

Contents

- Chapter 1 The Nature of Leadership
- Chapter 2 The Nature of Managerial Work
- Chapter 3 Perspectives on Effective Leadership Behavior
- Chapter 4 Leading Change in Organizations
- Chapter 5 Participative Leadership and Empowerment
- Chapter 6 Managerial Traits and Skills
- Chapter 7 Contingency Theories of Effective Leadership
- Chapter 8 Power and Influence
- Chapter 9 Dyadic and Follower-Based Models of Learning
- Chapter 10 Leadership in Teams and Decision Groups
- Chapter 11 Strategic Leadership by Top Executives
- Chapter 12 Charismatic and Transformational Leadership
- Chapter 13 Ethical, Servant, Spiritual, and Authentic Leadership
- Chapter 14 Gender, Diversity, and Cross-Cultural Leadership
- Chapter 15 Developing Leadership Skills
- Chapter 16 Overview and Integration

Chapter 1: The Nature of Leadership

1. What is the best explanation for so many different definitions of leadership?

- a. scholarly nitpicking about trivial issues
- b. disagreement about what should be included in the definition
- c. little opportunity for rigorous scientific analysis
- d. leadership is a very old topic with centuries of definitions

Answer: b.

2. What is the most common element in definitions of leadership?

- a. leadership is an authority relationship
- b. leadership is the ability to make good decisions
- c. leadership is an attribution made by followers
- d. leadership is an influence process

Answer: d.

3. Definitions of leadership:

- a. are usually derived by systematic observation of leaders
- b. are only minor variations of the same general description
- c. are important for designing and interpreting research
- d. are pointless because there is no basis for their verification

Answer: c.

4. What process is emphasized in the definition of leadership proposed by Yukl?

- a. influencing followers to have complete trust in the leader
- b. motivating followers to do more than they initially expected
- c. empowering each follower to become self reliant
- d. facilitating collective efforts to accomplish shared objectives

Answer: d.

5. Leadership effectiveness is best assessed:

- a. by evaluations from the leader's boss
- b. by subordinate evaluations of the leader
- c. by a variety of subjective and objective criteria
- d. by objective indicators of group performance

Answer: c.

6. Most leadership theories emphasize:

- a. leader characteristics
- b. follower characteristics
- c. both leader and follower characteristics
- d. characteristics of the leadership situation

Answer: a.

7. What aspect of leadership has been emphasized most often in leadership theories and research during the past half century?

- a. leader traits and skills
- b. leadership behavior
- c. leader power and authority
- d. the leadership situation

Answer: b.

8. What level of leadership processes is emphasized in most theories of effective leadership?

- a. intra-individual
- b. dyadic
- c. group
- d. organizational

Answer: b.

9. A theory that identifies the essential behaviors for any type of leader is best classified as:

- a. descriptive and universal
- b. prescriptive and universal
- c. descriptive and situational
- d. prescriptive and situational

Answer: b.

10. A theory that emphasizes leader traits and skills as determinants of leadership behavior is best categorized at what level?

- a. individual
- b. dyadic
- c. group
- d. organizational

Answer: a.

11. A theory that explains the most effective pattern of leadership behavior in a specified situation is best classified as:

- a. descriptive
- b. prescriptive
- c. universal
- d. comprehensive

Answer: b.

12. A theory that describes how changes by top management in the structure and culture of an organization affect the behavior of employees is best described as a:

- a. prescriptive theory
- b. hierarchical theory
- c. multi-level theory
- d. complexity theory

Answer: c.

13. Most of the leadership theory and research has described:

- a. direct leadership
- b. ethical leadership
- c. informal leadership
- d. toxic leadership

Answer: a.

14. A leadership theory that describes relationships among leader traits, behavior, influence processes, outcomes, and situational variables is best classified as:

- a. descriptive
- b. integrative
- c. comprehensive
- d. universal

Answer: b.

15. Which is the least accurate statement about the outcomes of leadership actions?

- a. immediate and delayed outcomes are usually consistent with each other
- b. immediate outcomes are easier to predict than end-result outcomes
- c. immediate and delayed outcomes are usually interrelated in complex causal chains
- d. end-result outcomes are less useful as criteria of leadership effectiveness

Answer: a.

16. Which statement about leaders and managers is most accurate according to Yukl?

- a. managers and leaders are different types of people
- b. managing and leading are mutually exclusive and unrelated
- c. managing is not important for effective leadership
- d. leadership is important for the success of most managers

Answer: d.

Chapter 2: The Nature of Managerial Work

1. Which was not found in most descriptive research on managerial activities?

- a. the content of managerial work is varied and fragmented
- b. the pace of managerial work is hectic and unrelenting
- c. much time is spent on reflective activities such as planning
- d. many interactions involve peers or outsiders

Answer: c.

2. The descriptive research found that a network of contacts and cooperative relationships is especially important to:

- a. motivate subordinates
- b. implement change
- c. improve time management
- d. identify quality problems in the work

Answer: b.

3. Which was not found by most descriptive research on decision processes in organizations?

- a. most major decisions are made in an orderly, rational manner
- b. decision processes are prolonged for important decisions
- c. decision processes are often affected by organizational politics
- d. major decisions may involve a series of small, incremental choices

Answer: a.

4. Planning in organizations is usually:

- a. formal and detailed
- b. formal and flexible
- c. informal and detailed
- d. informal and flexible

Answer: d.

5. Which type of managerial role usually requires the most time and attention?

- a. entrepreneur
- b. spokesperson
- c. disturbance handler
- d. negotiator

Answer: c.

6. Which of the following was not a recommendation for managers with regard to role expectations?

- a. understand the role expectations others have for them
- b. influence the role expectations others have for them
- c. disregard inconsistent role expectations others have for them
- d. reconcile inconsistent role expectations others have for them

Answer: c.

7. According to Stewart, which of the following statements is not correct?

- a. demands and constraints are essentially the same for most managerial jobs
- b. managerial behavior is strongly influenced by demands and constraints
- c. role conflicts are caused by incompatible demands from different people
- d. demands and constraints depend in part on a manager's perceptions

Answer: a.

8. In comparison to low-level managers, most top executives:

- a. are more focused on solving immediate problems
- b. are more autocratic in their decision making
- c. have a stronger concern about efficiency
- d. have a longer time perspective

Answer: d.

9. Managers in large units are most likely to:

- a. use less delegation
- b. use group decision making more often
- c. spend more time planning and coordinating
- d. provide more coaching

Answer: c.

10. In a crisis situation, effective leaders are likely to:

- a. consult with subordinates
- b. reduce their exposure
- c. act more considerate
- d. act more decisive

Answer: d.

11. The primary management function in the initial stage of the organizational life cycle is:

- a. coordinating work activities
- b. obtaining resources
- c. increasing member motivation
- d. improving efficiency

Answer: b.

12. The descriptive research shows that effective managers are likely to:

- a. carefully study each possible option before acting
- b. experiment with innovative ideas and approaches
- c. get authorization from the boss before taking any action
- d. get all the concerned parties to agree before taking action

Answer: b.

13. To improve problem solving, it was recommended that managers should:

- a. concentrate on solving the easy problems first
- b. concentrate on solving the most difficult problems first
- c. deal with a problem as soon as it is discovered
- d. look for ways to solve related problems at the same time

Answer: d.

14. Which of the following was not mentioned as a reason for changes in managerial work?

- a. human nature
- b. globalization
- c. cultural diversity of employees
- d. communication technology

Answer: a.

15. Which of the following was not a recommendation for effective time management?

- a. determine how much time is spent on different activities
- b. eliminate activities that require a lot of time
- c. plan daily and weekly activities
- d. avoid procrastination

Answer: b.

16. Which of the following is not one of the recommended guidelines for time management by leaders?

- a. Analyze how you have been using your time
- b. Determine the important objectives to be accomplished
- c. Use multi-tasking to conduct important activities

- d. Plan daily and weekly activities in advance

Answer: c.