

Chapter 2--Leadership Traits and Ethics

Student: _____

1. Understanding people's personalities is important because personality affects behavior as well as perceptions and attitudes.

True False

2. Personality is developed solely based on genetics.

True False

3. Research has confirmed that there is a limited number of confirmed and agreed up on traits this leaders have.

True False

4. Researchers agree on the personality traits that leaders have.

True False

5. To be more effective, psychologists recommend that we change our personality, not just our behavior.

True False

6. In a study of two groups of executives, one successful and one whose careers were derailed, the reason for the latter's failure was poor human relations.

True False

7. The Big Five Model of Personality categorizes traits into the dimensions of insurgency, adjustment, disagreeableness, conscientiousness, and openness to experience.

True False

8. The Big Five Model of Personality is the most widely accepted way to classify personalities.

True False

9. The adjustment personality dimension includes traits related to emotional stability.

True False

10. Personality profiles are used to categorize people as a means of predicting job success.

True False

11. Effective leaders are high on all of the factors in the Big Five Model of Personality.

True False

12. High energy is best categorized as the conscientiousness dimension of the Big Five.

True False

13. Intelligence refers to cognitive ability to think critically, to solve problems, and to make decisions.

True False

14. Intelligence is the best predictor of job performance.

True False

15. The Dominance trait affects all other traits related to effective leaders.

True False

16. The majority of CEOs, but not all CEOs are extraverts.

True False

17. Emotional intelligence is a personality dimension related to surgency.

True False

18. The four components of emotional intelligence are self-awareness, self-efficacy, social awareness, and self-management.

True False

19. Self-awareness relates to being conscious of your emotions and how they affect your personal and professional life.

True False

20. Leaders high in emotional intelligence outperform managers with average people skills.

True False

21. Leaders that are high in self-management are self-motivated, conscientious, adaptable, and optimistic.

True False

22. If an person does not want to be a leader, chances are that he or she will not be an effective leader.

True False

23. Dominance is one of the two major traits of the surgency Big Five.

True False

24. Achievement Motivation Theory attempts to explain and predict behavior and performance based on one's need for power, affiliation, and recognition.

True False

25. David McClelland said that needs are based on personality and are developed as we interact with the environment.

True False

26. People with strong n Ach want to take responsibility for solving problems and are high risk-takers.

True False

27. People with strong n Pow tend to seek entrepreneurial type positions and are attuned to power and politics.

True False

28. People with a high n Aff also tend to have a high n Pow.

True False

29. The Leader Motive Profile (LMP) includes a high need for achievement, a moderate need for affiliation, and a moderate need for power, which is socialized.

True False

30. Leaders need a high n Pow to influence followers, peers, and higher level managers.

True False

31. Without power, there is no leadership.

True False

32. McClelland identified power as either good or bad.

True False

33. Effective leaders use personalized power.

True False

34. Effective leaders have a higher need for affiliation than power.

True False

35. Attitudes help to explain and predict job performance.

True False

36. People with Theory X attitudes hold that employees like to work and do not need to be closely supervised in order to do their work.

True False

37. Managers with Theory X attitudes tend to display more coercive, autocratic leadership styles using internal motivation and rewards.

True False

38. The Pygmalion effect proposes that leaders' attitudes and expectations of followers, and their treatment of them, explain and predict followers' behavior and performance.

True False

39. Self-efficacy is the belief in your own capability to perform in a specific situation.

True False

40. You can be an effective leader, or follower, even if you don't have a positive self-concept.

True False

41. A good way to develop a positive self-concept is by observing and copying others' attitudes.

True False

42. An effective leader tends to have Theory X attitudes with a positive self-concept.

True False

43. A leader with a negative self-concept and a theory Y attitude tends to blame others when things go wrong.

True False

44. Ethics are the standards of right and wrong that influence behavior.

True False

45. The Sarbanes-Oxley Act of 2002 ensures that those who act unethically will be prosecuted.

True False

46. Our ethical behavior is related to our individual needs and personality traits.

True False

47. Personality alone is a good predictor of unethical behavior.

True False

48. People with an external locus of control, rather than an internal locus of control, are more likely to use unethical behavior.

True False

49. Moral development refers to understanding right from wrong and choosing to do the right thing.

True False

50. At the preconventional level of moral development, living up to expectations of acceptable behavior defined by others motivates behavior to fulfill duties and obligations.

True False

51. The common leadership style at the preconventional level of moral development is autocratic toward others.

True False

52. At the conventional level of moral development, self-interest motivates behavior.

True False

53. The common leadership style at the conventional level of moral development tends to be visionary.

True False

54. At the postconventional level of moral development, it is common for lower-level managers to use a leadership style similar to those of higher-level managers.

True False

55. When people use unethical behavior, it is often due to some type of character flaw.

True False

56. "I was only following orders; my boss told me to inflate the figures" is an example of displacement of responsibility.

True False

57. Distortion of consequences is the process of using "cosmetic" words to make the behavior sound acceptable.

True False

58. Under the stakeholder approach to ethics, one creates a win-win situation for relevant parties affected by the decision.

True False

59. To determine if your decision is ethical, you can ask yourself, "Are all stakeholders happy?"

True False

60. Ethical leadership requires the ability to do the right thing at the risk of rejection and loss.

True False

61. Which of the following statements regarding personality is true?

- A. Personality is developed based on genetics and environmental factors.
- B. Personality is distinguishing personal characteristics.
- C. Personality affects behavior as well as perceptions and attitudes.
- D. Personality predicts behavior and job performance.
- E. A, c and d

62. Which of the following is NOT a major reason for executive derailment?

- A. They used a bullying style viewed as intimidating, insensitive, and abrasive.
- B. They were viewed as being cold, aloof, and arrogant.
- C. They betrayed personal trust.
- D. They undermanaged.

63. Research has found that managers who had derailed tend to have:

- A. worked too hard, then burned out.
- B. displayed a lack of trust in their subordinates.
- C. relied on only one contemporary leadership theory.
- D. been overly ambitious.

64. Which of the following is NOT a Big Five personality dimension?

- A. surgency
- B. agreeableness
- C. adjustment
- D. attractiveness

65. The ____ personality dimension includes traits related to self-control and how well one remains under pressure.

- A. agreeableness
- B. conscientiousness
- C. surgency
- D. adjustment

66. Which of the following is NOT a trait of high conscientiousness?

- A. organization
- B. extraversion
- C. conformity
- D. credibility

67. One of your employees, Quanita, is low on job commitment and tends to engage in counterproductive behavior. She is likely low on the ____ trait of the conscientiousness dimension?

- A. extraversion
- B. dependability
- C. flexibility
- D. Emotional stability

68. The manager of an engineering consulting firm is extraverted and gets along well with others. In addition, she has managed multiple projects at a time, often under stressful circumstances, but she has still maintained her equanimity, and seen projects through to completion "with a firm hand." This manager is displaying:

- A. surgency, agreeableness, and adjustment.
- B. conscientiousness and surgency.
- C. openness to experience and surgency.
- D. none of the answers are correct

69. Of the Big Five personality dimensions, the highest correlation with leadership is:

- A. conscientiousness.
- B. openness to experience.
- C. surgency.
- D. adjustment.

70. Which of the following is NOT a trait of an effective leader?

- A. dominance
- B. high energy
- C. intelligence
- D. talent

71. Self-confidence is best categorized as the ____ Big Five dimension.

- A. adjustment
- B. agreeableness
- C. surgency
- D. conscientiousness

72. Intelligence refers to:

- A. critical thinking.
- B. decision making.
- C. problem solving.
- D. all of the answers are correct

73. Which of the following statements regarding emotional intelligence (EI) is TRUE?

- A. EI is the ability to work well with people.
- B. An offshoot of EI is IQ (intelligence quotient).
- C. IQ outweighs EI when it comes to personal achievement.
- D. There are five components of EI.

74. Emotional intelligence includes all of the following EXCEPT:

- A. self-awareness.
- B. social awareness.
- C. self-management.
- D. self-concept.

75. ____ is dependent on the other three EI approaches.

- A. Social awareness
- B. Self-awareness
- C. Relationship awareness
- D. Self-management

76. Emotional intelligence is related to which of the following Big Five personality dimensions?

- A. surgency
- B. openness to experience
- C. adjustment
- D. conscientiousness

77. Dominance is so important for managers to have because:

- A. you've got to want to be a leader.
- B. the dominance traits affects all the other traits related to effective leaders.
- C. successful leaders want to take charge.
- D. all of the answers are correct

78. Which of the following is NOT a belief of David McClelland?

- A. Needs are based on personality.
- B. All people possess the need for achievement, power, and affiliation, but to varying degrees.
- C. Our needs are motivated by our behavior.
- D. Needs are developed as we interact with the environment.

79. People with strong n Ach tend to have all of the following EXCEPT:

- A. self-confidence.
- B. external locus of control.
- C. high energy traits.
- D. a high concern for excellence in accomplishments through individual efforts.

80. High n Pow is categorized as the Big Five dimension of ____.

- A. surgency
- B. agreeableness
- C. conscientiousness
- D. openness to experience

81. Which of the following professions would be a likely choice for a person with high n Aff?

- A. accountant
- B. teacher
- C. police officer
- D. computer programmer

82. The Leader Motive Profile (LMP) includes a:

- A. high need for achievement.
- B. moderate need for power.
- C. low need for achievement.
- D. high need for power.

83. The Leader Motive Profile (LMP) defines which motive as the highest need for leaders?

- A. achievement
- B. power
- C. affiliation
- D. enjoyment

84. ____ are positive or negative feelings about people, things, and issues.

- A. Attitudes
- B. Norms
- C. Beliefs
- D. Traits

85. "If you want something done right, do it yourself" is an example of ____ attitudes.

- A. Theory X
- B. Theory Y
- C. Theory Z
- D. XYZ Profile

86. "If the manager is not around, employees will work just as hard" is an example of ____ attitudes.

- A. Theory Y
- B. Theory X
- C. Theory Z
- D. XYZ Profile

87. Managers with Theory X attitudes tend to:

- A. display more participative leadership styles.
- B. use internal motivation and rewards.
- C. use external means of controls.
- D. have a positive, optimistic view of employees.

88. A manager from a prestigious university believed that employees who were from "lesser schools" lacked sufficient intelligence and motivation for the high-tech firm that she led. She set goals for these employees low, and did not trust them with certain important tasks or company information. The employees, in fact, tended to show dissatisfaction and low performance. At length, many of them quit. This would be an example of:

- A. Theory Y.
- B. the Pygmalion effect.
- C. negative self-concept.
- D. none of the answers are correct

89. ____ refers to the positive or negative attitudes people have about themselves.

- A. Self-concept
- B. Self-confidence
- C. Self-efficacy
- D. Self-focus

90. ____ is the belief in one's capability to perform in a specific situation.

- A. Self-concept
- B. Self-confidence
- C. Self-efficacy
- D. Self-focus

91. Which of the following is NOT one of the guidelines to developing a more positive attitude and self-concept?

- A. be a positive role model
- B. accept compliments
- C. set and achieve goals
- D. think about yourself

92. As a leader, you know that your expectations and treatment of your employees influence and can predict how they will behave, how they will perform. This indicates that you know about ____.

- A. Self-concept theory
- B. The Impact of the situation on behavior
- C. Moral development
- D. The Pygmalion effect

93. If the leader typically is afraid to make decisions, is unassertive, and is self-blaming when things go wrong, the leader is displaying a:

- A. Theory Y positive self-concept.
- B. Theory Y negative self-concept.
- C. Theory X positive self-concept.
- D. Theory X negative self-concept.

94. If the leader typically is bossy, pushy, and impatient; does much criticizing with little praising; and is very autocratic, the leader is displaying a:

- A. Theory Y positive self-concept.
- B. Theory Y negative self-concept.
- C. Theory X positive self-concept.
- D. Theory X negative self-concept.

95. Ethics is defined as:

- A. the standards of right and wrong that influence behavior.
- B. creating a win-win situation for all stakeholders.
- C. adhering to legal limits.
- D. what top management thinks is right.

96. Which of the following acts helps protect whistleblowers?

- A. Whistleblower Protection Act
- B. Sarbanes-Oxley Act
- C. Ethical Informant Act
- D. Andersen-Arthur Act

97. All of the following affect ethical behavior EXCEPT:

- A. personality traits.
- B. attitudes.
- C. leader-follower relations.
- D. the situation.

98. Unethical behavior is more likely to occur in people who:

- A. are open to new experiences.
- B. are emotionally unstable.
- C. have external locus of control.
- D. B and c
- E. All of the above

99. ____ refers to understanding right from wrong and choosing to do the right thing.

- A. Personality
- B. Moral development
- C. Ethics
- D. Moral justification

100. The three levels of moral development are:

- A. preconventional, conventional, and postconventional.
- B. pre-ethical, ethical, and postethical.
- C. bad choice, neutral, and good choice.
- D. undeveloped, developed, and well developed.

101. At the preconventional level of moral development, which of the following motivate(s) behavior?

- A. living up to expectations of acceptable behavior defined by others
- B. universal principles of right and wrong
- C. self-interest
- D. personality

102. At the conventional level of moral development, which of the following motivate(s) behavior?

- A. living up to expectations of acceptable behavior defined by others
- B. universal principles of right and wrong
- C. self-interest
- D. personality

103. Lower-level managers at the conventional level of moral development tend to:

- A. be autocratic toward others.
- B. use a leadership style similar to those of higher-level managers.
- C. be visionary.
- D. be committed to serving others.

104. Leaders at the postconventional level of moral development tend to:

- A. use moral justification.
- B. be autocratic toward others.
- C. be visionary.
- D. use their position for personal advantage.

105. When we use unethical behavior, we often justify the behavior to protect our _____ so that we don't have a guilty conscience or feel remorse.

- A. personality
- B. ego
- C. self-concept
- D. job

106. The process of reinterpreting immoral behavior in terms of a higher purpose is known as:

- A. behavior modification.
- B. agreeableness.
- C. postbehavior justification.
- D. moral justification.

107. The process of blaming one's unethical behavior on others is known as:

- A. distortion of consequences.
- B. displacement of responsibility.
- C. attribution of blame.
- D. diffusion of responsibility.

108. "We all take office supplies home" is an example of:

- A. euphemistic labeling.
- B. attribution of blame.
- C. displacement of responsibility.
- D. diffusion of responsibility.

109. As a leader or manager, it is important for you to know what influences ethical and unethical behavior. Which of the following is (are) likely to encourage unethical behavior/

- A. Highly competitive and unsupervised situations.
- B. The absence of a formal ethics policy or code of ethics
- C. When ethical behavior is punished.
- D. diffusion of responsibility.
- E. A and b

110. The four-way test:

- A. is a means of identifying potential whistleblowers within an organizational setting.
- B. is a generic means of assessing whether a business transaction is ethical.
- C. relies on Theory Y attitudes.
- D. none of the answers are correct

111. Which of the following is NOT one of the questions of the four-way test?

- A. Will it be beneficial to all concerned?
- B. Is it ethical?
- C. Is it the truth?
- D. Is it fair to all concerned?

112. Creating a win-win situation for all relevant parties so that everyone benefits from the decision is known as:

- A. ethics.
- B. the golden rule.
- C. a compromise.
- D. the stakeholder approach to ethics.

113. Using the stakeholder approach to ethics, you proudly set low prices but as a result you harm ____.

- A. employees
- B. customers
- C. society
- D. competitors

114. To determine if your decision is ethical from a stakeholder approach, which of the following questions should be asked?

- A. "Am I proud to tell relevant stakeholders my decision?"
- B. "Am I proud to tell my manager about my decision?"
- C. "Is it in my best interest?"
- D. "What difference does it make anyway?"

115. The ability to do the right thing at the risk of rejection and loss is considered:

- A. surgency.
- B. achievement.
- C. courage.
- D. none of the answers are correct

116. Which of the following is NOT a way to find courage?

- A. focus on a higher purpose
- B. draw strengths from others
- C. use your frustration and anger for good
- D. set and achieve goals

117. List the benefits of classifying personality traits.

118. Describe the Big Five personality dimensions.

119. Explain the universality of traits of effective leaders.

120. Discuss why the trait of dominance is so important for managers to have.

121. State how the Achievement Motivation Theory and the Leader Motive Profile are related and different.

122. Identify similarities and differences among Theory X and Theory Y, the Pygmalion effect, and self-concept.

123. Describe how attitudes are used to develop four leadership styles.

124. Compare the three levels of moral development.

125. Explain the stakeholder approach to ethics.

126. What are the Big Five dimensions of traits?

127. What is the primary use of personality profiles?

128. What are some of the traits that describe the high-energy trait?

129. Is locus of control important to leaders? Why?

130. What does intelligence have to do with leadership?

131. Does sensitivity to others mean that the leader does what the followers want to do?

132. Does McClelland believe that power is good or bad? Why?

133. Should a leader have a dominant need for achievement to be successful? Why or why not?

134. How do attitudes develop leadership styles?

135. Which personality traits are more closely related to ethical and unethical behavior?

136. Do people change their level of moral development based on the situation?

137. Why do people justify their unethical behavior?

138. Describe the Big Five personality dimensions.

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156. Explain the stakeholder approach to ethics.

157. A shipment is behind schedule and the manager is running around yelling at employees to get the job done. This behavior is characteristic of which of the Big Five personality dimensions?

- a. surgency
- b. agreeableness
- c. adjustment
- d. conscientiousness
- e. openness to experience

158. An employee has come to the manager with a complaint. The manager is listening carefully showing concern and support for the employee. This behavior is characteristic of which of the Big Five personality dimensions?

- a. surgency
- b. agreeableness
- c. adjustment
- d. conscientiousness
- e. openness to experience

159. An employee came to the manager and suggested a different way for the department to process the work. The manager has the employees using the new process to see if it works. This behavior is characteristic of which of the Big Five personality dimensions?

- a. surgency
- b. agreeableness
- c. adjustment
- d. conscientiousness
- e. openness to experience

160. An employee occasionally comes to work late and makes errors. The employee consistently has an excuse as to why it's not his fault for being late and for errors. This behavior is characteristic of which personality trait?

- | | | |
|--------------------|------------------------------|--------------------------|
| a. dominance | d. internal locus of control | g. intelligence |
| b. high energy | e. stability | h. flexibility |
| c. self-confidence | f. integrity | i. sensitivity to others |

161. An employee comes to department meetings and consistently gives suggestions, volunteers to complete new tasks for the group, presents new ideas but is very open to others, and is willing to challenge others' ideas. This behavior is characteristic of which personality trait?

- | | | |
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| a. dominance | d. internal locus of control | g. intelligence |
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| c. self-confidence | f. integrity | i. sensitivity to others |

162. An employee regularly works in small groups with other employees. This employee is always willing to play a key role for the group to influence the members to do things his or her way. This behavior is characteristic of which personality trait?

- | | | | | | |
|----|-----------------|----|---------------------------|----|-----------------------|
| a. | dominance | d. | internal locus of control | g. | intelligence |
| b. | high energy | e. | stability | h. | flexibility |
| c. | self-confidence | f. | integrity | i. | sensitivity to others |

163. A department works as a team and one employee consistently does less work than others yet exaggerates his or her participation. The team members are sure not to let this employee have a responsible role in projects. This behavior is characteristic of which personality trait?

- | | | | | | |
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164. An organization wants its employees to be able to handle their day-to-day challenges without having to go to the managers for the answers. This behavior that they want employees to improve in is characteristic of which personality trait?

- | | | | | | |
|----|-----------------|----|---------------------------|----|-----------------------|
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165. An employee consistently comes to work early and leaves late. No matter if the employee wants or likes the task assigned by the manager, he or she gives 100 percent. This behavior is characteristic of a high need for which of the following?

- a. achievement
- b. power
- c. affiliation

166. You are starting a task force to solve a problem. You have selected the team members and are deciding on which person to place in the role of chair to run the group. You should give strong consideration to selecting a chairperson with a high need for which of the following?

- a. achievement
- b. power
- c. affiliation

167. You have been orienting and training new employees in your department. You have decided that you will delegate this task to one of your employees. You should give strong consideration to selecting a person to do this job with a high need for which of the following?

- a. achievement
- b. power
- c. affiliation

168. Select a present or past manager, and describe his or her personality profile using each of the Big Five dimensions. After rating each dimension as strong, moderate, or weak, give an example of traits and typical behavior of the manager for each dimension. Which dimensions are strongest and weakest?

169. Select a present or past manager, and state whether he or she has any of the six traits of derailment. Give specific examples of weaknesses.

170. Select a present or past manager. For that person, decide which of the following traits is or was strongest and weakest: dominance, high energy, self-confidence, internal locus of control, and stability. Explain your answers.

171. Select a present or past manager. For that person, decide which of the following traits is or was strongest and weakest: integrity, intelligence, flexibility, and sensitivity to others. Explain your answers.

172. Explain how your need for achievement, power, and/or affiliation has affected your behavior and performance, or that of someone you work with or have worked with. Give an example of the behavior and performance, and list your predicted motive need.

173. Make an intelligent guess about your present or past manager's motive profile. Is it an LMP? Explain.

174. Give an example of when a person (parent, friend, teacher, coach, manager) really expected you either to perform well or to fail, and treated you like you would, which resulted in your success or failure.

175. Recall a present or past manager. Using Exhibit 2.5, which combinations of attitudes best describe your manager's leadership style? Give examples of the manager's behavior that illustrates his or her attitudes.

176. Give an organizational example of behavior at each of the three levels of moral development.

177. Give at least two organizational examples of unethical behavior and the process of justification.

178. Would you predict that a person with a strong agreeableness personality dimension would be a successful computer programmer? Why or why not?

179. McGregor published Theory X and Theory Y over 30 years ago. Do we still have Theory X managers? Why?

180. In text examples related to the Pygmalion effect, Lou Holtz calls for setting a higher standard. Have the standards in school, society, and work increased or decreased over the last five years?

181. Do you believe that if you use ethical behavior it will pay off in the long run?

182. Can ethics be taught and learned?

183. Which justification do you think is used most often?

184. As related to the simple guide to ethical behavior, how do you want to be led?

185. Select a present or past manager, and describe his or her personality profile using each of the Big Five dimensions. After rating each dimension as strong, moderate, or weak, give an example of traits and typical behavior of the manager for each dimension. Which dimensions are strongest and weakest?

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26. People with strong n Ach want to take responsibility for solving problems and are high risk-takers.

FALSE

27. People with strong n Pow tend to seek entrepreneurial type positions and are attuned to power and politics.

FALSE

28. People with a high n Aff also tend to have a high n Pow.

FALSE

29. The Leader Motive Profile (LMP) includes a high need for achievement, a moderate need for affiliation, and a moderate need for power, which is socialized.

FALSE

30. Leaders need a high n Pow to influence followers, peers, and higher level managers.

TRUE

31. Without power, there is no leadership.

TRUE

32. McClelland identified power as either good or bad.

FALSE

33. Effective leaders use personalized power.

FALSE

34. Effective leaders have a higher need for affiliation than power.

FALSE

35. Attitudes help to explain and predict job performance.

TRUE

36. People with Theory X attitudes hold that employees like to work and do not need to be closely supervised in order to do their work.

FALSE

37. Managers with Theory X attitudes tend to display more coercive, autocratic leadership styles using internal motivation and rewards.

FALSE

38. The Pygmalion effect proposes that leaders' attitudes and expectations of followers, and their treatment of them, explain and predict followers' behavior and performance.

TRUE

39. Self-efficacy is the belief in your own capability to perform in a specific situation.

TRUE

40. You can be an effective leader, or follower, even if you don't have a positive self-concept.

FALSE

41. A good way to develop a positive self-concept is by observing and copying others' attitudes.

FALSE

42. An effective leader tends to have Theory X attitudes with a positive self-concept.

FALSE

43. A leader with a negative self-concept and a theory Y attitude tends to blame others when things go wrong.

FALSE

44. Ethics are the standards of right and wrong that influence behavior.

TRUE

45. The Sarbanes-Oxley Act of 2002 ensures that those who act unethically will be prosecuted.

FALSE

46. Our ethical behavior is related to our individual needs and personality traits.

TRUE

47. Personality alone is a good predictor of unethical behavior.

FALSE

48. People with an external locus of control, rather than an internal locus of control, are more likely to use unethical behavior.

TRUE

49. Moral development refers to understanding right from wrong and choosing to do the right thing.

TRUE

50. At the preconventional level of moral development, living up to expectations of acceptable behavior defined by others motivates behavior to fulfill duties and obligations.

FALSE

51. The common leadership style at the preconventional level of moral development is autocratic toward others.

TRUE

52. At the conventional level of moral development, self-interest motivates behavior.

FALSE

53. The common leadership style at the conventional level of moral development tends to be visionary.

FALSE

54. At the postconventional level of moral development, it is common for lower-level managers to use a leadership style similar to those of higher-level managers.

FALSE

55. When people use unethical behavior, it is often due to some type of character flaw.

FALSE

56. "I was only following orders; my boss told me to inflate the figures" is an example of displacement of responsibility.

TRUE

57. Distortion of consequences is the process of using "cosmetic" words to make the behavior sound acceptable.

FALSE

58. Under the stakeholder approach to ethics, one creates a win-win situation for relevant parties affected by the decision.

TRUE

59. To determine if your decision is ethical, you can ask yourself, "Are all stakeholders happy?"

FALSE

60. Ethical leadership requires the ability to do the right thing at the risk of rejection and loss.

TRUE

61. Which of the following statements regarding personality is true?

- A. Personality is developed based on genetics and environmental factors.
- B. Personality is distinguishing personal characteristics.
- C. Personality affects behavior as well as perceptions and attitudes.
- D. Personality predicts behavior and job performance.

E. A, c and d

62. Which of the following is NOT a major reason for executive derailment?

- A. They used a bullying style viewed as intimidating, insensitive, and abrasive.
- B. They were viewed as being cold, aloof, and arrogant.
- C. They betrayed personal trust.
- D.** They undermanaged.

63. Research has found that managers who had derailed tend to have:

- A. worked too hard, then burned out.
- B. displayed a lack of trust in their subordinates.
- C. relied on only one contemporary leadership theory.
- D.** been overly ambitious.

64. Which of the following is NOT a Big Five personality dimension?

- A. surgency
- B. agreeableness
- C. adjustment
- D.** attractiveness

65. The ____ personality dimension includes traits related to self-control and how well one remains under pressure.

- A. agreeableness
- B. conscientiousness
- C. surgency
- D.** adjustment

66. Which of the following is NOT a trait of high conscientiousness?

- A. organization
- B.** extraversion
- C. conformity
- D. credibility

67. One of your employees, Quanita, is low on job commitment and tends to engage in counterproductive behavior. She is likely low on the ____ trait of the conscientiousness dimension?

- A. extraversion
- B.** dependability
- C. flexibility
- D. Emotional stability

68. The manager of an engineering consulting firm is extraverted and gets along well with others. In addition, she has managed multiple projects at a time, often under stressful circumstances, but she has still maintained her equanimity, and seen projects through to completion "with a firm hand." This manager is displaying:

- A.** surgency, agreeableness, and adjustment.
- B. conscientiousness and surgency.
- C. openness to experience and surgency.
- D. none of the answers are correct

69. Of the Big Five personality dimensions, the highest correlation with leadership is:

- A. conscientiousness.
- B. openness to experience.
- C. surgency.**
- D. adjustment.

70. Which of the following is NOT a trait of an effective leader?

- A. dominance
- B. high energy
- C. intelligence
- D. talent**

71. Self-confidence is best categorized as the ____ Big Five dimension.

- A. adjustment
- B. agreeableness
- C. surgency
- D. conscientiousness**

72. Intelligence refers to:

- A. critical thinking.
- B. decision making.
- C. problem solving.
- D. all of the answers are correct**

73. Which of the following statements regarding emotional intelligence (EI) is TRUE?

- A. EI is the ability to work well with people.**
- B. An offshoot of EI is IQ (intelligence quotient).
- C. IQ outweighs EI when it comes to personal achievement.
- D. There are five components of EI.

74. Emotional intelligence includes all of the following EXCEPT:

- A. self-awareness.
- B. social awareness.
- C. self-management.
- D. self-concept.**

75. ____ is dependent on the other three EI approaches.

- A. Social awareness
- B. Self-awareness
- C. Relationship awareness**
- D. Self-management

76. Emotional intelligence is related to which of the following Big Five personality dimensions?

- A. surgency
- B. openness to experience
- C. adjustment**
- D. conscientiousness

77. Dominance is so important for managers to have because:

- A. you've got to want to be a leader.
- B. the dominance traits affects all the other traits related to effective leaders.
- C. successful leaders want to take charge.
- D. all of the answers are correct**

78. Which of the following is NOT a belief of David McClelland?

- A. Needs are based on personality.
- B. All people possess the need for achievement, power, and affiliation, but to varying degrees.
- C. Our needs are motivated by our behavior.**
- D. Needs are developed as we interact with the environment.

79. People with strong n Ach tend to have all of the following EXCEPT:

- A. self-confidence.
- B. external locus of control.**
- C. high energy traits.
- D. a high concern for excellence in accomplishments through individual efforts.

80. High n Pow is categorized as the Big Five dimension of ____.

- A. surgency**
- B. agreeableness
- C. conscientiousness
- D. openness to experience

81. Which of the following professions would be a likely choice for a person with high n Aff?

- A. accountant
- B. teacher**
- C. police officer
- D. computer programmer

82. The Leader Motive Profile (LMP) includes a:

- A. high need for achievement.
- B. moderate need for power.
- C. low need for achievement.
- D. high need for power.**

83. The Leader Motive Profile (LMP) defines which motive as the highest need for leaders?

- A. achievement
- B. power**
- C. affiliation
- D. enjoyment

84. ____ are positive or negative feelings about people, things, and issues.

- A. Attitudes**
- B. Norms
- C. Beliefs
- D. Traits

85. "If you want something done right, do it yourself" is an example of ____ attitudes.

- A. Theory X**
- B. Theory Y
- C. Theory Z
- D. XYZ Profile

86. "If the manager is not around, employees will work just as hard" is an example of ____ attitudes.

- A. Theory Y**
- B. Theory X
- C. Theory Z
- D. XYZ Profile

87. Managers with Theory X attitudes tend to:

- A. display more participative leadership styles.
- B. use internal motivation and rewards.
- C.** use external means of controls.
- D. have a positive, optimistic view of employees.

88. A manager from a prestigious university believed that employees who were from "lesser schools" lacked sufficient intelligence and motivation for the high-tech firm that she led. She set goals for these employees low, and did not trust them with certain important tasks or company information. The employees, in fact, tended to show dissatisfaction and low performance. At length, many of them quit. This would be an example of:

- A. Theory Y.
- B.** the Pygmalion effect.
- C. negative self-concept.
- D. none of the answers are correct

89. ____ refers to the positive or negative attitudes people have about themselves.

- A.** Self-concept
- B. Self-confidence
- C. Self-efficacy
- D. Self-focus

90. ____ is the belief in one's capability to perform in a specific situation.

- A. Self-concept
- B. Self-confidence
- C.** Self-efficacy
- D. Self-focus

91. Which of the following is NOT one of the guidelines to developing a more positive attitude and self-concept?

- A. be a positive role model
- B. accept compliments
- C. set and achieve goals
- D.** think about yourself

92. As a leader, you know that your expectations and treatment of your employees influence and can predict how they will behave, how they will perform. This indicates that you know about ____.

- A. Self-concept theory
- B. The Impact of the situation on behavior
- C. Moral development
- D. The Pygmalion effect**

93. If the leader typically is afraid to make decisions, is unassertive, and is self-blaming when things go wrong, the leader is displaying a:

- A. Theory Y positive self-concept.
- B. Theory Y negative self-concept.**
- C. Theory X positive self-concept.
- D. Theory X negative self-concept.

94. If the leader typically is bossy, pushy, and impatient; does much criticizing with little praising; and is very autocratic, the leader is displaying a:

- A. Theory Y positive self-concept.
- B. Theory Y negative self-concept.
- C. Theory X positive self-concept.**
- D. Theory X negative self-concept.

95. Ethics is defined as:

- A. the standards of right and wrong that influence behavior.**
- B. creating a win-win situation for all stakeholders.
- C. adhering to legal limits.
- D. what top management thinks is right.

96. Which of the following acts helps protect whistleblowers?

- A. Whistleblower Protection Act
- B. Sarbanes-Oxley Act**
- C. Ethical Informant Act
- D. Andersen-Arthur Act

97. All of the following affect ethical behavior EXCEPT:

- A. personality traits.
- B. attitudes.
- C. leader-follower relations.**
- D. the situation.

98. Unethical behavior is more likely to occur in people who:

- A. are open to new experiences.
- B. are emotionally unstable.
- C. have external locus of control.
- D.** B and c
- E. All of the above

99. ____ refers to understanding right from wrong and choosing to do the right thing.

- A. Personality
- B.** Moral development
- C. Ethics
- D. Moral justification

100. The three levels of moral development are:

- A.** preconventional, conventional, and postconventional.
- B. pre-ethical, ethical, and postethical.
- C. bad choice, neutral, and good choice.
- D. undeveloped, developed, and well developed.

101. At the preconventional level of moral development, which of the following motivate(s) behavior?

- A. living up to expectations of acceptable behavior defined by others
- B. universal principles of right and wrong
- C.** self-interest
- D. personality

102. At the conventional level of moral development, which of the following motivate(s) behavior?

- A.** living up to expectations of acceptable behavior defined by others
- B. universal principles of right and wrong
- C. self-interest
- D. personality

103. Lower-level managers at the conventional level of moral development tend to:

- A. be autocratic toward others.
- B.** use a leadership style similar to those of higher-level managers.
- C. be visionary.
- D. be committed to serving others.

104. Leaders at the postconventional level of moral development tend to:

- A. use moral justification.
- B. be autocratic toward others.
- C.** be visionary.
- D. use their position for personal advantage.

105. When we use unethical behavior, we often justify the behavior to protect our _____ so that we don't have a guilty conscience or feel remorse.

- A. personality
- B. ego
- C.** self-concept
- D. job

106. The process of reinterpreting immoral behavior in terms of a higher purpose is known as:

- A. behavior modification.
- B. agreeableness.
- C. postbehavior justification.
- D.** moral justification.

107. The process of blaming one's unethical behavior on others is known as:

- A. distortion of consequences.
- B.** displacement of responsibility.
- C. attribution of blame.
- D. diffusion of responsibility.

108. "We all take office supplies home" is an example of:

- A. euphemistic labeling.
- B. attribution of blame.
- C. displacement of responsibility.
- D.** diffusion of responsibility.

109. As a leader or manager, it is important for you to know what influences ethical and unethical behavior. Which of the following is (are) likely to encourage unethical behavior/

- A. Highly competitive and unsupervised situations.
- B. The absence of a formal ethics policy or code of ethics
- C. When ethical behavior is punished.
- D. diffusion of responsibility.
- E.** A and b

110. The four-way test:

- A. is a means of identifying potential whistleblowers within an organizational setting.
- B.** is a generic means of assessing whether a business transaction is ethical.
- C. relies on Theory Y attitudes.
- D. none of the answers are correct

111. Which of the following is NOT one of the questions of the four-way test?

- A. Will it be beneficial to all concerned?
- B.** Is it ethical?
- C. Is it the truth?
- D. Is it fair to all concerned?

112. Creating a win-win situation for all relevant parties so that everyone benefits from the decision is known as:

- A. ethics.
- B. the golden rule.
- C. a compromise.
- D.** the stakeholder approach to ethics.

113. Using the stakeholder approach to ethics, you proudly set low prices but as a result you harm ____.

- A. employees
- B. customers
- C. society
- D.** competitors

114. To determine if your decision is ethical from a stakeholder approach, which of the following questions should be asked?

- A.** "Am I proud to tell relevant stakeholders my decision?"
- B. "Am I proud to tell my manager about my decision?"
- C. "Is it in my best interest?"
- D. "What difference does it make anyway?"

115. The ability to do the right thing at the risk of rejection and loss is considered:

- A. surgency.
- B. achievement.
- C.** courage.
- D. none of the answers are correct

116. Which of the following is NOT a way to find courage?

- A. focus on a higher purpose
- B. draw strengths from others
- C. use your frustration and anger for good
- D.** set and achieve goals

117. List the benefits of classifying personality traits.

Classifying personality traits helps to explain and predict behavior and job performance.

118. Describe the Big Five personality dimensions.

The *urgency* personality dimension includes leadership and extraversion traits. The *agreeableness* personality dimension includes traits related to getting along with people. The *adjustment* personality dimension includes traits related to emotional stability. The *conscientiousness* personality dimension includes traits related to achievement. The *openness-to-experience* personality dimension includes traits related to being willing to change and try new things.

119. Explain the universality of traits of effective leaders.

Traits are universal in the sense that there are certain traits that most effective leaders have. However, traits are not universal in the sense that there is no one list of traits that is clearly accepted by all researchers, and not all effective leaders have all the traits.

120. Discuss why the trait of dominance is so important for managers to have.

Because the dominance trait is based on the desire to be a leader, this trait affects the other traits in a positive or negative way based on that desire.

121. State how the Achievement Motivation Theory and the Leader Motive Profile are related and different.

Achievement Motivation and Leader Motive Profile theories are related because both are based on the need for achievement, power, and affiliation. They are different because the Achievement Motivation Theory is a general motive profile for explaining and predicting behavior and performance, while the LMP is the one profile that specifically explains and predicts leadership success.

122. Identify similarities and differences among Theory X and Theory Y, the Pygmalion effect, and self-concept.

The concept of Theory X and Theory Y is similar to the Pygmalion effect, because both theories focus on the leader's attitude about the followers. The Pygmalion effect extends Theory X and Theory Y attitudes by including the leader's expectations and how he or she treats the followers, using this information to explain and predict followers' behavior and performance. In contrast, Theory X and Theory Y focus on the leader's behavior and performance. Both approaches are different from self-concept because they examine the leader's attitudes about others, whereas self-concept relates to the leader's attitude about him- or herself. Self-concept is also different because it focuses on how the leader's attitude about him- or herself affects his or her behavior and performance.

123. Describe how attitudes are used to develop four leadership styles.

The leader's attitude about others includes Theory Y (positive) and Theory X (negative) attitudes. The leader's attitude about him- or herself includes a positive self-concept or a negative self-concept. Combinations of these variables are used to identify four leadership styles: Theory Y positive self-concept, Theory Y negative self-concept, Theory X positive self-concept, and Theory X negative self-concept.

124. Compare the three levels of moral development.

At the lowest level of moral development, preconventional, behavior is motivated by self-interest, seeking rewards, and avoiding punishment. At the second level, conventional, behavior is motivated by meeting the group's expectations to fit in by copying others' behavior. At the highest level, postconventional, behavior is motivated to do the right thing, at the risk of alienating the group. The higher the level of moral development, the more ethical is the behavior.

125. Explain the stakeholder approach to ethics.

Under the stakeholder approach to ethics, the leader (or follower) creates a win-win situation for relevant parties affected by the decision. If you are proud to tell relevant stakeholders your decision, it is probably ethical. If you are not proud to tell others your decision, or you keep justifying it, the decision may not be ethical.

126. What are the Big Five dimensions of traits?

The Big Five dimensions of traits are (1) surgency, (2) agreeableness, (3) adjustment, (4) conscientiousness, and (5) openness to experience.

127. What is the primary use of personality profiles?

Personality profiles are used to identify stronger and weaker traits to aid in matching people to the jobs that best fit their personality strengths.

128. What are some of the traits that describe the high-energy trait?

Some of the traits that describe the high-energy trait include drive, stamina, tolerance of stress, enthusiasm, tolerance for frustration, and persistence.

129. Is locus of control important to leaders? Why?

Yes. Locus of control is important to leaders because those with internal locus of control believe that they control their fate and that their behavior directly affects their performance.

130. What does intelligence have to do with leadership?

Intelligence refers to cognitive ability to think critically, to solve problems, and to make decisions. It is the best predictor of job performance, and the manager's job calls for a high degree of intelligence.

131. Does sensitivity to others mean that the leader does what the followers want to do?

No. Sensitivity to others does not mean that the leader does what the followers want to do. It means that the leader has empathy and understands the followers' point of view. However, if the leader realizes that the followers are wrong, the leader does what is best for the organizational unit.

132. Does McClelland believe that power is good or bad? Why?

McClelland does not believe that power itself is good or bad. It is how it is used that is important. Personalized power is bad because it is used for personal gain at the expense of others. Socialized power is good because it is used to help oneself and others.

133. Should a leader have a dominant need for achievement to be successful? Why or why not?

To be effective, leaders generally need to have a moderate need for achievement. People with a high need for achievement tend to seek individual achievement, and when they are not interested in being a leader, there is the chance for personalized power and derailment.

134. How do attitudes develop leadership styles?

Our attitude toward self and others influence our leadership style into four categories: (1) Theory Y attitudes with a positive self-concept, (2) Theory Y attitudes with a negative self-concept, (3) Theory X attitudes with a positive self-concept, and (4) Theory X attitudes with a negative self-concept.

135. Which personality traits are more closely related to ethical and unethical behavior?

Leaders with surgency (dominance) personality traits have two choices: to use power for personal benefit or to use socialized power. To gain power and to be conscientious with high achievement, some people will use unethical behavior; also, irresponsible people often do not perform to standard by cutting corners and other behavior which may be considered unethical. An agreeableness personality sensitive to others can lead to following the crowd in either ethical or unethical behavior; having a high self-concept tends to lead to doing what the person believes is right and not following the crowd's unethical behavior. Emotionally unstable people and those with external locus of control are more likely to use unethical behavior. People open to new experiences are often ethical. People with positive attitudes tend to be more ethical than those with negative or work attitudes about ethics.

136. Do people change their level of moral development based on the situation?

No. People generally stay at the same level of moral development but they use justification for unethical behavior in a given situation.

137. Why do people justify their unethical behavior?

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144. Describe the components of emotional intelligence.

There are four components of EQ:

1. **Self-awareness** relates to being conscious of your emotions and how they affect your personal and professional life.
2. **Social awareness** relates to the ability to understand others.
3. **Self-management** relates to the ability to control disruptive emotions.
4. **Relationship management** relates to their ability to work well with others.

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156. Explain the stakeholder approach to ethics.

Under the stakeholder approach to ethics, the leader (or follower) creates a win-win situation for relevant parties affected by the decision. If you are proud to tell relevant stakeholders your decision, it is probably ethical. If you are not proud to tell others your decision, or you keep justifying it, the decision may not be ethical.

157. A shipment is behind schedule and the manager is running around yelling at employees to get the job done. This behavior is characteristic of which of the Big Five personality dimensions?

- a. surgency
- b. agreeableness
- c. adjustment
- d. conscientiousness
- e. openness to experience

C

158. An employee has come to the manager with a complaint. The manager is listening carefully showing concern and support for the employee. This behavior is characteristic of which of the Big Five personality dimensions?

- a. surgency
- b. agreeableness
- c. adjustment
- d. conscientiousness
- e. openness to experience

B

159. An employee came to the manager and suggested a different way for the department to process the work. The manager has the employees using the new process to see if it works. This behavior is characteristic of which of the Big Five personality dimensions?

- a. surgency
- b. agreeableness
- c. adjustment
- d. conscientiousness
- e. openness to experience

E

160. An employee occasionally comes to work late and makes errors. The employee consistently has an excuse as to why it's not his fault for being late and for errors. This behavior is characteristic of which personality trait?

- | | | |
|--------------------|------------------------------|--------------------------|
| a. dominance | d. internal locus of control | g. intelligence |
| b. high energy | e. stability | h. flexibility |
| c. self-confidence | f. integrity | i. sensitivity to others |

D

161. An employee comes to department meetings and consistently gives suggestions, volunteers to complete new tasks for the group, presents new ideas but is very open to others, and is willing to challenge others' ideas. This behavior is characteristic of which personality trait?

- | | | |
|--------------------|------------------------------|--------------------------|
| a. dominance | d. internal locus of control | g. intelligence |
| b. high energy | e. stability | h. flexibility |
| c. self-confidence | f. integrity | i. sensitivity to others |

C

162. An employee regularly works in small groups with other employees. This employee is always willing to play a key role for the group to influence the members to do things his or her way. This behavior is characteristic of which personality trait?

- | | | |
|--------------------|------------------------------|--------------------------|
| a. dominance | d. internal locus of control | g. intelligence |
| b. high energy | e. stability | h. flexibility |
| c. self-confidence | f. integrity | i. sensitivity to others |

A

163. A department works as a team and one employee consistently does less work than others yet exaggerates his or her participation. The team members are sure not to let this employee have a responsible role in projects. This behavior is characteristic of which personality trait?

- | | | | | | |
|----|-----------------|----|---------------------------|----|-----------------------|
| a. | dominance | d. | internal locus of control | g. | intelligence |
| b. | high energy | e. | stability | h. | flexibility |
| c. | self-confidence | f. | integrity | i. | sensitivity to others |

F

164. An organization wants its employees to be able to handle their day-to-day challenges without having to go to the managers for the answers. This behavior that they want employees to improve in is characteristic of which personality trait?

- | | | | | | |
|----|-----------------|----|---------------------------|----|-----------------------|
| a. | dominance | d. | internal locus of control | g. | intelligence |
| b. | high energy | e. | stability | h. | flexibility |
| c. | self-confidence | f. | integrity | i. | sensitivity to others |

G

165. An employee consistently comes to work early and leaves late. No matter if the employee wants or likes the task assigned by the manager, he or she gives 100 percent. This behavior is characteristic of a high need for which of the following?

- | | |
|----|-------------|
| a. | achievement |
| b. | power |
| c. | affiliation |

A

166. You are starting a task force to solve a problem. You have selected the team members and are deciding on which person to place in the role of chair to run the group. You should give strong consideration to selecting a chairperson with a high need for which of the following?

- a. achievement
- b. power
- c. affiliation

B

167. You have been orienting and training new employees in your department. You have decided that you will delegate this task to one of your employees. You should give strong consideration to selecting a person to do this job with a high need for which of the following?

- a. achievement
- b. power
- c. affiliation

C

168. Select a present or past manager, and describe his or her personality profile using each of the Big Five dimensions. After rating each dimension as strong, moderate, or weak, give an example of traits and typical behavior of the manager for each dimension. Which dimensions are strongest and weakest?

Students' answers will vary.

169. Select a present or past manager, and state whether he or she has any of the six traits of derailment. Give specific examples of weaknesses.

Students' answers will vary.

170. Select a present or past manager. For that person, decide which of the following traits is or was strongest and weakest: dominance, high energy, self-confidence, internal locus of control, and stability. Explain your answers.

Students' answers will vary.

171. Select a present or past manager. For that person, decide which of the following traits is or was strongest and weakest: integrity, intelligence, flexibility, and sensitivity to others. Explain your answers.

Students' answers will vary.

172. Explain how your need for achievement, power, and/or affiliation has affected your behavior and performance, or that of someone you work with or have worked with. Give an example of the behavior and performance, and list your predicted motive need.

Students' answers will vary.

173. Make an intelligent guess about your present or past manager's motive profile. Is it an LMP? Explain.

Students' answers will vary.

174. Give an example of when a person (parent, friend, teacher, coach, manager) really expected you either to perform well or to fail, and treated you like you would, which resulted in your success or failure.

Students' answers will vary.

175. Recall a present or past manager. Using Exhibit 2.5, which combinations of attitudes best describe your manager's leadership style? Give examples of the manager's behavior that illustrates his or her attitudes.

Students' answers will vary.

176. Give an organizational example of behavior at each of the three levels of moral development.

Students' answers will vary.

177. Give at least two organizational examples of unethical behavior and the process of justification.

Students' answers will vary.

178. Would you predict that a person with a strong agreeableness personality dimension would be a successful computer programmer? Why or why not?

Probably not.

Strongly agreeable personality types are sociable and spend most of their time with people. A computer programmer would most likely spend much of his or her time working alone at the computer.

179. McGregor published Theory X and Theory Y over 30 years ago. Do we still have Theory X managers? Why?

Yes.

Students' answers will vary.

180. In text examples related to the Pygmalion effect, Lou Holtz calls for setting a higher standard. Have the standards in school, society, and work increased or decreased over the last five years?

Students' answers will vary.

181. Do you believe that if you use ethical behavior it will pay off in the long run?

Generally, the answer is yes.

182. Can ethics be taught and learned?

Students' answers will vary.

183. Which justification do you think is used most often?

Students' answers will vary.

184. As related to the simple guide to ethical behavior, how do you want to be led?

Students' answers will vary.

185. Select a present or past manager, and describe his or her personality profile using each of the Big Five dimensions. After rating each dimension as strong, moderate, or weak, give an example of traits and typical behavior of the manager for each dimension. Which dimensions are strongest and weakest?

There is no one correct answer. Grade based on if the student listed each of the Big Five dimensions and if the traits and behavior listed for each dimension are correct.