

Test Bank

Chapter 2: Trait Approach

Multiple Choice

1. Kirkpatrick and Locke's research postulated that _____.

- A. three traits are the ingredients for leadership
- B. traits can be both inborn and learned
- C. leaders are no different from followers
- D. traits are unimportant to leadership

Ans: B

Cognitive Domain: Comprehension

Answer Location: Description

Difficulty Level: Easy

AACSB Standard: Application of knowledge

2. who conducted two major surveys of research on the trait approach?

- A. Stogdill
- B. Judge et al.
- C. Jung and Sosik
- D. Zaccaro

Ans: A

Cognitive Domain: Knowledge

Answer Location: Description

Difficulty Level: Easy

AACSB Standard: Application of knowledge

3. Who found several consistent traits among charismatic leaders?

- A. Stogdill
- B. Judge et al.
- C. Jung and Sosik
- D. Shankman and Allen

Ans: C

Cognitive Domain: Knowledge

Answer Location: Description

Difficulty Level: Easy

AACSB Standard: Application of knowledge

4. Who conducted studies of social intelligence and its relationship to leadership?

- A. Stogdill
- B. Judge et al.
- C. Jung and Sosik
- D. Zaccaro

Ans: D

Cognitive Domain: Knowledge

Answer Location: Description

Difficulty Level: Easy

AACSB Standard: Application of knowledge

5. _____ is described as those abilities to understand one's own and others feelings, behaviors and thoughts and to act appropriately.

A. Great Man theory

B. Social intelligence

C. Emotional intelligence

D. Big Five personalities

Ans: C

Cognitive Domain: Comprehension

Answer Location: Description

Difficulty Level: Easy

AACSB Standard: Reflective thinking

6. Persistence, dominance, and drive are characteristics of which trait?

A. extraversion

B. sociability

C. determination

D. intelligence

Ans: C

Cognitive Domain: Comprehension

Answer Location: Description-Determination

Difficulty Level: Easy

AACSB Standard: Application of knowledge

7. _____ is one of the five major leadership traits that focuses on a leader's inclination to seek out pleasant social relationships.

A. Agreeableness

B. Extraversion

C. Intelligence

D. Sociability

Ans: D

Cognitive Domain: Knowledge

Answer Location: Description

Difficulty Level: Easy

AACSB Standard: Application of knowledge

8. Research related to the trait approach has _____.

A. been a newer area of research

B. been around for over 100 years

C. not been a focus of researchers until recently

D. consisted of very few known models and studies

Ans: B

Cognitive Domain: Knowledge

Answer Location: Description

Difficulty Level: Easy

AACSB Standard: Contexts of organizations in a global society

9. In a major review in 1948, Stogdill suggested _____.
- A. no consistent set of traits differentiates leaders from non-leaders
 - B. leadership traits are independent of situation factors
 - C. extraversion is a definitive leadership trait
 - D. a consistent set of traits differentiates leaders from nonleaders

Ans: A

Cognitive Domain: Comprehension

Answer Location: Description

Difficulty Level: Easy

AACSB Standard: Application of knowledge

10. Which best describes the overall results of Stogdill's second survey when compared with his Initial survey?
- A. there was little to no difference in the findings
 - B. situational factors became less of a focus
 - C. it was more balanced in its descriptions of the role of traits and leadership
 - D. personality played a larger role in leadership

Ans: C

Cognitive Domain: Analysis

Answer Location: Description

Difficulty Level: Moderate

AACSB Standard: Analytical thinking

11. Mary has managed the mailroom for 2 years. Management views Mary as a person with

Special leadership talent, such as intelligence, sociability, and determination. What approach is Management using in assessing Mary?

- A. trait approach
- B. attributions approach
- C. behavioral approach
- D. managerial grid approach

Ans: A

Cognitive Domain: Application

Answer Location: Description

Difficulty Level: Moderate

AACSB Standard: Application of knowledge

12. Stogdill's second study found _____.
- A. no significant differences in traits from 1948 to 1974
 - B. situational factors could not be identified
 - C. emotional intelligence plays a significant role in leadership

D. both traits and situational factors are determinants of leadership

Ans: D

Cognitive Domain: Comprehension

Answer Location: Description

Difficulty Level: Easy

AACSB Standard: Application of knowledge

13. Which of the following traits are associated with charismatic leadership?

A. intelligence, self-confidence

B. physical attractiveness, height

C. desire for power, desire to help others

D. self-monitoring, impression management

Ans: D

Cognitive Domain: Knowledge

Answer Location: Description

Difficulty Level: Easy

AACSB Standard: Application of knowledge

14. The trait approach focuses on _____.

A. follower–leader interaction

B. role of the leader

C. role of the follower

D. role of the organization

Ans: B

Cognitive Domain: Knowledge

Answer Location: Description

Difficulty Level: Easy

AACSB Standard: Application of knowledge

15. A manager arrives an hour early to work every day and is always completing his task early as well as constantly striving for excellence within the organization. Which two traits best represent the manager?

A. articulate and self-confident

B. dependable and diligent

C. trustworthy and perceptive

D. self-confident and empathetic

Ans: B

Cognitive Domain: Application

Answer Location: Description

Difficulty Level: Moderate

AACSB Standard: Application of knowledge

16. During the 2008 United States presidential election, Barack Obama demonstrated this trait extensively and brought public attention to its value as it relates to leadership.

A. readiness

B. capacity

- C. charisma
- D. drive

Ans: C

Cognitive Domain: Application

Answer Location: Description

Difficulty Level: Moderate

AACSB Standard: Application of knowledge

17. Being socially aware, possessing social acumen, practicing self-monitoring, and having the ability to decide on the best response for any given situation, and then following through with said decision, are part of Zaccaro's definition of _____.

- A. problem solving
- B. social intelligence
- C. task knowledge
- D. cognitive ability

Ans: B

Cognitive Domain: Comprehension

Answer Location: Description

Difficulty Level: Moderate

AACSB Standard: Application of knowledge

18. By comparing Stogdill's findings from his 1948 survey with the findings of his updated 1974 survey, which of the following was suggested?

- A. leadership research has progressed little
- B. that risk taking and originality no longer play a role in problem solving
- C. that situational factors no longer play a large role within leadership
- D. that both personality and situational factors were predictors of leadership

Ans: D

Cognitive Domain: Analysis

Answer Location: Description

Difficulty Level: Moderate

AACSB Standard: Analytical thinking

19. Founder and former CEO of Apple, Steve Jobs, best demonstrated which trait?

- A. openness
- B. integrity
- C. sociability
- D. intelligence

Ans: D

Cognitive Domain: Comprehension

Answer Location: Intelligence

Difficulty Level: Easy

AACSB Standard: Application of knowledge

20. A student who practices the piano daily and tries new music despite the difficulty demonstrates which trait?

- A. determination
- B. sociability
- C. integrity
- D. self-awareness

Ans: A

Cognitive Domain: Application

Answer Location: Determination

Difficulty Level: Moderate

AACSB Standard: Application of knowledge

21. Who developed a model of emotionally intelligent leadership?

- A. Shankman and Allen
- B. Judge et al.
- C. Jung and Sosik
- D. Zaccaro

Ans: A

Cognitive Domain: Knowledge

Answer Location: Emotional Intelligence

Difficulty Level: Easy

AACSB Standard: Application of knowledge

22. Goleman suggests that emotional intelligence is a set of _____.

- A. ethical and emotional competencies
- B. social and perceptual competencies
- C. personal and social competencies
- D. cognitive and expressive competencies

Ans: C

Cognitive Domain: Comprehension

Answer Location: Emotional Intelligence

Difficulty Level: Easy

AACSB Standard: Application of knowledge

23. The underlying premise of emotional intelligence's impact on leadership is _____.

- A. intelligence is the most essential part of leadership
- B. sensitivity to personal emotions is most important to positive leadership
- C. understanding one's own and others' emotions provides a base for impactful leadership
- D. emotional intelligence has minimal impact on effective leadership

Ans: C

Cognitive Domain: Application

Answer Location: Emotional Intelligence

Difficulty Level: Moderate

AACSB Standard: Application of knowledge

24. The cognitive domain in emotional intelligence describes _____.

- A. confidence

- B. feeling
- C. competency
- D. thinking

Ans: D

Cognitive Domain: Knowledge

Answer Location: Emotional Intelligence

Difficulty Level: Easy

AACSB Standard: Application of knowledge

25. Emotional intelligence has to do with two different domains and the interplay between them. Those two domains are _____.

- A. task and process
- B. mind and body
- C. affective and cognitive
- D. traits and styles

Ans: C

Cognitive Domain: Comprehension

Answer Location: Emotional Intelligence

Difficulty Level: Easy

AACSB Standard: Analytical thinking

26. Shankman and Allen's (2002) model of emotionally intelligent leadership suggests leaders must take into account these three fundamental facets of leadership: _____.

- A. context, self, and others
- B. referent power, expert power, and legitimate power
- C. desire for power, desire to help others, and desire to win
- D. determination, integrity, and sociability

Ans: A

Cognitive Domain: Analysis

Answer Location: Emotional Intelligence

Difficulty Level: Easy

AACSB Standard: Analytical thinking

27. Openness in the Big Five Personality Model is defined as _____

- A. curious, being informed, creativity
- B. sociable, assertive, high energy
- C. organized, dependable, decisive
- D. accepting, trusting, nurturing

Ans: A

Cognitive Domain: Comprehension

Answer Location: Five Factor Personality Model and Leadership

Difficulty Level: Easy

AACSB Standard: Application of knowledge

28. The Big Five personality factor that is weakly associated with leadership is _____.

- A. conscientiousness

- B. neuroticism
- C. agreeableness
- D. sociability

Ans: C

Cognitive Domain: Comprehension

Answer Location: Five Factor Personality Model and Leadership

Difficulty Level: Easy

AACSB Standard: Application of knowledge

29. Which of the Big Five personality factors means the tendency to be anxious, vulnerable, or depressed?

- A. extraversion
- B. determination
- C. conscientiousness
- D. neuroticism

Ans: D

Cognitive Domain: Knowledge

Answer Location: Five Factor Personality Model and Leadership

Difficulty Level: Easy

AACSB Standard: Application of knowledge

30. Of the Big Five personality factors, which is the most strongly associated with leadership?

- A. openness
- B. neuroticism
- C. social status
- D. extraversion

Ans: D

Cognitive Domain: Comprehension

Answer Location: Five Factor Personality Model and Leadership

Difficulty Level: Easy

AACSB Standard: Application of knowledge

31. Who found a strong relationship between the Big Five traits and leadership?

- A. Stogdill
- B. Judge et al.
- C. Jung and Sosik
- D. Zaccaro

Ans: B

Cognitive Domain: Knowledge

Answer Location: Five Factor Personality Model and Leadership

Difficulty Level: Easy

AACSB Standard: Application of knowledge

32. The Big Five consists of all of the following factors except _____.

- A. openness

- B. neuroticism
- C. conscientiousness
- D. dominance

Ans: D

Cognitive Domain: Knowledge

Answer Location: Five Factor Personality Model and Leadership

Difficulty Level: Easy

AACSB Standard: Application of knowledge

33. The trait approach is concerned with _____.

- A. leadership situations
- B. leadership skills
- C. follower attributes
- D. leader characteristics

Ans: D

Cognitive Domain: Comprehension

Answer Location: How Does the Trait Approach Work?

Difficulty Level: Easy

AACSB Standard: Application of knowledge

34. The trait approach is _____.

- A. no longer a viable leadership approach
- B. primarily a focus of outdated research
- C. still a focus of contemporary leadership research
- D. irrelevant in modern society

Ans: C

Cognitive Domain: Analysis

Answer Location: How Does the Trait Approach Work?

Difficulty Level: Moderate

AACSB Standard: Contexts of organizations in a global society

35. A major strength of the trait approach is _____.

- A. there is a set list of traits that identify leadership
- B. it is easy to identify the best traits for leadership
- C. it can be used for leader training and development
- D. it highlights the leader component of the leadership process

Ans: D

Cognitive Domain: Application

Answer Location: Strengths

Difficulty Level: Easy

AACSB Standard: Application of knowledge

36. Within an organization, the trait approach can be applied to _____.

- A. low-level managers
- B. middle-level managers
- C. upper-level managers

D. all levels of the organization

Ans: D

Cognitive Domain: Comprehension

Answer Location: Application

Difficulty Level: Easy

AACSB Standard: Application of knowledge

37. An organization requires you to fill out a personality assessment instrument as part of your application process for a specific position with the organization. What best explains why they would have you do this?

A. to place you with others who share the same traits

B. to determine whether you fit their needs for the particular position

C. to examine your attention to detail

D. to decide on an amount for your salary

Ans: B

Cognitive Domain: Application

Answer Location: Application

Difficulty Level: Easy

AACSB Standard: Application of knowledge

38. People want to be able to identify leaders as those who are leading the way in our society. This is an example of what strength of the approach?

A. century of research

B. intuitive appeal

C. benchmarking traits

D. definitive list of traits

Ans: B

Cognitive Domain: Comprehension

Answer Location: Strengths

Difficulty Level: Easy

AACSB Standard: Application of knowledge

39. Benchmarking what to look for if you want to be a leader is about _____.

A. trying to develop specifically the five major traits in the text

B. giving a boss a specific set of traits to look for in potential new hires

C. helping individuals see their own traits and decide if these are leadership traits

D. specifically determining traits for a particular job promotion

Ans: C

Cognitive Domain: Analysis

Answer Location: Strengths

Difficulty Level: Moderate

AACSB Standard: Reflective thinking

40. A strength of the trait approach is reflected in the idea that _____.

A. self-confidence is the trait most important to leadership

B. there is a clear list of leader traits

- C. identifying traits is highly objective
- D. it is appealing to identify special traits in leaders

Ans: D

Cognitive Domain: Comprehension

Answer Location: Strengths

Difficulty Level: Easy

AACSB Standard: Application of knowledge

41. Which of the following is not a strength of the trait approach?

- A. self-confidence is the trait most important to leadership
- B. it is appealing to identify special traits in leaders
- C. more than a century of research has been conducted on traits
- D. it provides a benchmark for what traits to look for in individuals

Ans: A

Cognitive Domain: Comprehension

Answer Location: Strengths

Difficulty Level: Easy

AACSB Standard: Application of knowledge

42. A major criticism of the trait approach is _____.

- A. its intuitive appeal
- B. there is no definitive list of leadership traits
- C. it highlights the leader component in the leadership process
- D. research on leadership traits is fairly new

Ans: B

Cognitive Domain: Comprehension

Answer Location: Criticisms

Difficulty Level: Easy

AACSB Standard: Application of knowledge

43. The trait approach _____.

- A. takes followers into account
- B. is highly objective
- C. is quite useful for training programs
- D. has not found one definitive list of leadership traits

Ans: D

Cognitive Domain: Comprehension

Answer Location: Criticisms

Difficulty Level: Easy

AACSB Standard: Application of knowledge

44. Individuals displaying the five major leadership traits outlined in the text _____.

- A. are leaders in their workplace
- B. are beloved by their followers
- C. may be leaders in their workplace
- D. also display dominance in their workplace

Ans: C

Cognitive Domain: Analysis

Answer Location: Criticisms

Difficulty Level: Moderate

AACSB Standard: Analytical thinking

45. Research over the past 100 years on leadership traits _____.

A. has clear and unambiguous findings

B. has produced a definitive list of traits

C. has described leader traits that are common to all situations

D. has failed to produce a definitive list of traits

Ans: D

Cognitive Domain: Comprehension

Answer Location: Criticisms

Difficulty Level: Easy

AACSB Standard: Contexts of organizations in a global society

46. Arif is the leader of a small group of human resources professionals. Two of the staff members, Nina and Bohan, disagree about the leadership traits that Arif displays in their work situation. This disagreement describes which of the main criticisms of the trait approach?

A. high subjectivity

B. century of research

C. lack of leadership emergence

D. usefulness in training and development

Ans: A

Cognitive Domain: Application

Answer Location: Criticisms

Difficulty Level: Moderate

AACSB Standard: Analytical thinking

47. The trait approach is criticized for its failure to take _____ into consideration.

A. emotional intelligence

B. personality

C. differences in leaders

D. situations

Ans: D

Cognitive Domain: Comprehension

Answer Location: Criticisms

Difficulty Level: Easy

AACSB Standard: Application of knowledge

48. I just had an argument with my supervisor about spending more than was budgeted on my project. I had strong emotions during the argument, and now I am thinking about how to improve my mood at work. This thinking about my emotions is _____.

A. in the affective domain of emotional intelligence

- B. in the cognitive domain of emotional intelligence
- C. affective judgment of my emotions
- D. is neither affective nor cognitive judgment of my emotions

Ans: B

Cognitive Domain: Application

Answer Location: Emotional Intelligence

Difficulty Level: Moderate

AACSB Standard: Analytical thinking

49. Social competence in emotional intelligence includes _____.

- A. empathy
- B. self-regulation
- C. confidence
- D. motivation

Ans: A

Cognitive Domain: Comprehension

Answer Location: Emotional Intelligence

Difficulty Level: Easy

AACSB Standard: Application of knowledge

50. Goleman suggests that emotional intelligence _____.

- A. is not as important to leadership as IQ
- B. is less important for meeting life's challenges than traits
- C. plays a major role in a person's success
- D. plays a major role at only the top management levels

Ans: C

Cognitive Domain: Comprehension

Answer Location: Emotional Intelligence

Difficulty Level: Easy

AACSB Standard: Application of knowledge

51. Applying the trait approach to 21st century leadership _____.

- A. lacks credibility
- B. helps us understand behaviors of leaders
- C. informs that leader's traits are a part of leadership process
- D. tells us which traits are important in which contexts

Ans: C

Cognitive Domain: Comprehension

Answer Location: How Does the Trait Approach Work?

Difficulty Level: Easy

AACSB Standard: Application of knowledge

52. More research has been conducted on this approach than any other.

- A. trait
- B. skills
- C. French and Raven's

D. path–goal

Ans: A

Cognitive Domain: Knowledge

Answer Location: Strengths

Difficulty Level: Easy

AACSB Standard: Application of knowledge

53. When trying to identify who leaders are, I am using the _____ approach.

A. skills

B. trait

C. behavioral

D. social judgment

Ans: B

Cognitive Domain: Comprehension

Answer Location: Description

Difficulty Level: Easy

AACSB Standard: Application of knowledge

54. The 100 or more years of research on traits was completed originally to _____.

A. distinguish between traits and behaviors

B. define the five major traits associated with leadership

C. distinguish between traits and skills

D. determine a universal set of traits associated with leadership

Ans: D

Cognitive Domain: Knowledge

Answer Location: Description

Difficulty Level: Easy

AACSB Standard: Application of knowledge

55. Which of the following is a strength of the trait approach?

A. it includes behaviors as a central component

B. it is used in many leadership training and development programs

C. it helps followers fulfill their need to see their leaders as gifted and special

D. it has a definitive set of traits that researchers agree upon

Ans: C

Cognitive Domain: Comprehension

Answer Location: Strengths

Difficulty Level: Easy

AACSB Standard: Application of knowledge

56. The five traits that have been found to be the set of traits leaders must have to be considered leaders are _____.

A. intelligence, sociability, self-confidence, integrity, determination

B. self-confidence, social judgment, integrity, determination, extraversion

C. there is not a set of traits that all leaders must have

D. there is a set of leader traits that all leaders must have, just not those listed above

Ans: C

Cognitive Domain: Comprehension

Answer Location: Description

Difficulty Level: Moderate

AACSB Standard: Application of knowledge

57. A leader who is assured and dominant in her manner is expressing _____.

A. agreeableness

B. openness

C. integrity

D. self-confidence

Ans: D

Cognitive Domain: Application

Answer Location: Summary

Difficulty Level: Easy

AACSB Standard: Application of knowledge

58. _____ is one of Northouse's five major leadership traits focused on a leader's inclination to seek out pleasant social relationships.

A. Surgency

B. Agreeableness

C. Extraversion

D. Sociability

Ans: D

Cognitive Domain: Comprehension

Answer Location: Sociability

Difficulty Level: Easy

AACSB Standard: Application of knowledge

59. The vast majority of research on traits from early to modern day has found _____.

A. leaders are different from non-leaders

B. masculinity is a common theme

C. dominance is a common theme

D. leaders and followers appear much the same

Ans: A

Cognitive Domain: Comprehension

Answer Location: Description

Difficulty Level: Easy

AACSB Standard: Contexts of organizations in a global society

60. Zaccaro et al. in 2004 analyzed several studies about _____.

A. masculinity and leadership

B. self-confidence and leadership

C. intelligence and leadership

D. sociability and leadership

Ans: C

Cognitive Domain: Comprehension

Answer Location: Intelligence

Difficulty Level: Easy

AACSB Standard: Application of knowledge

61. Intelligence as a leader characteristic is found in which of the following approaches?

A. behavioral and trait

B. trait and situational

C. skills and behavioral

D. skills and trait

Ans: D

Cognitive Domain: Application

Answer Location: Summary

Difficulty Level: Moderate

AACSB Standard: Analytical thinking

62. One benefit in using trait information is that managers can _____.

A. develop an understanding of who they are and how they affect others

B. determine the IQ of subordinates

C. consistently predict who deserves a promotion.

D. deny applications to those low in neuroticism

Ans: A

Cognitive Domain: Application

Answer Location: Intelligence

Difficulty Level: Moderate

AACSB Standard: Analytical thinking

63. The tendency to be thorough, dependable, organized, and decisive describes which Big Five personality factor?

A. openness

B. conscientiousness

C. low neuroticism

D. self-confidence

Ans: B

Cognitive Domain: Comprehension

Answer Location: Five Factor Model and Leadership

Difficulty Level: Easy

AACSB Standard: Application of knowledge

64. Which of the following is among the five major leadership traits outlined in the text?

A. extraversion

B. sociability

C. conscientiousness

D. charisma

Ans: B

Cognitive Domain: Comprehension

Answer Location: Description

Difficulty Level: Easy

AACSB Standard: Application of knowledge

65. Emotional intelligence can be defined as our ability to perceive and _____.

- A. use emotions to facilitate thinking
- B. hide our emotions until we leave the workplace
- C. manipulate emotions of others
- D. seek counseling services at work

Ans: A

Cognitive Domain: Comprehension

Answer Location: Description | Emotional Intelligence

Difficulty Level: Easy

AACSB Standard: Group and individual behaviors

66. Social competence in emotional intelligence includes _____.

- A. self awareness
- B. determination
- C. conflict management
- D. self confidence

Ans: C

Cognitive Domain: Comprehension

Answer Location: Description | Emotional Intelligence

Difficulty Level: Easy

AACSB Standard: Interpersonal relations and teamwork

67. Completing the strengthsfinder assessment can help _____.

- A. identify themes of talent that can be developed into strengths
- B. find the right potential employees in your geographic region
- C. pinpoint weaknesses in organizational systems
- D. definitively determine which of your subordinates should receive a bonus

Ans: A

Cognitive Domain: Application

Answer Location: Description | Strengths and Leadership

Difficulty Level: Moderate

AACSB Standard: Analytical thinking

68. Yolanda is writing a paper about the traits that made Martin Luther King a great leader. Yolanda is using which theory to underpin her paper?

- A. authentic leadership
- B. team development
- C. great man theory
- D. culture and leadership

Ans: C

Cognitive Domain: Application

Answer Location: Description

Difficulty Level: Easy

AACSB Standard: Application of knowledge

69. Research indicates that a leader's intellectual ability _____.

- A. is negatively correlated with leadership potential
- B. should outrank followers by a factor of 2
- C. has not been given much attention in the trait approach
- D. should not differ too much from that of followers

Ans: D

Cognitive Domain: Comprehension

Answer Location: Description | Intelligence

Difficulty Level: Easy

AACSB Standard: Application of knowledge

70. The trait approach to leadership _____.

- A. determines the most important traits in a highly objective way
- B. has produced a definitive list of specific leader traits
- C. examines leadership outcomes of groups and teams
- D. has been used in research for the past 100 years

Ans: D

Cognitive Domain: Analysis

Answer Location: Strengths/Criticisms

Difficulty Level: Easy

AACSB Standard: Analytical thinking

71. Subeena met Derrick at a job fair, and she just hired him as an entry-level employee. Before his first day of work, Subeena asked Derrick to complete a personality assessment online. Subeena's company most likely used this type of approach to help _____.

- A. increase organizational effectiveness
- B. determine Derrick's IQ
- C. Subeena improve her communication skills
- D. avoid discrimination lawsuits

Ans: A

Cognitive Domain: Application

Answer Location: How Does the Trait Approach Work?

Difficulty Level: Moderate

AACSB Standard: Analytical thinking

72. The MSCEIT measures _____.

- A. potential for success in IT jobs
- B. competence in problem solving
- C. emotional intelligence
- D. the top six leader factors

Ans: C

Cognitive Domain: Knowledge

Answer Location: Emotional Intelligence

Difficulty Level: Easy

AACSB Standard: Application of knowledge

73. As a member of your club, you feel assured that your attempts to influence fellow club members are generally right and appropriate and that you can make a difference. This best describes which of the major leadership traits outlined in the text?

- A. integrity
- B. self-confidence
- C. determination
- D. sociability

Ans: B

Cognitive Domain: Analysis

Answer Location: Description | Self-Confidence

Difficulty Level: Easy

AACSB Standard: Group and individual behaviors

74. Theo's boss is often described as friendly, cooperative, diplomatic, and sensitive. Theo would be most accurate in saying his boss is high in which major leadership trait?

- A. sociability
- B. intelligence
- C. conscientiousness
- D. drive

Ans: A

Cognitive Domain: Analysis

Answer Location: Description | Sociability

Difficulty Level: Easy

AACSB Standard: Analytical thinking

75. In a study by Judge et. al., the Big Five factor most strongly associated with leadership was _____ and the factor most weakly associated with leadership was _____.

- A. openness, agreeableness
- B. conscientiousness, neuroticism
- C. extraversion, agreeableness
- D. openness, extraversion

Ans: C

Cognitive Domain: Analysis

Answer Location: Five Factor Personality Model and Leadership

Difficulty Level: Easy

AACSB Standard: Analytical thinking

76. In the 1990s and early 2000s, researchers began to investigate leadership traits associated with _____.

- A. goal achievement
- B. social intelligence

- C. values-based actions
- D. self-confidence

Ans: B

Cognitive Domain: Knowledge

Answer Location: Description

Difficulty Level: Easy

AACSB Standard: Contexts of organizations in a global society

77. Leadership research using the trait approach is popular because it _____.

- A. helps all kinds of organizations train and develop employees
- B. does a good job of taking context into consideration
- C. is a fresh, new approach to studying leadership
- D. fills our need to see leaders as gifted in some way

Ans: D

Cognitive Domain: Analysis

Answer Location: Strengths/Criticisms

Difficulty Level: Moderate

AACSB Standard: Contexts of organizations in a global society

78. An overview of the trait approach over the past 100 years can best be described as _____.

- A. peaking in the 1950s and then largely abandoned since
- B. initially focusing on follower traits then moving toward leadership outcomes
- C. beginning with emphasis on great persons, then shifting to include situation, now back to traits
- D. the most widely agreed upon approach for determining who can be a leader

Ans: C

Cognitive Domain: Comprehension

Answer Location: Description

Difficulty Level: Moderate

AACSB Standard: Contexts of organizations in a global society

True/False

1. Openness is one of the five traits in the text that focuses on honesty and trustworthiness.

Ans: F

Cognitive Domain: Comprehension

Answer Location: Big Five Personality Factors

Difficulty Level: Easy

AACSB Standard: Application of knowledge

2. A strength of the trait approach is that it links specific leader traits to organizational outcomes.

Ans: F

Cognitive Domain: Comprehension

Answer Location: Strengths
Difficulty Level: Easy
AACSB Standard: Application of knowledge

3. The trait approach focuses primarily on the leader, not on the followers or the situation.

Ans: T
Cognitive Domain: Knowledge
Answer Location: How Does the Trait Approach Work??
Difficulty Level: Easy
AACSB Standard: Application of knowledge

4. The great person approach stresses that leaders' traits are learned.

Ans: F
Cognitive Domain: Comprehension
Answer Location: Description
Difficulty Level: Easy
AACSB Standard: Application of knowledge

5. The great person approach focuses on important political leaders.

Ans: T
Cognitive Domain: Comprehension
Answer Location: Description
Difficulty Level: Easy
AACSB Standard: Contexts of organizations in a global society

6. The trait approach has a century of research to back it up.

Ans: T
Cognitive Domain: Comprehension
Answer Location: Strengths
Difficulty Level: Easy
AACSB Standard: Application of knowledge

7. The trait approach failed to identify a definitive set of specific leadership traits.

Ans: T
Cognitive Domain: Comprehension
Answer Location: Criticism
Difficulty Level: Easy
AACSB Standard: Application of knowledge

8. In his early studies, Stogdill found that leaders in one situation would almost always be leaders in another situation.

Ans: F
Cognitive Domain: Comprehension
Answer Location: Description
Difficulty Level: Easy

AACSB Standard: Application of knowledge

9. Stogdill's later studies argued that personality and situational factors were both determinants of leadership.

Ans: T

Cognitive Domain: Comprehension

Answer Location: Description

Difficulty Level: Easy

AACSB Standard: Application of knowledge

10. A major strength of the trait approach is that it is quite useful for training.

Ans: F

Cognitive Domain: Comprehension

Answer Location: Strengths

Difficulty Level: Easy

AACSB Standard: Application of knowledge

Short Answer

1. Name the five personality traits known as the Big Five Personality Factors.

Ans: Openness, Conscientiousness, Extraversion, Agreeableness, Neuroticism

Cognitive Domain: Knowledge

Answer Location: Five Factor Personality Model and Leadership

Difficulty Level: Easy

AACSB Standard: Application of knowledge

2. What is the difference between intelligence and emotional intelligence?

Ans: Intelligence is concerned with our ability to learn information and apply it to life tasks, whereas emotional intelligence is concerned with our ability to understand emotions and apply this understanding to life's tasks.

Cognitive Domain: Analysis

Answer Location: Emotional Intelligence

Difficulty Level: Moderate

AACSB Standard: Analytical thinking

3. Considering a "strengths" approach to leadership as used in the strengthsfinder assessment, how are traits, talents, and strengths related to one another?

Ans: Everyone has natural talents, which are similar to personality traits in that they are relatively stable, fixed characteristics. From our natural talents, strengths emerge. Strengths are qualities of an individual that account for successful performance.

Cognitive Domain: Analysis

Answer Location: Strengths and Leadership

Difficulty Level: Moderate

AACSB Standard: Analytical thinking

4. Name the five major traits identified in the Northouse text as those centrally associated with leadership.

Ans: Intelligence, Self-Confidence, Determination, Integrity, Sociability

Cognitive Domain: Knowledge

Answer Location: Description

Difficulty Level: Easy

AACSB Standard: Application of knowledge

5. Explain what having integrity means.

Ans: Integrity is the quality of honesty and trustworthiness. People with integrity take responsibility for their actions and are dependable. They “walk the talk.”

Cognitive Domain: Comprehension

Answer Location: Description | Integrity

Difficulty Level: Moderate

AACSB Standard: Application of knowledge

Essay

1. Why has the trait approach failed to provide a definitive list of leadership traits?

Ans: The approach has failed to take into account the impact of different situations, which may call for different traits. The traits are not consistently operationalized and measured between studies. Lists of important leadership traits are often subjective.

Cognitive Domain: Application

Answer Location: Criticisms

Difficulty Level: Moderate

AACSB Standard: Analytical thinking

2. Defend or refute: Personality assessment instruments are accurate ways of identifying potential leaders within organizations.

Ans: If one holds the view that personal attributes are fixed and cannot be developed, then identifying desired traits is one way of assessing potential leadership of organizational members. Assessment instruments are limited in effectiveness in that organizations and their environments change over time and the traits that serve members well in one setting may be less effective in another. If one holds the view that personal attributes can be developed, then assessment instruments may be useful in identifying initial desirable traits and, later on, measuring members' progress in developing these traits. Personality assessment instruments, however, do not give the full picture of a person's capabilities.

Cognitive Domain: Application

Answer Location: Five-factor Personality Model and Leadership

Difficulty Level: Difficult

AACSB Standard: Analytical thinking

3. Of the five major leadership traits discussed in the chapter, which would you claim to be the most important? Which the least important? Support your claim with specific examples from the chapter.

Ans: The following traits should be referenced and supported through examples that demonstrate specifics of each: Intelligence: Having strong verbal ability, perceptual ability, and reasoning appears to make one a better leader. Should not differ much from the follower as this may cause communication problems. Self-confidence: the ability to be certain about one's competencies and skills, closely tied to influence. Determination: Determination is the desire to get the job done and includes characteristics such as initiative, persistence, dominance, and drive. Integrity: Leaders with integrity inspire confidence in others because they can be trusted to do what they say they are going to do. Sociability: Leaders who show sociability are friendly, outgoing, courteous, tactful, and diplomatic.

Cognitive Domain: Application

Answer Location: Description

Difficulty Level: Moderate

AACSB Standard: Written communication

4. Are leaders born or made? Defend your answer using information from either trait or skills approach.

Ans: Answers will vary. Trait answers should include leaders are born because they have inborn traits that help them be identified as leaders by their followers. Not all people can possess these traits and people cannot really develop a trait. Therefore leaders are born not made. Skills answers include leaders are made because skills and competencies can be learned and developed. This makes leadership available to everyone if individuals take the time, energy, and reflection to develop their skills for good leadership outcomes.

Cognitive Domain: Application

Answer Location: Application

Difficulty Level: Moderate

AACSB Standard: Written communication

5. How do the Big Five personality factors relate to the five major leadership traits identified in the text?

Ans: Answers will vary. Self-confidence is similar to extraversion in the sociable and assertive area. Intelligence is similar to openness in that the insightful and informed and creative relate somewhat to reasoning capacity. Agreeableness and sociability share the accepting and nurturing or human capacities. Determination and conscientiousness are similarly focused on dependability and getting things done. Neuroticism is not what we want in leaders, and integrity as a leadership trait is not part of the Big Five explicitly.

Cognitive Domain: Application

Answer Location: Five-factor Personality Model and Leadership

Difficulty Level: Difficult

AACSB Standard: Analytical thinking