leader has to review their work and attitudes carefully to determine whether or not the participant is being constructive. Participants have also been regarded as active followers, or those who make a major contribution to the mission of the group.

POINTS: 1

DIFFICULTY: Challenging

QUESTION TYPEEssay

:

HAS VARIABLES:False

LEARNING OBJE1.7

CTIVES:

NATIONAL STAN United States - - BUSPROG: Reflective Thinking - BUSPROG: Reflective Thinking

DARDS:

STATE STANDAR United States - OH - DISC: Leadership Principles

DS:

TOPICS: Followership: Being an Effective Group Member

KEYWORDS: Bloom's: Analyze

NOTES: Digital story: Lead

DATE CREATED:11/8/2017 4:06 PM

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