

Chapter 2 Test Bank

True-False Questions

	Answer	Reference
1. An example of the combined style is two leaders working together who both use the participative leadership style.	F	47–48
2. The manager of a group of attorneys is using an achievement leadership style when she appeals to their sense of personal accomplishment and provides benchmark standards that they can customize.	T	49 and 51
3. Task characteristics deal with power relationships, organizational design, external connectedness for the organization, and environmental uncertainty.	F	52
4. A moderating variable, if controlled, will control the relationship that the independent variable has on the dependent variable.	T	51
5. The causal-chain framework focuses users on key questions surrounding causes of employee dissatisfaction.	F	30
6. The causal-chain framework links together all major leadership theories to derive an integrated theory that explains causes of leadership failures.	F	30
7. Performance results, as one component of the causal-chain framework, can refer to results such as production efficiency, follower satisfaction, external alignment, and organizational adaptation.	T	32
8. The directive style of the ten leadership styles studied is most frequently regarded as a poor leadership choice.	F	34
9. In the 2007 exposé of treatment for veterans at Walter Reed Army Medical Center, a laissez-faire leadership approach was believed to contribute to failures that were allowed to prevail.	T	35
10. The supportive style of leadership emphasizes consultation with subordinates.	F	37 and 38
11. The two forms of delegating are assigning additional duties and giving additional authority.	T	40
12. Intellectual stimulation is used in an inspirational style to create new ideas, gain acceptance of new approaches, and arouse enthusiasm for group goals.	T	43
13. All leaders should have others in awe of them and strive for adoration among followers as well as blind optimism.	F	44
14. The transformational approach to leadership is usually appropriate because it favors change, and being able to bring change is more important than bringing stability.	F	48
15. Both strategic and collaborative leadership styles have an external focus, outside of the organization.	T	45

Multiple-Choice Questions

	Answer	Reference
16. The framework utilized for comparing various theories and aiding in the diagnosis of their varying contributions and limitations is called: a. the contributions framework b. the causal-chain framework c. the benchmarking framework d. the diagnose-detect framework	B	30
17. According to Fiedler (1967), contingency theories identify: a. the approach to be taken for ideal effectiveness in a situation b. the “one best way to lead” c. approaches typically taken in reality d. aspects of leadership that apply only in limited or particular situations	D	31
18. The following sequence contains the three different types of factors incorporated by the causal-chain framework: a. contingency factors → performance goals → leader styles b. performance goals → leader styles → contingency factors c. leader styles → contingency factors → performance goals d. contingency factors → leader styles → leader assessment	C	31
19. Intervening and moderating variables are two types of: a. leader behaviors b. crisis factors c. performance results d. contingency factors	D	32
20. Follower readiness is an example of a: a. moderating variable b. performance variable c. facilitating variable d. supporting variable	A	32
21. In reference to leadership, a laissez-faire style is considered: a. the absence of style b. the most desirable style c. a hands-off style d. an active approach	C	33–34
22. A style of leadership that emphasizes task skills is known as a: a. supportive style b. directive style c. participative style d. delegative style	B	35
23. A style of leadership that focuses exclusively on people-oriented behaviors is called: a. a delegative style	C	37

- b. an inspirational style
c. a supportive style
d. an achievement-oriented style
24. The predominant subtype of supportive behavior is a: A 38
a. caring model
b. positive model
c. negative model
d. proactive model
25. A leader who sets challenging task goals, seeks task improvement, emphasizes excellence in follower performance, and shows confidence that followers will perform well is: D 41
a. a strategic leader
b. an inspirational leader
c. a collaborative leader
d. an achievement-oriented leader
26. Select the leadership style that focuses on external organizational matters in the environmental context: A 44
a. strategic style
b. achievement-oriented style
c. directive style
d. collaborative style
27. Vince Lombardi, the legendary NFL coach, is widely recognized as: B 41
a. a strategic leader
b. an inspirational leader
c. a collaborative leader
d. an achievement-oriented leader
28. In their grid leadership theory, Blake and Mouton (1964, 1965) argue that ideal leaders are both: D 48
a. delegative and strategic
b. strategic and supportive
c. directive and collaborative
d. supportive and directive
29. Combined style is the use of two or more styles simultaneously in a single fused approach, yet may also purposely integrate divergent elements or perspectives in order to achieve an overall balance. Locke (2003) specifically calls it: A 48
a. "integrated"
b. "connective"
c. "intermix"
d. "fusion"
30. In regard to the contingency factors that affect outcomes, an intervening variable is: C 51
a. measured when testing relationships between the variables
b. considered a good tool to sustain interpretation of results in a study

- c. a factor that surfaces to explain the relationship between other variables
- d. considered a type of independent variable

Short-Answer Questions

The central facts for expansion that must be included as the core part of the answer are shown below.

		Fundamentals of answer	Reference
31.	What is a directive style? What are the important differences among directive style subtypes?	This style characterizes a leader who emphasizes task skills, explains to subordinates about expectations, gives them directions, tells them to follow procedures, and coordinates work activities. Subtypes include <i>instructive</i> (emphasizes telling, informing, and clarifying) and <i>structuring</i> (work activities are arranged with schedules coordinated and tasks monitored in order to avoid operational problems).	Question 3 of discussion questions; 56 and 35–37
32.	What differentiates the laissez-faire and delegative styles?	The <i>delegative</i> style does not offer regular daily monitoring, but gives responsibility and authority to others to do a specific job. There is low leader control, but activity is organized through mutually understood goals. In contrast, leaders using <i>laissez-faire</i> style are so uninvolved that they would be considered to have both very low leader control and low goal agreement. The style is so absent of engagement in the situation or with those carrying out the work that it is usually perceived as indifference or purposeful neglect of a responsibility.	Question 2 of discussion questions; 56 and 33–35 and 39–41
33.	Explain the causal-chain framework that is diagrammed in this chapter.	The framework gives a consistent means for analyzing and comparing components of leadership theories. It incorporates relationships of the factors of leader behaviors, intervening and moderating variables, and performance results.	33 (Exhibit 2.1)
34.	Would it be possible for the directive style of leader behavior to be acceptable? If	Yes, it can be a clear means for ensuring compliance with important policy. The style can be helpful in achieving	35–37

	yes, when?	structure that provides uniform and consistent use of procedures when needed. When followers are unclear on instructions of what to do or if they are not doing the job well, the directive style can clarify those matters before time is wasted or before someone becomes frustrated or injured.	
35.	What is meant by the statement that successful public-private partnerships typically involve use of the collaborative leadership style?	The collaborative leadership style involves an external focus of networking with collegiality. Trust comes about between the parties from long-term interaction. Public-private partnerships require a base of trust inherent within the collaborative style because they involve long-term mutual interests being met by the public sector and the private sector working together in sometimes complex contractual relationships.	47