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Chapter 2 Leadership: The Integrative Variable

TRUE/FALSE. Write 'T' if the statement is true and 'F' if the statement is false.

1) There is no singular purpose of leadership. 1) _____

2) Influence can cause some behavior in some person for a specific purpose based on a power base. 2) _____

3) Michael LeBoeuf refers to organizational theory, industrial engineering, and behavioral science as the dynamic triangle. 3) _____

4) Conceptual skills are more operational than managerial. 4) _____

5) Universal theories search for an explanation of leadership unrelated to follower behavior or the social environment within which it develops. 5) _____

6) Robert Tannenbaum and Warren Schmidt identified four basic leadership styles. 6) _____

7) Leaders who are effective can be described as one- dimensional. 7) _____

8) The Managerial Grid is used as a diagnostic to help individual managers to assess their own leadership style. 8) _____

9) Situational theory says, in effect, that managerial leadership is linked to adaptability. 9) _____

10) Contingency theory to understanding leadership effectiveness attempts to combine elements of both trait and situational theory. 10) _____

11) Paul Whisenand created the Least Preferred Co- Worker (LPC) Scale. 11) _____

12) Some believe that without follower consent an inspired leader cannot lead. 12) _____

13) Conceptual skills are used to organize and integrate experience. 13) _____

14) Francis Galton believed that leadership skills were simply inherited. 14) _____

15) Leadership style theory focuses on two basic styles. 15) _____

16) A Level 5 manager can be found to be self- effacing. 16) _____

17) Lifetime learning is a reality for a police executive. 17) _____

18) According to Robert Albanese, employee satisfaction and performance depend upon the characteristics of the employee. 18) _____

19) The path- goal model deals with the interaction between leader behavior and situational factors. 19) _____

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20) Supportive leadership (path- goal) is similar to the concept of consideration used in the original Ohio State studies. 20) _____

21) Leaders who have integrity are principled. 21) _____

22) Trust is a foundation of effectiveness. 22) _____

MULTIPLE CHOICE. Choose the one alternative that best completes the statement or answers the question.

23) Proactive leadership is a _____ transaction. 23) _____
A) power
B) trait
C) reuniting
D) reflective
E) behavioral

24) V. A. Leonard and Harry W. More contend that leadership is the critical _____ in police agencies. 24) _____
A) element B) energy C) catalyst D) variable E) method

25) There is a _____ relationship between followers and leaders. 25) _____
A) transaction
B) reciprocal
C) motivational
D) functional
E) response

26) Leadership is reflected in a series of social situations orchestrated by _____ relationships. 26) _____
A) focused
B) situational
C) respondent
D) productive
E) synergistic

27) Authority is power that is inherent in the _____. 27) _____
A) group
B) policy of the agency
C) person
D) position
E) follower

28) If the score on the LPC scale is a score of 64 or above it tends to exhibit a leadership style that is best described as _____ motivated. 28) _____
A) task
B) relationship
C) supportively
D) loyalty
E) situationally

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29) Ultimate authority in any organization is vested in the _____ and is _____ through the formal chain of command to all personnel in the organization. 29) _____
A) staff personnel; delegated
B) operational personnel; delegated
C) middle managers; allocated
D) top management; allocated
E) chief executive; delegated

30) The parameters within which employees are inclined to do willingly what is asked of them by their superiors can be called the _____ as employees have exerted themselves through increased demands for participatory management. 30) _____
A) zone of rejection
B) zone of acquiescence
C) zone of collaboration
D) zone of compromise
E) zone of acceptance

31) Managerial leaders emphasize people- oriented and task- oriented needs _____. 31) _____
A) disjointedly
B) interdependently
C) separately
D) discretely
E) none of the above

32) According to Souryal, the essence of managerial leadership lies in an administrator's ability to identify _____. 32) _____
A) the nuances of functional leadership
B) a zone of credibility
C) areas of compromise
D) the needs of people in work groups
E) none of the above

33) Organizational humanists believe the role of the managerial leader is to create conditions that allow people to achieve their own goals by directing their productive efforts toward _____ participation. 33) _____
A) mandated
B) full
C) liberated
D) altruistic
E) none of the above

34) Effective managerial leaders display _____. 34) _____
A) an assumed role
B) idiosyncratic traits
C) charismatic qualities
D) functionality
E) none of the above

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35) The leadership skills associated with good management can be organized under the heading _____. 35) _____

A) human
B) specialized
C) innate
D) proactive
E) abstract

36) The managerial leader's capacity to deal effectively with problems even though the lack of information might preclude making a totally informed choice from among the available alternatives is known as _____. 36) _____

A) tolerance for ambiguity
B) negative entropy
C) anomic adaptability
D) a multifaceted phenomenon
E) rational tolerance

37) According to Daniel Wren, the System 4 Management is built on _____ principles. 37) _____

A) one B) two C) three D) four E) five

38) Transactional style leadership _____. 38) _____

A) supports creativity
B) accepts line personnel as they are
C) requires a long- term commitment
D) takes on a lot of baggage
E) maximizes first line supervisorial input

39) Effective leaders are produced via the synergistic interaction between _____. 39) _____

A) leadership styles
B) anomic transactions
C) personal traits
D) situational factors
E) all except B

40) Applied research has failed to discover a definitive or consistent correlation between effective leadership and genetically determined _____. 40) _____

A) personality
B) intelligence
C) physical stamina
D) body type
E) all of the above

41) System 2 - Benevolent Authoritative management emphasizes _____. 41) _____

A) the Ohio State studies
B) management by exception
C) total trust in employees
D) the Managerial Grid
E) none of the above

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42) Management Systems Models foster _____. 42) _____
A) reactive value analysis
B) passive leadership
C) fads
D) reciprocal relationships
E) power equalization

43) Level 5 Leadership includes leaders who are _____. 43) _____
A) reciprocal
B) avoiders of obstacles
C) reticent
D) trait based
E) situational

44) Philip Applewhite identified the following leadership category _____. 44) _____
A) charismatic
B) democratic laissez- faire
C) authoritarian
D) bureaucratic
E) all of the above

45) The Ohio State studies clearly indicated that good managerial leaders exhibit a great deal of concern for _____. 45) _____
A) control and expressive manners
B) consideration and structuring
C) a democratic interaction with employees process
D) manifestation of charisma
E) a contemplative and expressive style

46) Researchers from the University of Michigan formulated their own leadership profile based on leader behavior using the terminology _____. 46) _____
A) structure/consideration
B) tell/sell
C) employee oriented/production oriented
D) concern for people/concern for production
E) employee/task

47) According to the Managerial Grid, the least viable form of managerial leadership is represented by a matrix of _____. 47) _____
A) 9,9 B) 1,9 C) 1,1 D) 5,5 E) 9,1

48) In one study of police managers they found that the backup style of management was _____. 48) _____
A) 1,1 B) 5,5 C) 9,9 D) 9,1 E) 1,9

49) Jack Kuykendall and Peter Unsinger found police managers tend to have _____ management style. 49) _____
A) a middle of the road
B) an impoverished
C) a country club
D) no dominant
E) a task- oriented

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50) In a hierarchical arrangement as proposed by "Good to Great" the highest level is _____. 50) _____
A) four B) two C) three D) five E) one

51) Based on the specifics of a given situation, there are times when team management is an inappropriate management style, and police administrators are forced to temporarily slip into another style. Once things return to normal, they return to the team management approach. This is know specifically as _____. 51) _____
A) procurement management
B) adaptive management
C) 5,5 flexibility
D) contingency management
E) 9,9 versatility

52) Transformational leadership focuses on _____. 52) _____
A) results
B) idealized stimulus
C) short- term employee commitment
D) unquestioned commitment
E) none of the above

53) Key strengths to building trust include all but which of the following? 53) _____
A) Character
B) Contribution
C) Compassion
D) Clarity
E) Compliance

54) According to recent studies, _____. 54) _____
A) employees imitate the behavior of their leaders
B) commanding officers set the culture for agencies
C) employees model their upbringing at work
D) employees develop their own patterns of behavior
E) none of the above

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1) FALSE
2) FALSE
3) FALSE
4) FALSE
5) TRUE
6) TRUE
7) TRUE
8) TRUE
9) TRUE
10) TRUE
11) FALSE
12) TRUE
13) TRUE
14) TRUE
15) FALSE
16) TRUE
17) TRUE
18) FALSE
19) TRUE
20) TRUE
21) TRUE
22) TRUE
23) E
24) C
25) D
26) E
27) D
28) B
29) E
30) E
31) B
32) D
33) B
34) C
35) A
36) A
37) C
38) D
39) E
40) E
41) E
42) E
43) C
44) E
45) B
46) C
47) A
48) C
49) A
50) D

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51) E
52) B
53) E
54) A

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