Chapter 17 Leadership

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TRUE/FALSE QUESTIONS

A MANAGER’S DILEMMA

1. The Ross family decided to hire an experienced CEO to run Bob Ross Buick on the death of Bob Ross, Sr., the founder of the company.
   (False; moderate; p. 421)

MANAGERS VERSUS LEADERS

2. Managers and leaders are the same.
   (False; easy; p. 422)

3. Leaders influence a group toward the achievement of goals.
   (True; easy; p. 422)

4. Not all leaders have the capabilities or skills needed to hold managerial positions.
   (True; easy; p. 422)

5. Leadership is based on authority granted from organizational position.
   (False; moderate; p. 422)

EARLY THEORIES OF LEADERSHIP

6. Fiedler’s contingency model of leadership style proposed that effectiveness depends on the ability and willingness of the subordinates.
   (False; moderate; p. 426)
CONTINGENCY THEORIES OF LEADERSHIP

7. The least-preferred coworker questionnaire measures whether a person is task or relationship oriented.
   (True; easy; p.427)

8. Fiedler assumed a person’s leadership style was adjusted based on the situation.
   (False; moderate; p. 427)

9. Fiedler identified three contingency dimensions: leader-member relations, task structure, and reward power.
   (False; difficult; p. 427)

10. According to Fiedler’s research, task-oriented leaders tended to perform better in situations that are very favorable to them and in situations that were very unfavorable.
    (True; difficult; p. 427)

11. According to Fiedler’s research, relationship-oriented leaders seemed to perform better in very unfavorable situations.
    (False; moderate; p. 428)

12. Review of the major studies undertaken to test the overall validity of the Fiedler model led to a generally positive conclusion.
    (True; moderate; p. 428)

13. Robert House’s path-goal theory is an expectancy theory of motivation.
    (False; moderate; p. 430)

14. Robert House’s supportive leader consults with subordinates and uses their suggestions before making a decision.
    (False; difficult; p. 430)

15. Robert House assumed that leadership style changes depending on the situation.
    (True; moderate; p. 431)
16. Path-goal theory holds that subordinates with an external locus of control will be more satisfied with a directive style.
   (True; moderate; p. 432)

17. Vroom and Yetton’s leader participation model related leadership behavior and participation to decision making.
   (True; moderate; p. 430)

18. Research testing the original leader participation model was very encouraging.
   (True; moderate; p. 430)

CUTTING-EDGE APPROACHES TO LEADERSHIP

19. A charismatic leader is likely seen as being assertive.
   (True; easy; p. 433)

20. People working for charismatic leaders are motivated to exert extra work effort but express lower satisfaction.
   (False; moderate; p. 434)

21. Charismatic leadership may not always be needed to achieve high levels of employee performance.
   (True; easy; p. 434)

22. Charisma is the ability to create and articulate a realistic, credible, attractive vision of the future for any organization or organizational unit that grows out of and improves on the present.
   (False; moderate; p. 434)

23. The key properties of a vision seem to be inspirational possibilities that are value centered, are realizable, have superior imagery, and are well articulated.
   (True; difficult; p. 435)

24. One specific role of team leadership is that team leaders are troubleshooters.
   (True; easy; p. 436)

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25. When team leaders assume the role of troubleshooter, they clarify expectations and roles, teach, and offer support.
   (False; moderate; p. 436)

26. Transactional and transformational leadership are opposing approaches to getting things done.
   (False; moderate; p. 433)

27. The evidence supports the superiority of transformational leadership over transactional leadership.
   (True; moderate; p. 433)

LEADERSHIP ISSUES IN THE TWENTY-FIRST CENTURY

28. According to French and Raven, legitimate power and authority are one in the same.
   (True; moderate; p. 436)

29. Credibility is the degree to which followers perceive someone as honest, competent, and able to inspire.
   (True; moderate; p. 438)

30. Trust is the belief in the integrity, character, and ability of a leader.
   (True; moderate; p. 438)

MULTIPLE-CHOICE QUESTIONS

For each of the following choose the answer that most completely answers the question.

MANAGERS VERSUS LEADERS

31. Leadership is _________________.
   a. the process of influencing a group toward the achievement of goals
   b. a group that achieves goals
   c. the function of influencing a group towards the achievement of goals
   d. directing a group towards the achievement of goals
32. Which of the following is not true concerning the difference between managers and leaders?
   a. managers are appointed
   b. managers influence through informal means
   c. leaders may be appointed
   d. leaders can influence beyond formal authority

33. Persons who are able to influence others and who possess managerial authority are termed ____________.
   a. managers
   b. leaders
   c. organizers
   d. visionaries

34. Leadership ____________.
   a. has a requirement of at least five members to be led
   b. is based on management direction
   c. research has shown that it cannot be developed
   d. has only been studied since the early twentieth century

35. Early leadership trait research sought ________________.
   a. to clarify the need for leadership traits
   b. and found the traits status of leaders
   c. identification of traits that leaders could use
   d. characteristics that might differentiate leaders from nonleaders

36. The University of Iowa studies discussed all of the following leadership styles except ________________.
a. laissez-faire
b. democratic
c. accommodating
d. autocratic

(c; moderate; p. 424)

37. A high-high leader achieved ________________.
   a. high group task performance and satisfaction more frequently than one who rated low on either dimension or both
   b. low group task performance and satisfaction more frequently than one who rated low on either dimension or both
   c. high group task performance and satisfaction more frequently than one who rated low on either dimension or both on the short run
   d. moderator group task performance and satisfaction more frequently than one who rated low on either dimension or both on the long run

(a; moderate; p. 425)

38. The Ohio State and the University of Michigan studies were ________________.
   a. about the same time, but had different research objectives
   b. at different times, but had similar research objectives
   c. at different times, but had similar research findings
   d. about the same time and had similar research objectives

(d; moderate; p. 425)

39. Research on leadership made it increasingly clear that predicting leadership success involved ________________.
   a. proper analysis of leader consideration for people and concern for production
   b. hiring managers that could demonstrate and develop trust with workers
   c. something more complex than isolating a few leader traits or preferable behaviors
   d. was more complex than a few leader styles

(c; difficult; p. 425)

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40. Trait theory ignores ________.
   a. the interactions of leaders
   b. the characteristics of the group members
   c. the interactions of leaders and their group members as well as situational factors
   d. situational factors in the leadership research
   (c; moderate; p. 423)

41. In the behavioral studies, group members’ satisfaction levels were generally ________.
   a. higher under an autocratic leader in the long run
   b. improved when the leader was considerate of the outcomes
   c. maintained when the leader was autocratic on the short run
   d. higher under a democratic leader than under an autocratic one
   (d; difficult; p. 424)

42. The managerial grid uses ________.
   a. a two-dimensional grid for appraising leadership styles
   b. two behavioral dimensions of leadership style
   c. a two-dimensional grid for determining leadership styles
   d. a two-dimensional grid for assessing the dimensions of leadership styles
   (d; difficult; p. 425)

43. Which of the following is not mentioned in the text as one of the three leadership styles explored in the University of Iowa studies?
   a. cultural style
   b. autocratic style
   c. democratic style
   d. laissez-faire style
   (a; easy; p. 424)

44. Which of the following describes the leadership style in which a leader tends to centralize authority, dictate work methods, make unilateral decisions, and limit employee participation?
   a. cultural style
b. autocratic style  
c. democratic style  
d. laissez-faire style  
(b; moderate; p. 424)

45. The _____________ style of leadership describes a leader who tends to involve employees in decision making, delegate authority, encourage participation in deciding work methods and goals, and use feedback as an opportunity for coaching employees.
   a. cultural  
b. autocratic  
c. democratic  
d. laissez-faire  
(c; moderate; p. 424)

46. Which of the following describes the leadership style in which the leader generally gives the group complete freedom to make decisions and complete the work in whatever way it sees fit?
   a. cultural style  
b. autocratic style  
c. democratic style  
d. laissez-faire style  
(d; moderate; p. 424)

47. According to the Ohio State studies, which of the following dimensions of leader behavior refers to the extent to which a leader is likely to define and structure his or her role and the roles of group members in the search for goal attainment?
   a. intelligence structure  
b. psychological structure  
c. Initiating structure  
d. consideration structure  
(e; easy; p. 425)
48. According to the Ohio State studies, the dimension of leader behavior that is defined as the extent to which a leader had job relationships characterized by mutual trust and respect for group members’ ideas and feelings is called ______________.
   a. initiation
   b. consideration
   c. cultural
   d. physical
   (b; moderate; p. 425)

CONTINGENCY THEORIES OF LEADERSHIP

49. Research by Fiedler uncovered three contingency dimensions that define the key
   __________.
   a. situational factors for determining leader effectiveness
   b. follower factors for determining leader effectiveness
   c. leader behavioral style factors for determining leader effectiveness
   d. situational factors for determining follower effectiveness.
   (a; difficult; p. 427)

50. Vroom and Yetton’s leader participation model argues that leader behavior must
   __________.
   a. reflect the needs of the followers
   b. develop to the appropriate leadership style
   c. adjust to reflect the task structure
   d. depend on the situational variables involved
   (c; moderate; p. 430)

51. Fiedler’s least-preferred coworker questionnaire seeks to measure what leadership factor?
   a. subordinate needs
   b. leader’s style
   c. situation
   d. subordinate coworker influence
   (b; moderate; p. 427)

52. Fiedler assumed a person’s leadership style was ______________.
53. Fiedler’s dimension termed ___________ is the degree of confidence, trust, and respect subordinates had for their leader.
   a. leader-member relations
   b. power relationship
   c. task structure
   d. authority
   (a; easy; p. 427)

54. Which of the following are two of the three key situational factors Fiedler felt were important in determining leader effectiveness?
   a. leader-member relations and maturity of followers
   b. organizational success and position power
   c. task structure and leader-member relations
   d. maturity of organization and subordinates
   (c; moderate; p. 427)

55. The degree to which the job assignments are formalized and proceduralized is the ___________ contingency dimension according to Fielder.
   a. position power
   b. subordinate maturity
   c. task structure
   d. centralization
   (c; moderate; p. 427)

56. Fiedler’s term ____________ refers to the degree of influence a leader has over power-based activities.
   a. leader-member relations
   b. position power
   c. responsibility
57. Overall, the validity of the Fiedler contingency model could be described as 
   ___________.
   a. supportive
   b. moderately supportive
   c. inconclusive
   d. unsupportive
   (a; moderate; p. 428)

58. According to the text, the ____________ theory is a contingency theory that focuses on 
   followers’ readiness.
   a. consideration leadership
   b. situational leadership
   c. passive leadership
   d. active leadership
   (b; moderate; p. 428)

59. Which of the following leadership styles describes a leader who provides both directive and 
   supportive behavior?
   a. telling
   b. selling
   c. participating
   d. delegating
   (b; moderate; p. 429)

60. The main role of the leader is to facilitate and communicate in which of the following leadership 
   styles?
   a. telling
b. selling
c. participating
d. delegating

(c; moderate; p. 429)

61. Which of the following leadership styles describes a leader who provides little direction or support?
   a. telling
   b. selling
   c. participating
   d. delegating

(d; moderate; p. 429)

62. What leadership model is associated with Vroom and Yetton?
   a. contingency leadership theory
   b. situational leadership theory
   c. path-goal model
   d. leader participation model

(d; easy; p. 430)

63. Who developed path-goal theory?
   a. Fielder
   b. Blake and Mouton
   c. Lewin
   d. House

(d; moderate; p. 430)

64. According to path-goal theory, a leader who lets subordinates know what’s expected of them, schedules work to be done, and gives specific guidance as to how to accomplish tasks is termed ______________.
   a. directive

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b. achievement oriented  
c. participative  
d. supportive  
(a; moderate; p. 431)  

65. According to path-goal theory, a leader who is friendly and shows concern for the needs of subordinates is termed _____________.
a. directive  
b. achievement oriented  
c. participative  
d. supportive  
(d; moderate; p. 431)  

66. According to path-goal theory, a manager who consults with subordinates and uses their suggestions would be exhibiting what type of leadership behavior?  
a. directive  
b. achievement oriented  
c. participative  
d. supportive  
(c; moderate; p. 431)  

67. A leader who sets challenging goals and expects very high performance levels from subordinates would be classified as what type of leader, according to path-goal theory?  
a. supportive  
b. participative  
c. achievement oriented  
d. democratic  
(c; moderate; p. 431)  

68. In the path-goal theory, which of the following is included in the class of contingency variables termed “environment”?  
a. task structure and formal authority system  
b. locus of control and experience  
c. perceived ability  

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69. Path-goal theory identifies two classes of situation variables that moderate the leadership-behavior outcome as ______________.
   a. tact and relationship
   b. path and goal
   c. people and history
   d. environment and followers
   (d: moderate; p. 431)

70. Which of the following is included in the class of contingency variables termed “follower”?
   a. locus of control
   b. performance
   c. employee satisfaction
   d. formal authority system
   (a; difficult; p. 431)

71. Which of the following is not one of the hypotheses that have evolved from the path-goal theory?
   a. Supportive leadership results in high employee performance and satisfaction when subordinates are performing structured tasks.
   b. Directive leadership is likely to be perceived as redundant among subordinates with high perceived ability or with considerable experience.
   c. The clearer and more bureaucratic the formal authority relationships, the more leaders should exhibit supportive behavior and de-emphasize directive behavior.
   d. Subordinates with an external locus of control will be less satisfied with a directive style.
   (d; difficult; p. 432)

72. According to the path-goal theory, directive leadership will lead to higher employee satisfaction when there is ____________ within a work group.

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a. cohesiveness  
b. high structure  
c. substantial conflict  
d. internal locus of control  
\((c; \text{moderate}; \text{p. 432})\)

73. Research on path-goal theory could be summarized as _______________.  
a. negative support  
b. inconclusive  
c. positive support  
d. very unsupportive  
\((c; \text{easy}; \text{p. 432})\)

74. The Fiedler model was based on the premise that a certain leadership style would be _______________.  
a. effective dependent on the followers  
b. more effective than concern for production  
c. less effective than the behavioral styles models  
d. most effective in different types of situations  
\((d; \text{moderate}; \text{p. 426})\)

75. Reviews of the major studies undertaken to test the overall validity of Fiedler’s model have shown _______________.  
a. considerable evidence to refute the model  
b. minor evidence to support the model  
c. minor evidence to refute the model  
d. considerable evidence to support the model  
\((d; \text{easy}; \text{p. 428})\)

76. Hersey and Blanchard’s situational leadership theory is a contingency theory that _______________.  
a. focuses on the followers’ situation  
b. depends on the followers’ situation
c. focuses on followers’ readiness

d. matches the situation with the followers’ ability

(c; difficult; p. 428)

CUTTING-EDGE APPROACHES TO LEADERSHIP

77. Transactional leaders are leaders who guide ______________.
   a. and direct groups towards their goals and tasks
   b. and clarify the followers’ goals and task requirements
   c. or clarify the group’s goals and roles
   d. or motivate their followers in the direction of established goals by clarifying role and task requirements

(d; difficult; p. 433)

78. Which type of leaders provides individualized consideration, provide intellectual stimulation, and possess charisma?
   a. transactional
   b. charismatic
   c. trait
   d. transformational

(d; moderate; p. 433)

79. A leader, such as Bill Gates of Microsoft, who can inspire followers above their own self-interests and can have a profound effect on their performance, are known as ____________.
   a. transactional leaders
   b. directive leaders
   c. informational leaders
   d. transformational leaders

(d; difficult; p. 433)

80. Which of the following is an accurate statement about transformational leaders?
   a. They clarify task requirements.
   b. They focus on tasks and pay little attention to followers.
c. They are poor motivators.
d. They exhibit more than just charisma.

(d; difficult; p. 433)

81. The evidence supporting the superiority of transformational leadership over the transactional variety is _______________.
   a. inconclusive
   b. moderately supportive
   c. moderately negative
   d. overwhelmingly impressive

(d; moderate; p. 433)

82. Which of the following nonverbal behaviors do researchers who are training charismatic leaders not include?
   a. leaning toward the subordinate
   b. avoiding eye contact
   c. having relaxed posture
   d. having animated facial expressions

(b; easy; p.434)

83. ______________ leadership is the ability to create and articulate a realistic, credible, and attractive vision of the future for an organization or organizational unit that grows out of and improves on the future.
   a. Visionary
   b. Charismatic
   c. Trait
   d. Transactional

(a; easy; p. 434)

84. Which of the following is not an important leadership role for team leaders?
   a. liaison with external constituencies
   b. liaison with internal constituencies
   c. troubleshooter
   d. conflict manager
LEADERSHIP ISSUES IN THE TWENTY-FIRST CENTURY

85. ________ is the power that arises because of a person’s desirable resources or personal traits.
   a. Expert power
   b. Referent power
   c. Reward power
   d. Legitimate power

86. ________ to motivate others by transforming their self-interest into organizational goals.
   a. Women tend to use transformational leadership,
   b. Women tend to use transactional leadership,
   c. Men tend to use transactional leadership,
   d. Men tend to use transformational leadership,

87. All of the following are sources of power identified by French and Raven except ________.
   a. legitimate
   b. status
   c. expert
   d. coercive

88. Which of the following, according to French and Raven, is the type of power a person has because of his or her position in the formal organizational hierarchy?
   a. legitimate power
   b. coercive power
   c. reward power
89. ____________ is the power that rests on the leader’s ability to punish or control.
   a. Reward power
   b. Coercive power
   c. Expert power
   d. Referent power
   (b; moderate; p. 436)

90. ____________ is the power to give positive benefit or rewards.
   a. Reward power
   b. Coercive power
   c. Expert power
   d. Referent power
   (a; moderate; p. 437)

91. Your firm’s attorney has ____________ power when giving legal advice.
   a. legitimate
   b. status
   c. expert
   d. coercive
   (c; moderate; p. 437)

92. ____________ is influence that’s based on expertise, special skills, or knowledge.
   a. Reward power
   b. Coercive power
   c. Expert power
   d. Referent power
   (c; moderate; p. 437)

93. When a young child emulates a professional sports star’s behavior, the star has what kind of power over the child?
   a. legitimate

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b. expert
c. coercive
d. referent
(d; difficult; p. 437)

94. The most dominant component of credibility is _____________.
   a. expertise
   b. status
   c. authority
   d. honesty
   (d; moderate; p. 438)

95. The dimension of trust that is used to describe honesty and truthfulness is _____________.
   a. integrity
   b. competence
   c. consistency
   d. loyalty
   (a; easy; p. 439)

96. The dimension of trust that is used to describe reliability, predictability, and good judgment in handling situations is termed _____________.
   a. integrity
   b. competence
   c. consistency
   d. loyalty
   (c; moderate; p. 439)

97. Which of the following is an accurate statement about the differences between gender and leadership style?
   a. Males and females do not use different styles.
   b. Men are more democratic than women.
   c. Women encourage more participation.
   d. Men share power more than women.
   (c; moderate; p. 444)
98. According to the text, women tend to use __________ leadership, motivating others by transforming their self-interest into organizational goals.
   a. transactional
   b. transformational
   c. situational
   d. initiating
   (b; moderate; p. 444)

99. According to the text, men tend to use __________ leadership, handing out rewards for good work and punishment for bad.
   a. transactional
   b. transformational
   c. situational
   d. initiating
   (a; moderate; p. 444)
SCENARIOS AND QUESTIONS

For each of the following choose the answer that most completely answers the question.

The Proactive Supervisor (Scenario)

Roberta has been a departmental supervisor and feels that in order to be a leader to the employees she supervises, she has to many times utilize a different type of leader behavior. Recently she meet with the employees to let them know what she expected of them, the schedules they had for the products to be shipped, and gave some specific assignments to individuals and the tasks she expected to be completed. Roberta really enjoys the time that she sometimes gets to spend with the employees so they can see that she is friendly and has concern for the employees’ personal and work concerns. She also likes to consult with the employees for suggestions prior to making a decision. Prior to the start of a new fiscal year, Roberta always meets with the employees to establish challenging goals and expectations for the followers to perform at their highest level.

100. When Roberta gets to spend time with the employees so they can see that she is friendly and has concern for the employees’ personal and work concerns, she is performing which of the following leadership styles?
   a. directive leader
   b. supportive leader
   c. participative leader
   d. achievement oriented leader
   (b; moderate; p. 431)

101. When Roberta always meets with the employees to establish challenging goals and expectations for the followers to perform at their highest level, she is performing which of the following leadership styles?
   a. directive leader
   b. supportive leader
   c. participative leader
   d. achievement oriented leader
   (d; moderate; p. 431)
102. When she recently met with the employees to let them know what she expected of them, schedules, and assignment, she was performing which of the following leadership styles?

a. directive leader
b. supportive leader
c. participative leader
d. achievement oriented leader

(a; moderate; p. 431)

103. When Roberta consults with the employees for suggestions prior to making a decision, she is performing which of the following leadership styles?

a. directive leader
b. supportive leader
c. participative leader
d. achievement oriented leader

(c; moderate; p. 431)

The Team Leader (Scenario)

Carlos has been a team leader for 3 years. As a team leader, he spends a considerable amount of his time performing, as he sees it, about four to five types of functions in support of his team members. This morning he spent 2 hours in budget hearings and another hour meeting with a vendor of an important component and engineering. His team had discovered the problem yesterday and knows it’s a critical aspect to the product. On a typical day scenario, he will spend about 30 percent of his day contending with influences from groups both inside and outside the company. This afternoon he is scheduled to meet with the team for 2 hours to consider the vendor’s solution offered this morning at the meeting with engineering. Later in the afternoon, he will be mediating a dispute between three team members who are bickering about overtime assignments. He recently learned about the technique of letting the parties involved in the dispute come up with the solution. The rest of the time, Carlos visits employees at their work area as he walks through to or from a meeting, or when he goes out to the floor to “chat” about the day or a change order in tomorrow’s shop schedule.

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104. When Carlos is visiting with employees in “chats,” he is performing which of the following roles?
   a. conflict manager
   b. liaisons with external constituencies
   c. coach
   d. troubleshooter
   (c; moderate; p. 436)

105. While attending the budget meeting and the vendor meeting with engineering this morning, he was performing which of the following roles?
   a. conflict manager
   b. liaisons with external constituencies
   c. coach
   d. troubleshooter
   (b; moderate; p. 435)

106. Once he arrives at the meeting to mediate the employees’ dispute, he will be performing which of the following roles?
   a. conflict manager
   b. liaisons with external constituencies
   c. coach
   d. troubleshooter
   (a; moderate; P. 436)

107. This afternoon when he meets with the team for 2 hours to consider the vendor’s solution to the problem they discovered yesterday, he will be performing which of the following roles?
   a. conflict manager
   b. liaisons with external constituencies
   c. coach
   d. troubleshooter
   (d; moderate; P. 436)
108. In working with his employees, Carlos tries to ensure that they are involved in decision making and he encourages them to participate in deciding their work methods and goals.

Carlos’ leadership style can be best be described as _______________.

a. autocratic
b. laissez-faire
c. democratic
d. despotic

(c; moderate; P. 424)

Crazy Powermakers, Inc. (Scenario)

Crazy Powermakers, Inc. was a unique company in that it had a philosophy that in order to prevent any one person from having too much power in the company, any power found to exist in the company was distributed to someone who did not have any power yet. As a result, Tamera was the person employees went to when disciplinary action had to be taken, Kayse was the supervisor that the employees went to for general decisions that needed to be made, Clay was the person employees went to when they were to receive special recognition, Juan was the person employees went to when knowledge of a topic was needed, and Franklin was the person employees went to when they needed resources or sought his charisma.

109. Tamera held __________ power.

a. legitimate
b. coercive
c. reward
d. expert

(b; easy; p. 436)

110. Kayse held ______________ power.

a. reward
b. expert
c. legitimate
d. coercive

(e; easy; p. 436)
111. Clay held __________ power.
    a. reward
    b. legitimate
    c. coercive
    d. referent
    (a; easy; p. 437)

112. Juan held __________ power.
    a. legitimate
    b. reward
    c. referent
    d. expert
    (d; easy; p. 437)
113. Franklin held ______________ power.
   a. legitimate
   b. referent
   c. reward
   d. expert
   (b; easy; p. 437)

Jack and Jill (Scenario)

Jack Jones and Jill Smith are both managers at a medium-sized medical supply firm. Jack emphasizes to his people that the work must be done, regardless of circumstances, and encourages his employees to meet their sales quotas. He is generally liked, but because sales are unstructured, sometimes his employees resent his rather heavy-handed approach. Jill has tried hard to build a good rapport with her employees and knows each of their families. She encourages her employees to work hard, but to be certain to take time for themselves and their families.

114. Fiedler’s contingency model would classify Jack as ______________-oriented.
   a. employee
   b. organization
   c. task
   d. relationship
   (c; easy; p. 427)

115. Fiedler’s contingency model would classify Jill as ______________-oriented.
   a. employee
   b. organization
   c. task
   d. relationship
   (d; easy; p. 427)

116. Which of the following would be assumed by Fiedler’s contingency model about the leadership styles of Jack and Jill?
   a. The leadership styles can be adjusted to fit the situation.

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b. The leadership styles are fixed, regardless of the situation.
c. The leadership styles can be changed with appropriate training.
d. Jack’s style is well suited for unstructured tasks.

(b; moderate; p. 427)

117. Fiedler would expect that the best leadership style was a function of ________________.
   a. leader-member relations, task structure, and position power
   b. formal authority, production process, and personality of employees
   c. chain of command, relationships, and power
   d. type of organization, personality of leader, and education of employees

(a; moderate; p. 427)
118. The overall validity of the Fiedler model seems to be _____________.
   a. generally negative
   b. generally positive
   c. overwhelmingly negative
   d. overwhelmingly positive

   (b; moderate; p. 428)

The Path to Leadership (Scenario)

Brooke is a manager of the nightshift in a nursing home. She has been reading information about House’s path-goal theory and would like to apply that information to becoming a better leader.

119. Brooke should understand that the path-goal theory is a(n) _____________ model of leadership that extracts key elements from the expectancy theory of motivation.
   a. fixed
   b. alternative
   c. contingency
   d. untested

   (c; moderate; p. 430)

120. Brooke generally lets subordinates know what’s expected of them, schedules work to be done, and gives specific guidance as to how to accomplish tasks. She would be termed a(n) _____________ leader.
   a. achievement-oriented
   b. participative
   c. supportive
   d. directive

   (d; moderate; p. 431)

121. Brooke would like to become a participative leader. She should _____________.
   a. let subordinates know what’s expected of them, schedule work to be done, and give specific guidance as to how to accomplish tasks
   b. be friendly and show concern for the needs of subordinates
   c. consult with subordinates and use their suggestions before making a decision
d. set challenging goals and expect subordinates to perform at their highest level
(c; moderate; p. 431)

122. Lately Brooke has been setting challenging goals and expecting subordinates to perform at their highest level. She is acting as a(n) __________ leader.
   a. achievement-oriented
   b. participative
   c. supportive
   d. directive
   (a; moderate; p. 431)
123. Brooke has decided that the appropriate leadership style would be to show friendliness and concern for the needs of her subordinates. She wishes to be a(n) __________ leader.
   a. achievement-oriented
   b. participative
   c. supportive
   d. directive
   
   (c; moderate; p. 431)

A Leadership Junkie (Scenario)

Carrie is a leadership “junkie.” She has read all of the latest popular management texts on leadership and strongly feels that it has improved her ability to manage and perform her job. She is always eager to share her knowledge with her peers, especially emerging issues in leadership and the differences between the ways men and women lead.

124. Carrie stopped Harry in the hall and just had to tell him about __________, that is, an enthusiastic, self-confident leader whose personality and actions influence people to behave in certain ways.
   a. charismatic leadership
   b. transactional leadership
   c. situational leadership
   d. attributional leadership
   
   (a; moderate; p. 434)

125. Carrie stopped Sondra in the lunchroom and just had to tell her about __________, whereby followers make claims about heroic or extraordinary leadership abilities when they observe certain behaviors.
   a. charismatic leadership
   b. transactional leadership
   c. transformational leadership
   d. situational leadership
   
   (c; moderate; p. 434)
126. Carrie stopped Perry in the parking lot and just had to tell him about ___________, where leaders guide or motivate their followers in the direction of established goals by clarifying role and task requirements.
   a. situational leadership
   b. transactional leadership
   c. transformational leadership
   d. attributional leadership
   (b; difficult; p. 433)

127. Carrie stopped Steve in the parking lot and just had to tell him about __________, where leaders provide individualized consideration, intellectual stimulation, and possess charisma.
   a. charismatic leadership
   b. transactional leadership
   c. transformational leadership
   d. attributional leadership
   (c; difficult; p. 436)

128. Carrie had to tell Sharon about the findings concerning women and leadership. Sharon was interested in the fact that all but which of the following is true concerning women and leadership?
   a. There are differences between how men and women lead.
   b. Women utilize a democratic style more than men.
   c. Women tend to share power less than men.
   d. Women are less likely than men to use a directive style.
   (c; moderate; p. 444)

129. At home, Carrie was fixing dinner and thinking about the new CEO her firm had hired. In her speech the previous day, the new CEO had discussed her experience in the industry and her education. Carrie thought that the new CEO would do a great job given these characteristics, coupled with how well-spoken she was and the fact that she just looked like a CEO. Laughing, Carrie realized that she had been judging the new CEO in manner consistent with the __________ theories of leadership that were popular in the 1920s and 1930s.
ESSAY QUESTIONS

130. In a short essay, discuss the situational leadership theory as developed by Paul Hersey and Ken Blanchard. Next, list and discuss the four specific leadership styles and the four stages of follower readiness as defined by Hersey and Blanchard.

Answer

The situational leadership theory is a contingency theory that focuses on followers’ readiness. Hersey and Blanchard argue that successful leadership is achieved by selecting the right leadership style, which is contingent on the level of the followers’ readiness. The emphasis on the followers in leadership effectiveness reflects the reality that it is the followers who accept or reject the leader. Regardless of what the leader does, effectiveness depends on the actions of his or her followers. And, readiness refers to the extent to which people have the ability and willingness to accomplish a specific task.

The four specific leadership styles are as follows:

a. Telling (high task–low relationship)—the leader defines roles and tells people what, how, when, and where to do various tasks.

b. Selling (high task–high relationship)—the leader provides both directive and supportive behavior.

c. Participating (low task–high relationship)—the leader and follower share in decision making; the main role of the leader is facilitating and communicating.

d. Delegating (low task–low relationship)—the leader provides little direction or support.

The final component in the model is the four stages of follower readiness:

a. R1: People are both unable and unwilling to take responsibility for doing something. They’re neither competent nor confident.
b. R2: People are unable but willing to do the necessary job tasks. They’re motivated but currently lack the appropriate skills.

c. R3: People are able but unwilling to do what the leader wants.

d. R4: People are both able and willing to do what is asked of them.

(difficult; pp. 428-429)

131. In a short essay, discuss the path-goal leadership theory developed by Robert House. Next, list and explain the four leadership behaviors based on the path-goal leadership theory.

Answer
Developed by Robert House, path-goal theory is a contingency model of leadership that takes key elements from the expectancy theory of motivation. According to this theory, a leader’s behavior is acceptable to group members to the degree that they view it as an immediate source of satisfaction or as a means of future satisfaction. A leader’s behavior is motivational to the extent that it makes the satisfaction of subordinates’ needs contingent on effective performance and provides the coaching, guidance, support, and rewards that are necessary for effective performance. To test these statements, House identified four leadership behaviors:

a. Directive leader. Lets subordinates know what’s expected of them, schedules work to be done, and gives specific guidance on how to accomplish tasks.

b. Supportive leader. Friendly and shows concern for the needs of followers.

c. Participative leader. Consults with group members and uses their suggestions before making a decision.

d. Achievement-oriented leader. Sets challenging goals and expects followers to perform at their highest level.

(moderate; pp. 430-432)

132. In a short essay, list and discuss five sources in which leader power has been identified. Include specific examples of each source of power to support your answer.

Answer
a. Legitimate power—represents the power a leader has as a result of his or her position in the organization. People in positions of authority are also likely to have reward or
coercive power, but legitimate power is broader than the power to coerce and reward. Because of their legitimate power, when school principals, bank presidents, or army captains ask for something to be done, teachers, tellers, and lieutenants listen and usually comply.

b. Coercive power—the power that rests on the leader’s ability to punish or control. Followers react to this power out of fear of the negative results that might occur if they did not comply. As a manager, you typically have some coercive power, such as being able to suspend or demote employees or to assign them work they find unpleasant or undesirable.

c. Reward power—the power to give positive benefits or rewards. These rewards can be anything that another person values. In an organizational context, that might include money, favorable performance appraisals, promotions, interesting work assignments, friendly colleagues, and preferred work shifts or sales territories.

d. Expert power—influence that’s based on expertise, special skills, or knowledge. As jobs have become more specialized, managers have become increasingly dependent on staff “experts” to achieve the organization’s goals. If an employee has skills, knowledge, or expertise that’s critical to the operation of a work group, that person’s expert power is enhanced. For instance, in many organizations, individuals who have good computer skills and are seen as “experts” when computer problems arise have the ability to influence because of their knowledge and skills—that is, they have expert power.

e. Referent power—the power that arises because of a person’s desirable resources or personal traits. Referent power develops out of admiration of another and a desire to be like that person. If you admire someone to the point of modeling your behavior and attitudes after him or her, that person has referent power over you.

(moderate; pp. 436-438)

133. In a short essay, distinguish between managers and leaders.

**Answer**

Managers are appointed to their position. Their ability to influence employees is based on the formal authority that is inherent in that position. In contrast, leaders may be appointed but can also emerge from within a work group and are able to influence others for reasons beyond formal authority. A leader goes beyond just being a manager. A leader is defined as someone who can influence others and has managerial authority.
134. In a short essay differentiate between transactional and transformational leaders.

**Answer**

Transactional leaders are those who guide or motivate their followers in the direction of established goals by clarifying role and task requirements. Transformational leaders, however, pay attention to the concerns and developmental needs of individual followers. They change followers’ awareness of issues by helping those followers look at old problems in new ways. They are able to excite, arouse, and inspire followers to put out extra effort to achieve group goals. Transformational leadership is built on top of transactional leadership. Transformational leadership produces levels of employee effort and performance that go beyond what would occur in a transactional approach alone.