

CHAPTER 2—TRAITS, BEHAVIORS, AND RELATIONSHIPS

TRUE/FALSE

1. The Great Man approach sought to identify the traits leaders possessed that distinguished them from people who were not leaders.

ANS: T PTS: 1 REF: p. 38

2. Researchers contend that some traits are essential to leadership: self- confidence, honesty, integrity, and drive.

ANS: T PTS: 1 REF: p. 41 | p. 42

3. The trait approach says that anyone with the appropriate behavior can be a good leader.

ANS: F PTS: 1 REF: p. 44

4. The leadership continuum model implies that a participative leadership can be used when subordinates are able to learn decision-making readily.

ANS: T PTS: 1 REF: p. 45

5. Directing tasks, planning, and ruling with an iron hand is a "consideration" style.

ANS: F PTS: 1 REF: p. 46

6. The University of Michigan studies showed that goal emphasis, work facilitation, support, and interaction facilitation can be performed by subordinates.

ANS: T PTS: 1 REF: p. 49

7. The *Leadership Grid* shows that team management is the least effective style.

ANS: F PTS: 1 REF: p. 49

8. Dyadic theory examines why leaders have greater impact on some followers than on others.

ANS: T PTS: 1 REF: p. 52

9. Leader-member exchange research emphasizes that all employees should be managed in the same manner.

ANS: F PTS: 1 REF: p. 54

10. A characteristic considered essential for effective leadership is drive.

ANS: T PTS: 1 REF: p. 42

11. A democratic leader is one who tries to centralize authority and derive power from position.

ANS: F PTS: 1 REF: p. 44

12. Consideration is the extent to which a leader is sensitive to subordinates.

ANS: T PTS: 1 REF: p. 46

13. The Leadership Continuum is a theory based on the notion that a leader develops a unique relationship with each subordinate or group.

ANS: F PTS: 1 REF: p. 45

14. Critics of early LMX theory felt that distinguishing between an in-group and out-group would lead to resentments or even hostility.

ANS: T PTS: 1 REF: p. 54

15. Entrepreneurial leaders exist within established organizations.

ANS: T PTS: 1 REF: p. 55

MULTIPLE CHOICE

1. Trait research does NOT consider the following personal characteristics of leaders:
- personal characteristics such as energy.
 - personality characteristics such as self-confidence.
 - social characteristics such as interpersonal skills.
 - professional characteristics such as work experience.

ANS: D PTS: 1 REF: p. 40

2. Possessing the traits of honesty and integrity are essential for leaders in order to:
- build productive relationships.
 - build trust.
 - both build productive relationships *and* build trust.
 - seek achievement.

ANS: C PTS: 1 REF: p. 42

3. Autocratic versus democratic leadership research showed all EXCEPT:
- groups with autocratic leaders only performed well under leader supervision.
 - groups with democratic leaders only performed well when the leader supervised.
 - groups with autocratic leaders had feelings of hostility.
 - groups with democratic leaders had positive feelings.

ANS: B PTS: 1 REF: p. 44

4. The Leadership Continuum by Tannenbaum and Schmidt suggested that leaders should be boss-centered or subordinate-centered depending on:
- organizational circumstances.
 - the skill level of the employees.
 - the self-confidence, creativity, and energy of the leader.
 - both organizational circumstances *and* the skill level of the employees.

ANS: D PTS: 1 REF: p. 45

5. Initiating structure describes the following leadership behavior:
- A leader who is task-oriented and directs subordinates' work.
 - A leader who is sensitive to subordinates and respects their ideas, and feelings.
 - A leader who seeks input from subordinates regarding important decisions.
 - A leader who listens carefully to problems.

ANS: A PTS: 1 REF: p. 46

6. The University of Michigan research reached all the following conclusions EXCEPT:
- Goal emphasis, work facilitation, and support can be performed by subordinates.
 - Only the leader can supply the job-centered and employee-centered behaviors.
 - A leader is identified by one or the other behavior style, not both.
 - Leadership behavior affected the performance and satisfaction of subordinates.

ANS: B PTS: 1 REF: p. 48

7. "High-high" leadership behavior is generally considered desirable because:
- leaders display concern for both people and production.
 - leaders will meet people-oriented and task-oriented needs simultaneously.
 - both leaders display concern for both people and production *and* leaders will meet people-oriented and task-oriented needs simultaneously.
 - task-oriented behavior was associated with higher productivity.

ANS: C PTS: 1 REF: p. 51

8. The Vertical Dyad Linkage model argues for all EXCEPT:
- Subordinates provide the same descriptions about the same leader.
 - Subordinates exist in a "in-group" or an "out-group" in relation to the leader.
 - Subordinates provide very different descriptions of the same leader.
 - Subordinates who rated the leader highly had a close relationship with the leader.

ANS: A PTS: 1 REF: p. 52

9. The leader-member exchange explores all EXCEPT:
- communication frequency.
 - value agreement.
 - traits.
 - job satisfaction.

ANS: C PTS: 1 REF: p. 54

10. During the Partnership Building stage of the dyadic approach:
- a. leader dyads are created across levels and boundaries.
 - b. leaders can reach out to create a positive exchange with every subordinate.
 - c. leaders' behaviors and traits have different impacts on individuals.
 - d. leadership is not individualized for each subordinate.

ANS: B PTS: 1 REF: p. 54

11. In the Leadership Grid, the term Country Club Management refers to:
- a. the exertion of minimum effort to get required work done.
 - b. efficiency in operations from arranging work conditions.
 - c. thoughtful attention to the needs of people for satisfying relationships.
 - d. work accomplishment from committed people and interdependence.

ANS: C PTS: 1 REF: p. 49

12. Active leaders need self-confidence because:
- a. followers will not cooperate if the leader is not confident.
 - b. they initiate changes and must make decisions without adequate information.
 - c. leaders could be paralyzed into inaction without confidence.
 - d. all of these choices.

ANS: D PTS: 1 REF: p. 42

13. Trait research has identified all of the following categories as essential to leadership EXCEPT:
- a. work-related characteristics.
 - b. social characteristics.
 - c. personality.
 - d. culture.

ANS: D PTS: 1 REF: p. 40

14. Drive is considered essential to effective leadership because:
- a. leaders with drive seek achievement.
 - b. leaders with drive actively pursue goals.
 - c. leaders with drive have stamina.
 - d. all of these choices

ANS: D PTS: 1 REF: p. 42

15. Entrepreneurship is the process of:
- a. initiating a business venture.
 - b. assuming the associated risks and rewards.
 - c. organizing the necessary resources.
 - d. all of the choices

ANS: D PTS: 1 REF: p. 55

16. Entrepreneurs are:
- a. autocratic leaders.
 - b. leaders of innovation and change.
 - c. not risk takers.
 - d. “high-high” leaders.

ANS: B PTS: 1 REF: p. 55

17. Different personal characteristics and behavioral styles are suited to different types of:
- a. leadership roles.
 - b. vertical dyad linkages.
 - c. authority-compliance management.
 - d. job-centered leadership.

ANS: A PTS: 1 REF: p. 55

18. Team management is:
- a. recommended because organization members work together to accomplish tasks.
 - b. considered the most effective style.
 - c. used when efficiency in operations is the dominant orientation.
 - d. both recommended because organization members work together to accomplish tasks *and* considered the most effective style.

ANS: D PTS: 1 REF: p. 49

19. Leaders can develop performance and productivity gains if they:
- a. use an operational role.
 - b. are independent.
 - c. develop positive relationships one-on-one with each subordinate.
 - d. maintain the status quo.

ANS: C PTS: 1 REF: p. 55

20. The operational role is:
- a. a horizontal role.
 - b. closest to a vertically oriented management role.
 - c. a leadership role that provides guidance and support.
 - d. a natural behavioral style.

ANS: B PTS: 1 REF: p. 56

21. Collaborative leaders:
- a. need excellent people skills.
 - b. are highly proactive and tenacious.
 - c. exhibit extreme flexibility.
 - d. all of the choices

ANS: D PTS: 1 REF: p. 56

22. Leader behavior towards in-group members includes all EXCEPT:
- listening to employee's suggestions.
 - praising accomplishments.
 - punishing mistakes.
 - treating mistakes as learning opportunities.

ANS: C PTS: 1 REF: p. 53

23. Individualized leadership is based on:
- a leader's unique relationship with each subordinate.
 - a series of *dyads*, two-person interactions.
 - the Leadership Grid.
 - both a leader's unique relationship with each subordinate *and* a series of *dyads*, two-person interactions.

ANS: D PTS: 1 REF: p. 51

24. Traits:
- alone cannot define effective leadership.
 - alone can define effective leadership.
 - are not part of twenty-first century leadership research.
 - are part of LMX research.

ANS: A PTS: 1 REF: p. 43

25. Leaders who are drawn to new opportunities, are action oriented, and try to influence their teams toward creativity are:
- entrepreneurial leaders.
 - "high-high" leaders.
 - operational leaders.
 - individualized leaders.

ANS: A PTS: 1 REF: p. 55

26. Advisory leaders need
- great people skills.
 - the ability to influence through personal knowledge.
 - honesty and integrity to build trust.
 - all of the choices

ANS: D PTS: 1 REF: p. 56

27. The job-centered leader focuses on:
- accomplishing tasks.
 - the human needs of their subordinates.
 - efficiency.
 - both accomplishing tasks *and* efficiency.

ANS: D PTS: 1 REF: p. 48

28. The University of Michigan studies are part of:
- trait theory.
 - behavioral theory.
 - individualized leadership.
 - entrepreneurial leadership.

ANS: B PTS: 1 REF: p. 48

29. Many think a leader has:
- to be “all things to all people.”
 - to handle any problem that comes along.
 - both to be “all things to all people” *and* to handle any problem that comes along.
 - to maintain the status quo.

ANS: C PTS: 1 REF: p. 38

30. Becoming an effective leader requires all EXCEPT:
- discovering your own unique strengths.
 - seeking new opportunities.
 - discovering your capabilities.
 - learning how to make the most of your strengths.

ANS: B PTS: 1 REF: p. 38

COMPLETION

1. _____ the distinguishing personal characteristics of a leader, such as intelligence, honesty, self-confidence, and appearance.

ANS: Traits

PTS: 1 REF: p. 38

2. _____ a leadership perspective that sought to identify the inherited traits leaders possessed that distinguished them from people who were not leaders.

ANS: Great Man approach

PTS: 1 REF: p. 38

3. The Behavior approach recognized _____ and _____ leadership styles.

ANS:
autocratic, democratic
democratic, autocratic

PTS: 1 REF: p. 44

4. The extent to which a leader is task oriented and directs subordinates' work activities toward goal achievement is called _____

ANS: initiating structure

PTS: 1 REF: p. 46

5. A leadership behavior that displays a focus on the human needs of subordinates is called _____.

ANS: employee-centered

PTS: 1 REF: p. 48

6. In the Leadership Grid, _____ is considered the most effective style.

ANS: team management

PTS: 1 REF: p. 49

7. The _____ leader displays a concern for both people and production.

ANS: high-high

PTS: 1 REF: p. 50

8. The _____ examines why leaders have more influence a greater impact on some members than on others.

ANS: dyadic theory

PTS: 1 REF: p. 52

9. _____ is a theory based on the notion that a leader develops a unique relationship with each subordinate which determines how the leader behaves toward the member.

ANS: Individualized leadership

PTS: 1 REF: p. 51

10. The Leader-Member Exchange (LMX) is an individualized leadership model that explores _____.

ANS: leader-member relationships

PTS: 1 REF: p. 53

SHORT ANSWER

1. Describe trait approach research.

ANS:

The traits and their respective categories comprise trait approach research (physical characteristics, intelligence and ability, personality, work-related characteristics, an social characteristics). Effective leaders were often identified by exceptional follower performance, or a high status position within an organization and a salary that exceed that of one's peers.

PTS: 1 REF: p. 38

2. Describe the Leadership Continuum by Tannenbaum and Schmidt.

ANS:

Tannenbaum and Schmidt indicated that leadership behavior could exist on a continuum reflecting different amounts of employee participation. One leader might be autocratic (boss-centered) another democratic (subordinate-centered), and a third a mix of the two styles. Boss-centered or subordinate-centered leadership depended on circumstance.

PTS: 1 REF: p. 45

3. What are the characteristics of a "high-high" leader?

ANS:

The research into the behavior approach culminated in two predominate types of leadership behaviors people-oriented and task-oriented. A "high-high" leader, one who displays concern for both people and production. There is a general belief that "high-high" leadership is a desirable quality, because the leader will meet both needs simultaneously.

PTS: 1 REF: p. 50

4. Describe the Vertical Linkage Model.

ANS:

The Vertical Linkage Model argues for the importance of the dyad formed by a leader with each member of the subordinate group. Subordinates were found to exist in an "in-group" and "out-group" in relation the leader. In-group members had high access to the leader, expressed greater mutual influence, and had higher satisfaction and performance.

PTS: 1 REF: p. 52

5. Describe the leader-member exchange relationship.

ANS:

Stage two in the development of the dyad theory explored the leader-member exchange, discovering that the impact on outcomes depends on how the process develops over time. Studies evaluated: communication frequency, value agreement, characteristics of followers, job satisfaction, job climate, and commitment. The theory proposes that this higher-quality relationship will lead to higher performance and more interesting assignments, greater responsibility, and rewards such as pay increases and bonuses.

PTS: 1

REF: p. 54

ESSAY

1. When might an autocratic leader be more effective? When might a democratic leader be more effective ?

ANS:

p. 44

PTS: 1

REF: p. 44

2. Is the Great Man perspective on leadership alive today? Discuss.

ANS:

p. 39

PTS: 1

REF: p. 39

3. What leadership style best describes you? Explain.

ANS:

Answer not provided.

PTS: 1

REF: p. 44-47