

Chapter 02: Traits, Behaviors, and Relationships

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

- a. True
- b. False

ANSWER: False

2. A few traits typically considered highly important for leadership are optimism, self-confidence, honesty and integrity, and drive.

- a. True
- b. False

ANSWER: True

3. Leaders at all levels need some degree of optimism to see possibilities and rally people around a vision for a better tomorrow.

- a. True
- b. False

ANSWER: True

4. Self-confidence doesn't mean being arrogant and prideful but rather knowing and trusting in oneself.

- a. True
- b. False

ANSWER: True

5. The myth of a "complete leader" can cause stress and frustration for leaders and followers, as well as damage to the organization.

- a. True
- b. False

ANSWER: True

6. Talent arises from a strength that has been supported and reinforced with knowledge and skills.

- a. True
- b. False

ANSWER: False

7. People excel in life by fixing their weaknesses, not by maximizing their strengths.

- a. True
- b. False

ANSWER: False

8. In the operational leadership role, an executive does not have direct control over people and resources to accomplish results.

- a. True
- b. False

ANSWER: False

Chapter 02: Traits, Behaviors, and Relationships

9. With respect to the three types of leadership roles, leaders in collaborative roles typically don't have the strong position power of the operational role.

- a. True
- b. False

ANSWER: True

10. Leaders in an advisory role are responsible for developing broad organizational capabilities rather than accomplishing specific business results.

- a. True
- b. False

ANSWER: True

11. In the context of the trait approach to leadership, the diversity of traits that effective leaders possess indicates that:

- a. leadership includes grasping diverse points of view and leaving everybody satisfied.
- b. leadership ability is not a genetic endowment.
- c. leadership ability cannot be acquired without a complete set of skills.
- d. leadership includes being prideful and arrogant.

ANSWER: b

12. According to the trait approach to leadership, which of the following is categorized as a social characteristic of leaders?

- a. Optimism
- b. Knowledge
- c. Cooperativeness
- d. Humility

ANSWER: c

13. _____ refers to a tendency to see the positive side of things and expect that things will turn out well.

- a. Integrity
- b. Honesty
- c. Drive
- d. Optimism

ANSWER: d

14. Which of the following statements is true of self-confidence?

- a. It includes being arrogant and prideful.
- b. It causes one to become jaded and pessimistic.
- c. It involves managing competing points of view.
- d. It includes knowing and trusting in oneself.

ANSWER: d

Chapter 02: Traits, Behaviors, and Relationships

15. People in organizations rise to the top because they:
- a. refrain from creating hopes that things will turn out well.
 - b. have the ability to identify problems.
 - c. can instill in others a sense of hope for the future.
 - d. are always cautious when interpreting situations.

ANSWER: c

16. Which of the following is an important aspect that should be kept in mind by active leaders?
- a. Uniform thinking should be encouraged among employees.
 - b. Decision making should be avoided if adequate information is not available.
 - c. Setbacks have to be managed with a pessimistic mindset.
 - d. Competing points of view have to be managed, with some people left unsatisfied.

ANSWER: d

17. Which of the following statements is true of drive?
- a. Leaders with drive tend to be less ambitious.
 - b. Leaders with drive seek achievement and have energy.
 - c. Drive refers to truthfulness and nondeception.
 - d. Drive is the foundation of trust between leaders and followers.

ANSWER: b

18. Which of the following statements is true of honesty?
- a. It refers to high motivation that creates a high effort level by a leader.
 - b. It implies an openness that followers welcome.
 - c. It helps leaders interpret situations in more conservative ways.
 - d. It includes a complete set of skills and characteristics to handle any problem.

ANSWER: b

19. Which of the following statements is true of talents?
- a. Talents include having a complete set of skills and abilities to handle any problem.
 - b. Talents can be turned into strengths by consciously enhancing them.
 - c. Talents are not mere aspects of one's potential.
 - d. Talents arise from natural strengths.

ANSWER: b

20. Which of the following is a characteristic of collaborative leaders?
- a. They don't have the strong position power of the collaborative role.
 - b. They provide guidance and support to other people and departments in the organization.
 - c. They need high self-confidence and tend to be assertive.
 - d. They are responsible for developing broad organizational capabilities.

ANSWER: a

Chapter 02: Traits, Behaviors, and Relationships

21. Which of the following is a characteristic of advisory leaders?

- a. They possess the ability to influence others through communication, knowledge, and personal persuasion.
- b. They are responsible for accomplishing specific business results rather than developing broad organizational capabilities.
- c. They lack an exceptionally high level of integrity and honesty.
- d. They typically do not have the strong position power of the collaborative role.

ANSWER: a

22. Which of the following is an example of consideration behavior of leaders?

- a. Directing tasks and planning
- b. Providing explicit schedules for work activities
- c. Seeking input from subordinates regarding important decisions
- d. Getting people to work hard and ruling with an iron hand

ANSWER: c

23. Which of the following is an example of initiating structure behavior of leaders?

- a. Showing appreciation
- b. Directing tasks
- c. Seeking input from subordinates
- d. Listening carefully to problems

ANSWER: b

24. Leader support and _____ are the two underlying dimensions of employee-centered leadership behavior.

- a. goal emphasis
- b. efficiency achievement
- c. interaction facilitation
- d. work facilitation

ANSWER: c

25. Which of the following is an underlying dimension of job-centered leadership behavior?

- a. Leader support
- b. Interaction facilitation
- c. Conflict minimization
- d. Goal emphasis

ANSWER: d

Chapter 02: Traits, Behaviors, and Relationships

26. According to the Leadership Grid, _____ occurs when primary emphasis is given to people rather than to work outputs.

- a. team management
- b. authority-compliance management
- c. middle-of-the-road management
- d. country club management

ANSWER: d

27. Which of the following is an example of people-oriented leader behavior?

- a. Planning use of resources
- b. Setting performance expectations
- c. Evaluating performance
- d. Displaying trust

ANSWER: d

28. Which of the following is an example of task-oriented leader behavior?

- a. Giving time and encouragement
- b. Showing acceptance and compassion
- c. Acknowledging accomplishments
- d. Checking the progress and quality of work

ANSWER: d

29. Which of the following statements is true of individualized leadership?

- a. It adopts a general leadership style that is used with all group members.
- b. It looks at the specific relationship between a leader and each individual follower.
- c. It holds that leaders have particular traits that distinguish them from non-leaders.
- d. It conceptualizes leadership as a single great individual who can put everything together and influence others to follow along.

ANSWER: b

30. Which of the following characteristics was explored by the studies evaluating the characteristics of the leader–member exchange relationship?

- a. Income
- b. Educational qualification
- c. Value agreement
- d. Recruitment process

ANSWER: c

Chapter 02: Traits, Behaviors, and Relationships

31. Which of the following statements is true of individualized leadership?

- a. It holds that leadership is a series of dyads or a series of two-person interactions.
- b. It assumes that a leader adopts a general leadership style that is used with all group members.
- c. It is based on the notion that leaders should not develop relationships with subordinates.
- d. It is against the concept of exchange, what each party gives to and receives from the other.

ANSWER: a

32. Which of the following is a difference between leader behavior toward out-group members and in-group members?

- a Leaders assign interesting assignments to out-group subordinates, whereas leaders assign primarily routine jobs to in-group subordinates and monitor their work closely.
- b Leaders usually impose their views on out-group subordinates, whereas leaders sometimes defer to in-group subordinates' opinions.
- c Leaders give specific directives for how to accomplish tasks and attain goals to in-group subordinates whereas leaders trust out-group subordinates to use their own approaches in solving problems.
- d Leaders listen to suggestions and ideas given by in-group subordinates, whereas little interest is shown in comments and suggestions given by out-group subordinates.

ANSWER: d

33. Stage two in the development of the individualized leadership theory explored the _____ in more detail.

- a. vertical dyad linkage model
- b. partnership building
- c. leader–member exchange
- d. entrepreneurship model

ANSWER: c

34. High-quality leader–member exchange relationships:

- a. lead to poor job satisfaction in the long run.
- b. have been found to lead to very positive outcomes for the organization.
- c. pertain to lesser responsibility and authority in the case of followers.
- d. support the sharply differentiated in-group and out-group relationships.

ANSWER: b

35. The third phase of research in the development of the individualized leadership theory:

- a. evaluated characteristics of the leader–member exchange relationship by exploring communication frequency and value agreement.
- b. focused on whether leaders could develop positive relationships with a large number of followers.
- c. argues for the importance of the dyad formed by a leader with each member of the group.
- d. included the awareness of a relationship between a leader and each individual rather than between a leader and a group of followers.

ANSWER: b

Chapter 02: Traits, Behaviors, and Relationships

36. In the leader–member exchange research study on individualized leadership, leaders were trained to offer the opportunity for a high-quality relationship to all group members. According to this concept, which of the following is true of followers?

- a. The followers were treated in a positive or a negative way depending on their individual performances.
- b. The boon of establishing sharply differentiated in-group and out-group relationships was established.
- c. The followers who responded to the offer dramatically improved their performance.
- d. The in-group subordinates got better and the out-group subordinates got worse at their work respectively.

ANSWER: c

37. Which of the following statements is true of entrepreneurial leaders?

- a. They stay away from risks and are unwilling to stretch themselves.
- b. They refrain from taking up new opportunities.
- c. They want everything to stay the same.
- d. They are dissatisfied with the present.

ANSWER: d

38. Which of the following is a characteristic of entrepreneurial leaders?

- a. They are concerned with innovation and creativity.
- b. They are unable to focus on long-term results.
- c. They are unwilling to learn new skills.
- d. They tend to be dependent on their followers.

ANSWER: a

39. Leaders who are drawn to new opportunities, are action oriented, and are more concerned with innovation, creativity, and creating new processes than with maintaining the status quo are known as:

- a. entrepreneurial leaders.
- b. autocratic leaders.
- c. advisory leaders.
- d. traditional leaders.

ANSWER: a

40. Which of the following statements is true of entrepreneurship?

- a. Entrepreneurship advocates dependence as the key to effective leadership.
- b. Leaders with entrepreneurial traits are dependent on others for making decisions.
- c. Entrepreneurship involves maintaining the status quo for established organizations.
- d. Leaders with entrepreneurial traits exist within established organizations.

ANSWER: d

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

ANSWER: Traits

42. _____ refers to a person's strong belief that he or she can successfully accomplish a specific task or outcome.

ANSWER: Self-efficacy

Chapter 02: Traits, Behaviors, and Relationships

43. A(n) _____ arises from a natural talent that has been supported and reinforced with knowledge and skills.

ANSWER: strength

44. The _____, a type of leadership role, is the closest to a traditional, vertically oriented management role, where an executive has direct control over people and resources to accomplish results.

ANSWER: operational role

45. The _____ leadership role includes people such as project managers, matrix managers, and team leaders in today's more horizontally organized companies.

ANSWER: collaborative

46. _____, a category of leader behavior, describes the extent to which a leader is task oriented and directs subordinates' work activities toward goal achievement.

ANSWER: Initiating structure

47. In the context of leadership styles, _____ leaders display a focus on the human needs of their subordinates.

ANSWER: employee-centered

48. Clarifying job responsibilities is an example of _____ leader behavior.

ANSWER: task-oriented

49. The _____ view of individualized leadership focuses on the concept of exchange, what each party gives to and receives from the other.

ANSWER: dyadic

50. _____ refers to initiating a business venture, organizing the necessary resources, and assuming the associated risks and rewards.

ANSWER: Entrepreneurship

51. Briefly describe the trait approach to leadership.

AN Traits are the distinguishing personal characteristics of a leader, such as intelligence, honesty, self-confidence, and *SW* appearance. Research early in the twentieth century examined leaders who had achieved a level of greatness and hence *ER* became known as the Great Man approach. Fundamental to this theory was the idea that some people are born with : traits that make them natural leaders. The Great Man approach sought to identify the traits leaders possessed that distinguished them from people who were not leaders. Generally, research found only a weak relationship between personal traits and leader success. Indeed, the diversity of traits that effective leaders possess indicates that leadership ability is not a genetic endowment.

52. Briefly explain the advisory role of leadership.

AN Leaders in an advisory role provide guidance and support to other people and departments in the organization. *SW* Advisory leadership roles are found, for example, in departments such as legal, finance, and human resources. These *ER* leaders are responsible for developing broad organizational capabilities rather than accomplishing specific business : results. Advisory leaders need great people skills and the ability to influence others through communication, knowledge, and personal persuasion. In addition, leaders in advisory roles need exceptionally high levels of honesty and integrity to build trust and keep the organization on solid ethical ground.

Chapter 02: Traits, Behaviors, and Relationships

53. Briefly describe the theories of a "high-high" leader.

AN Research into the behavior approach to leadership culminated in two predominate types of leadership behaviors—*SW* people-oriented and task-oriented. The findings about two underlying dimensions and the possibility of leaders rated *ER* high on both dimensions raise three questions to think about. The first question is whether these two dimensions are the most important behaviors of leadership. Certainly, these two behaviors are important. They capture fundamental, underlying aspects of human behavior that must be considered for organizations to succeed. One reason why these two dimensions are compelling is that the findings are based on empirical research, which means that researchers went into the field to study real leaders across a variety of settings. The second question is whether people orientation and task orientation exist together in the same leader, and how. The grid theory argues that yes, both are present when people work with or through others to accomplish an activity. The third question concerns whether people can actually change themselves into leaders high on people- or task orientation. Although “high-high” leadership is not the only effective style, researchers have looked to this kind of leader as a candidate for success in a wide variety of situations.

54. Briefly describe the difference between the in-group and the out-group in the vertical dyad linkage model of individualized leadership.

AN Some leaders may spend a disproportionate amount of time with certain people and that these “insiders” are often *SW* highly trusted and may obtain special privileges. In the terminology of the VDL model, these people would be *ER* considered to participate in an in-group relationship with the leader, whereas other members of the group who did not experience a sense of trust and extra consideration would participate in an out-group relationship. In-group members, those who rated the leader highly, had developed close relationships with the leader and often became assistants who played key roles in the functioning of the work unit. Out-group members were not key players in the work unit.

55. In terms of the stages of development of individualized leadership, briefly describe the leader–member exchange.

AN Stage two in the development of the individualized leadership theory explored the leader–member exchange (LMX) in *SW* more detail, discovering that the impact on outcomes depends on how the LMX process develops over time. Studies *ER* evaluating characteristics of the LMX relationship explored such things as communication frequency, value agreement, characteristics of followers, job satisfaction, performance, job climate, and commitment. Leaders typically tend to establish in-group exchange relationships with individuals who have characteristics similar to those of the leader, such as similarity in background, interests, and values, and with those who demonstrate a high level of competence and interest in the job.

56. Is the Great Man perspective on leadership still in use today?

Discuss.

ANS People still wonder if some leadership qualities are genetically endowed. In politics, for example, several members *WER*: of the Kennedy family and several members of the Bush family have risen to high political offices.

57. Discuss the aspects of being an ethical leader. Discuss the existence of trust in organizations today.

AN Leaders who model their ethical convictions through their daily actions command admiration, respect, and loyalty. *SW* Honesty and integrity are the foundation of trust between leaders and followers. Sadly, trust is sorely lacking in many *ER* organizations following years of corporate scandals and rampant greed. Leaders need the traits of honesty and integrity to rebuild trusting and productive relationships. People today are wary of authority and the deceptive use of power, and they are hungry for leaders who hold high moral standards. Successful leaders have also been found to be highly consistent, doing exactly what they say they will do when they say they will do it. Successful leaders prove themselves trustworthy. They adhere to basic ethical principles and consistently apply them in their leadership.

Chapter 02: Traits, Behaviors, and Relationships

58. Describe the differences between autocratic leaders and democratic leaders.

AN One study that served as a precursor to the behavior approach recognized autocratic and democratic leadership styles.

SW An autocratic leader is one who tends to centralize authority and derive power from position, control of rewards, and

ER coercion. A democratic leader delegates authority to others, encourages participation, relies on subordinates'

: knowledge for completion of tasks, and depends on subordinate respect for influence.

59. Which of the following supervisors demonstrates autocratic behavior?

- a. Baxter gave a bonus to Marshall for outstanding sales for the quarter.
- b. Marcella asked her team to determine a reasonable deadline for the project.
- c. Bernice presented a problem to her team and asked for suggestions.
- d. Jason joined the group in discussing possible solutions to the client's problem.

ANSWER: a

60. Which of the following supervisors demonstrates consideration?

- a. Jamal listened carefully when Jessica explained why the customer was unhappy.
- b. George instructed his team members to call at last three potential new clients every week.
- c. Samantha assigned part of the project to each team member.
- d. Bella reprimanded Lilly for her tardiness.

ANSWER: a

61. If Nancy uses employee-centered leadership, which of the following actions is she more likely to perform if a project is behind schedule?

- a. Support the team's efforts and settle any conflicts that might be a distraction.
- b. Assign more workers to the task
- c. Ask the current team members to work longer hours.
- d. Restructure the task so it is easier to complete on time.

ANSWER: a

62. Which of the following actions occur during the first stage of the development of individualized leadership?

- a. In-groups and out-groups are created.
- b. Leaders create a positive exchange with every subordinate.
- c. Each dyad involves a unique exchange independent of other dyads.
- d. Leadership is individualized for each subordinate.

ANSWER: a

63. Which of the following characteristics are important for entrepreneurs?

- a. Persistence
- b. Carelessness
- c. Resistance to change
- d. Satisfaction with the status quo

ANSWER: a