Art and Science of Leadership 8th edition Nahavandi Test Bank

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***The Art and Science of Leadership, 8e* (Nahavandi)**
Chapter 1 Living in a Turbulent World: Definitions and Roadmap

1) Various definitions of leadership include all of the following except _____.
A) interpersonal influence
B) goal achievement
C) group phenomenon
D) control
Answer: D
LO: 1: Define leadership and leadership effectiveness
Difficulty: Moderate
AACSB: Reflective Thinking

2) Which one of the following is not part of a general definition of leadership?
A) exercise of control
B) group phenomenon
C) influence
D) hierarchy
Answer: A
LO: 1: Define leadership and leadership effectiveness
Difficulty: Moderate
AACSB: Reflective Thinking

3) The definition of leadership has how many key elements?
A) one
B) two
C) three
D) four
Answer: D
LO: 1: Define leadership and leadership effectiveness
Difficulty: Moderate
AACSB: Reflective Thinking

4) Eugenio Pace, CEO and co-founder of Autho, considers which of the following to be essential to leadership?
A) setting goals
B) articulating a vision
C) unlocking the potential of people
D) addressing the needs of stakeholders
Answer: C
LO: 1: Define leadership and leadership effectiveness
Difficulty: Moderate
AACSB: Reflective Thinking

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5) Angela Ahrendts, Senior Vice-President of Apple, believes that _____ is the key to leadership.
A) listening and learning
B) inspiration
C) goal setting
D) control
Answer: A
LO: 1: Define leadership and leadership effectiveness
Difficulty: Moderate
AACSB: Application of Knowledge

6) Which of the following factors is not part of the definitions of leadership effectiveness?
A) achieving goals
B) follower satisfaction
C) ability to change.
D) maintaining control
Answer: D
LO: 1: Define leadership and leadership effectiveness
Difficulty: Moderate
AACSB: Reflective Thinking

7) Barbara Waugh, a Civil Rights activist and worldwide change manager at Hewlett-Packard Laboratories, defines leadership effectiveness as _____.
A) empowering employees
B) meeting corporate objectives
C) always making the customer happy
D) finding a story worth living
Answer: D
LO: 1: Define leadership and leadership effectiveness
Difficulty: Moderate
AACSB: Reflective Thinking

8) According to Fred Luthans, effective managers focus on _____ while successful managers focus on _____.
A) stakeholders; goal achievement
B) employee satisfaction; self-promotion
C) goal achievement; stock prices
D) change management; employee satisfaction
Answer: B
LO: 1: Define leadership and leadership effectiveness
Difficulty: Moderate
AACSB: Analytical Thinking

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9) According to Fred Luthans, effective managers are those who _____.
A) take care of their own careers
B) take care of their employees
C) worry about all stakeholders
D) maintain control through a crisis
Answer: B
LO: 1: Define leadership and leadership effectiveness
Difficulty: Challenging
AACSB: Analytical Thinking

10) According to Fred Luthans, successful managers are those who _____.
A) take care of their own careers
B) take care of their employees
C) worry about all stakeholders
D) maintain control through a crisis
Answer: A
LO: 1: Define leadership and leadership effectiveness
Difficulty: Challenging
AACSB: Analytical Thinking

11) Which one of the following factors is the key element of most definitions of leadership effectiveness?
A) employee satisfaction
B) stakeholder needs
C) focus on outcome
D) financial measures
Answer: C
LO: 1: Define leadership and leadership effectiveness
Difficulty: Moderate
AACSB: Analytical Thinking

12) While _____ are an important aspect of leadership effectiveness, the key element is _____.
A) leader styles; providing direction
B) internal processes; outcome
C) goal achievement; stakeholder satisfaction
D) empowerment; participation
Answer: B
LO: 1: Define leadership and leadership effectiveness
Difficulty: Challenging
AACSB: Analytical Thinking

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13) Which one of the following is not an element of the definition of leadership effectiveness?
A) goal achievement
B) smooth internal functioning
C) external adaptability
D) efficiency
Answer: D
LO: 1: Define leadership and leadership effectiveness
Difficulty: Moderate
AACSB: Reflective Thinking

14) The three key elements of leadership effectiveness are _____.
A) goal achievement, smooth internal processes, external adaptability
B) follower satisfaction, leader control, empowerment
C) goal achievement, stock prices, customer satisfaction
D) flexibility, follower satisfaction, stakeholder satisfaction
Answer: A
LO: 1: Define leadership and leadership effectiveness
Difficulty: Moderate
AACSB: Reflective Thinking

15) Which is not a reason the text provides as to why leaders are needed?
A) to bring people together to accomplish their goals
B) to make sense of the world
C) to be romantic ideals
D) to provide effective customer service
Answer: D
LO: 3: Discuss the importance and impact of the roles and functions of leaders in organizations
Difficulty: Moderate
AACSB: Reflective Thinking

16) Bob, a salesperson for ABC, Inc., relies heavily on his supervisor to provide annual goals and direction as well as to establish social reality and validate values. Which reason for "why we need leaders" best fits this situation?
A) to bring people together to accomplish their goals
B) to provide effective customer service
C) to make sense of the world
D) to be romantic ideals
Answer: C
LO: 3: Discuss the importance and impact of the roles and functions of leaders in organizations
Difficulty: Moderate
AACSB: Application of Knowledge

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17) Which one of the following is not one of the obstacles to effective leadership?
A) focus on immediate or short-term goals
B) reliance on old ideas about leadership
C) strong link between research and practice
D) punishing experimentation and failure
Answer: C
LO: 4: Explore the current turbulent organizational context and the changes leaders face
Difficulty: Moderate
AACSB: Reflective Thinking

18) Sally was recently hired as president and CEO of AlphaSports, Inc, a regional chain of sporting goods stores. She has been hired to internalize the organization as well as expand market share. Many members of the organization are highly skeptical because the organization has never attempted anything like this in the past. Sally is experiencing which obstacle to effective leadership?
A) The organization is rigid and unforgiving.
B) The organization is falling back on old ideas.
C) The organization is facing considerable uncertainty.
D) There is a lack of understanding in applying academic research findings.
Answer: B
LO: 4: Explore the current turbulent organizational context and the changes leaders face
Difficulty: Moderate
AACSB: Application of Knowledge

19) Jake was appointed president and CEO of XYZ, Inc. The board of directors wants him to lower expenses by laying off 50 percent of the front-line workers. Which of the following would not be an obstacle for Jake?
A) Organizations are rigid and unforgiving during times of change.
B) The organization is facing considerable uncertainty.
C) Stockholders do not support leaders who make change.
D) They are falling back on old ideas.
Answer: B
LO: 4: Explore the current turbulent organizational context and the changes leaders face
Difficulty: Moderate
AACSB: Application of Knowledge

20) While managers focus on _____, leadership is aimed at _____.
A) getting power; here and now
B) getting followers motivated; sharing values
C) planning and stability; movement and change
D) personal relationships; political networks
Answer: C
LO: 2: Contrast leadership and management
Difficulty: Moderate
AACSB: Analytical Thinking

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21) Managers are _____ while leaders are _____.
A) short-term oriented; long-term oriented
B) long-term oriented; short-term oriented
C) interested in creating a culture based on values; interested in maintaining existing structure
D) making use of personal power; making use of positional power
Answer: A
LO: 2: Contrast leadership and management
Difficulty: Moderate
AACSB: Analytical Thinking

22) Compared to managers, leaders do all of the following except _____.
A) focus on the future
B) create culture based on shared values
C) maintain existing structure
D) create change
Answer: C
LO: 2: Contrast leadership and management
Difficulty: Moderate
AACSB: Analytical Thinking

23) Compared to leaders, managers do all of the following except _____.
A) establish an emotional link with followers
B) maintain status quo
C) implement policies and procedures
D) use position power
Answer: A
LO: 2: Contrast leadership and management
Difficulty: Moderate
AACSB: Analytical Thinking

24) Managers _____; leaders _____.
A) develop a culture based on shared values; maintain existing culture
B) maintain existing culture; create a culture based on shared values
C) emphasize their own value system; promote the company vision
D) prioritize company objectives; limit change
Answer: B
LO: 2: Contrast leadership and management
Difficulty: Moderate
AACSB: Analytical Thinking

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25) Leadership and management become more closely similar when considering the issue of _____.
A) effectiveness and competence
B) national and organizational culture
C) individual traits
D) organizational performance
Answer: A
LO: 2: Contrast leadership and management
Difficulty: Moderate
AACSB: Analytical Thinking

26) In addition to basic managerial functions of planning, organizing, staffing, directing, and controlling, leaders are ascribed _____.
A) procedural and external roles
B) procedural and internal roles
C) strategic and internal roles
D) strategic and external roles
Answer: D
LO: 2: Contrast leadership and management
Difficulty: Moderate
AACSB: Analytical Thinking

27) The K in the TKD roadmap involves _____.
A) acquiring information
B) critical thinking
C) developing self-awareness
D) assessing abilities
Answer: A
LO: 5: Describe the THINK-KNOW-DO roadmap to effective leadership
Difficulty: Moderate
AACSB: Reflective Thinking

28) Which of the following is true of the TKD roadmap?
A) Leaders should use the steps sequentially.
B) The steps are interrelated.
C) Steps two and three should only be completed after step one.
D) Step one should be completed first, while steps two and three can be completed concurrently.
Answer: B
LO: 5: Describe the THINK-KNOW-DO roadmap to effective leadership
Difficulty: Moderate
AACSB: Reflective Thinking

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29) The example of Starbucks gourmet coffee illustrates _____.
A) the importance of social responsibility
B) how founders can impact an organization
C) the importance of quality in the mission of an organization
D) how men and women both practice participative management
Answer: B
LO: 3: Discuss the importance and impact of the roles and functions of leaders in organizations
Difficulty: Moderate
AACSB: Analytical Thinking

30) If the founder of the organization is a workaholic and control oriented, the organization is likely to be characterized as _____.
A) "the web" whereby the manager is in the center of an interconnected circle
B) fast-paced decision making and centralized
C) decentralized and open
D) participative and supportive
Answer: B
LO: 3: Discuss the importance and impact of the roles and functions of leaders in organizations
Difficulty: Moderate
AACSB: Reflective Thinking

31) Leaders are often role models for their followers. To avoid getting overwhelmed, leaders must also pay attention to _____.
A) sexual harassment and its negative impact
B) the use of power
C) how outsiders impact their followers
D) their own emotional reactions
Answer: D
LO: 3: Discuss the importance and impact of the roles and functions of leaders in organizations
Difficulty: Moderate
AACSB: Reflective Thinking

32) In 2020 when many workers went remote, Megan Krause, a manager at Investis Digital, a global digital communication company, relied on chat to connect with employees noting that it was a way to do everything from blowing off steam to sharing photos of pets. Which leadership role best describes Megan Krause's reliance on chat?
A) connecting with stakeholders
B) being a role model and emotional guide
C) setting vision and mission
D) setting strategy and structure
Answer: B
LO: 3: Discuss the importance and impact of the roles and functions of leaders in organizations
Difficulty: Moderate
AACSB: Application of Knowledge

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33) Indra Nooyi, former CEO of Pepsi, asked employees to leave their personal life at the door when they came to work, but also left time in meetings to catch up on personal news. Indra Nooyi's action reflect which leadership role?
A) setting a vision
B) being a role model and emotional guide
C) connecting with stakeholders
D) setting strategy
Answer: B
LO: 3: Discuss the importance and impact of the roles and functions of leaders in organizations
Difficulty: Moderate
AACSB: Application of Knowledge

34) When Uma was promoted to team leader a few months ago, she was excited about her new role. Now though, she's feeling overwhelmed and asked you for advice on how to create a better balance. Which of the following would not be a good recommendation for Uma?
A) Connect with team members regularly.
B) Continue to seek advice and help.
C) Prioritize important tasks and issues.
D) Focus on perfection and you won't go wrong.
Answer: D
LO: 3: Discuss the importance and impact of the roles and functions of leaders in organizations
Difficulty: Moderate
AACSB: Application of Knowledge

35) An essential role for organizational leaders is _____.
A) maintaining a singular focus on internal organizational priorities
B) developing the necessary boundaries to ensure that external concerns do not influence organizational priorities
C) market research
D) building a bridge between the organizational and external stakeholders
Answer: D
LO: 3: Discuss the importance and impact of the roles and functions of leaders in organizations
Difficulty: Moderate
AACSB: Reflective Thinking

36) An organization with a leader who is control-oriented and works long hours is likely to encourage _____.
A) centralized control and fast-paced decision-making
B) a highly decentralized organization
C) an organization with an emphasis on team building
D) slow-paced decision making that allows for careful analysis
Answer: A
LO: 3: Discuss the importance and impact of the roles and functions of leaders in organizations
Difficulty: Moderate
AACSB: Analytical Thinking

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37) Leaders _____.
A) assign meaning to events and situations that may be ambiguous
B) use control as a valuable mechanism to assert authority
C) depend on hierarchy
D) prioritize their own future over that of their followers
Answer: A
LO: 3: Discuss the importance and impact of the roles and functions of leaders in organizations
Difficulty: Moderate
AACSB: Reflective Thinking

38) Who provides cues on how to react emotionally and establishes acceptable versus non-acceptable behaviors in an organization?
A) leaders
B) unions
C) team members
D) bylaws
Answer: A
LO: 3: Discuss the importance and impact of the roles and functions of leaders in organizations
Difficulty: Easy
AACSB: Reflective Thinking

39) All of the following are true of delegation except _____.
A) it helps you avoid burning out
B) it frees your time to take care of important issues
C) it's a skill
D) it limits opportunities for team members to learn
Answer: D
LO: 3: Discuss the importance and impact of the roles and functions of leaders in organizations
Difficulty: Moderate
AACSB: Reflective Thinking

40) When a leader is team oriented, the organization is likely to be _____.
A) closed
B) decentralized
C) centralized
D) inflexible
Answer: B
LO: 3: Discuss the importance and impact of the roles and functions of leaders in organizations
Difficulty: Moderate
AACSB: Analytical Thinking

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41) The acronym VUCA includes all of the following except _____.
A) ambiguity
B) complexity
C) variety
D) uncertainty
Answer: C
LO: 4: Explore the current turbulent organizational context and the changes leaders face
Difficulty: Easy
AACSB: Reflective Thinking

42) The acronym VUCA _____.
A) is a coping mechanism recommended for leaders who are feeling overwhelmed
B) can be a helpful strategy for leaders as they build bridges with the external community
C) is the basis for a successful organizational culture
D) was initially used by the U.S. military to describe the post-Cold War context
Answer: D
LO: 4: Explore the current turbulent organizational context and the changes leaders face
Difficulty: Moderate
AACSB: Reflective Thinking

43) In a results-oriented organization that focuses on quality and teamwork, which level of organizational structure should assume primary responsibility?
A) senior executives
B) mid-level managers
C) front line supervisors
D) employees
Answer: D
LO: 4: Explore the current turbulent organizational context and the changes leaders face
Difficulty: Moderate
AACSB: Interpersonal Relations and Teamwork

44) In traditional organizations, employees are primarily responsible for _____ while leaders are responsible for _____.
A) production; planning
B) planning; controlling
C) preparing; implementing
D) controlling; quality
Answer: A
LO: 4: Explore the current turbulent organizational context and the changes leaders face
Difficulty: Moderate
AACSB: Analytical Thinking

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45) At the height of the COVID pandemic, about _____ of Americans worked from home.
A) 10 percent
B) 30 percent
C) 60 percent
D) 90 percent
Answer: C
LO: 4: Explore the current turbulent organizational context and the changes leaders face
Difficulty: Moderate
AACSB: Reflective Thinking

46) Which of the following is not one of the factors fueling change in organizations and their leadership?
A) increased competition
B) social media
C) education
D) demographics
Answer: C
LO: 4: Explore the current turbulent organizational context and the changes leaders face
Difficulty: Moderate
AACSB: Reflective Thinking

47) Technostress refers to _____.
A) the negative impact of technological change on mental health
B) the demand from stakeholders that technology is incorporated in organizational vision and mission
C) managing technological change during the pandemic
D) the unique challenges facing leaders at tech organizations
Answer: A
LO: 4: Explore the current turbulent organizational context and the changes leaders face
Difficulty: Moderate
AACSB: Reflective Thinking

48) Which are not some of the primary factors fueling change for organizations and their leadership?
A) political changes
B) ambiguity and uncertainty
C) demographic changes
D) technology and social media
Answer: B
LO: 4: Explore the current turbulent organizational context and the changes leaders face
Difficulty: Moderate
AACSB: Reflective Thinking

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49) Which of the following are not some of the factors that are fueling the changes in leadership?
A) environmental concerns
B) political changes
C) legal requirements
D) demographic and social changes
Answer: C
LO: 4: Explore the current turbulent organizational context and the changes leaders face
Difficulty: Moderate
AACSB: Reflective Thinking

50) The increased cultural diversity in organizations is _____.
A) causing most leaders to become ineffective
B) causing changes in organizational practices
C) leading to higher salaries across the board
D) leading to conflict between leaders and followers
Answer: B
LO: 4: Explore the current turbulent organizational context and the changes leaders face
Difficulty: Moderate
AACSB: Diverse and Multicultural Work Environments

51) Being a sustainable company means _____.
A) being responsible to stakeholders
B) prioritizing shareholder interests
C) eliminating inefficiencies
D) preparing for global warming
Answer: A
LO: 4: Explore the current turbulent organizational context and the changes leaders face
Difficulty: Moderate
AACSB: Ethical Understanding and Reasoning

52) According to Noni Purnomo, CEO of Bluebird Group, which of the following is not being a sustainable company?
A) being responsible to the community
B) being responsible to the government
C) being responsible to customers
D) being responsible to competitors
Answer: D
LO: 4: Explore the current turbulent organizational context and the changes leaders face
Difficulty: Moderate
AACSB: Ethical Understanding and Reasoning

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53) The fastest growing segment of the U.S. population is currently _____.
A) African American
B) Asian American
C) Hispanic
D) European
Answer: C
LO: 4: Explore the current turbulent organizational context and the changes leaders face
Difficulty: Moderate
AACSB: Diverse and Multicultural Work Environments

54) As compared to employees, managers experience _____ technostress.
A) about the same
B) less
C) more
D) much less
Answer: C
LO: 4: Explore the current turbulent organizational context and the changes leaders face
Difficulty: Moderate
AACSB: Reflective Thinking

55) Which of the following is most likely to lead to technostress for managers?
A) a new organizational structure
B) the emergence of AI
C) an evolving mission statement
D) the continuation of the war in Ukraine
Answer: B
LO: 4: Explore the current turbulent organizational context and the changes leaders face
Difficulty: Moderate
AACSB: Reflective Thinking

56) Since 2010, the racial and ethnic makeup of the United States has _____.
A) stayed about the same
B) increased
C) decreased
D) seen only minor change
Answer: B
LO: 4: Explore the current turbulent organizational context and the changes leaders face
Difficulty: Moderate
AACSB: Diverse and Multicultural Work Environments

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57) According to the text, which country has a high percentage of women (about 23%) in corporate boards?
A) United States
B) Malaysia
C) Venezuela
D) Sweden
Answer: D
LO: 5: Describe the THINK-KNOW-DO roadmap to effective leadership
Difficulty: Moderate
AACSB: Diverse and Multicultural Work Environments

58) The challenges arising from issues regarding differences in age groups represents which major factor fueling organizational change and their leaders?
A) increased globalization
B) employee expectations
C) political changes
D) demographic changes
Answer: D
LO: 4: Explore the current turbulent organizational context and the changes leaders face
Difficulty: Moderate
AACSB: Diverse and Multicultural Work Environments

59) Globally, women comprise about _____ percent of the workforce?
A) 20
B) 40
C) 60
D) 80
Answer: B
LO: 4: Explore the current turbulent organizational context and the changes leaders face
Difficulty: Moderate
AACSB: Diverse and Multicultural Work Environments

60) As compared to countries such as Rwanda and Mozambique, women comprise _____ share of the workforce in the Middle East.
A) a much larger
B) a much smaller
C) a similar
D) a larger
Answer: B
LO: 4: Explore the current turbulent organizational context and the changes leaders face
Difficulty: Challenging
AACSB: Diverse and Multicultural Work Environments

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61) In the Middle East and Africa, women _____.
A) are highly valued in the workplace
B) represent only about 20 percent of the workforce
C) tend to hold board positions
D) are usually concentrated in managerial roles
Answer: B
LO: 4: Explore the current turbulent organizational context and the changes leaders face
Difficulty: Challenging
AACSB: Diverse and Multicultural Work Environments

62) All of the following except _____ contribute to VUCA.
A) the killing of George Floyd
B) the resignation of Tom Brady from the NFL
C) the Black Lives Matter (BLM) movement
D) #MeToo
Answer: B
LO: 4: Explore the current turbulent organizational context and the changes leaders face
Difficulty: Moderate
AACSB: Diverse and Multicultural Work Environments

63) Leaders in organizations that expect to go back to "normal" following the pandemic are likely experiencing which obstacle?
A) a focus on immediate or short-term results
B) punishing experimentation and failure
C) falling back on old ideas
D) a divide between research and practice
Answer: C
LO: 4: Explore the current turbulent organizational context and the changes leaders face
Difficulty: Moderate
AACSB: Interpersonal Relations and Teamwork

64) In a traditional hierarchical control organization, employees _____.
A) are empowered
B) regularly take on the responsibilities of leaders
C) hold few leadership roles
D) engage in higher level decision making
Answer: C
LO: 4: Explore the current turbulent organizational context and the changes leaders face
Difficulty: Moderate
AACSB: Reflective Thinking

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65) The TKD roadmap involves all of the following except _____.
A) think
B) transform
C) know
D) do
Answer: B
LO: 5: Describe the THINK-KNOW-DO roadmap to effective leadership
Difficulty: Easy
AACSB: Reflective Thinking

66) The TKD roadmap _____.
A) helps leaders develop self-awareness of their biases, abilities, and weaknesses
B) eliminates the need to look outside the organization for knowledge
C) is a series of sequential steps that provide a logical framework for leaders
D) prioritizes thinking over doing
Answer: A
LO: 5: Describe the THINK-KNOW-DO roadmap to effective leadership
Difficulty: Moderate
AACSB: Reflective Thinking

67) There is one commonly accepted definition of leadership.
Answer: FALSE
LO: 1: Define leadership and leadership effectiveness
Difficulty: Moderate
AACSB: Reflective Thinking

68) A leader is defined as a person who influences individuals and groups, helps them in establishing goals, and guides them towards achievement of those goals.
Answer: TRUE
LO: 1: Define leadership and leadership effectiveness
Difficulty: Easy
AACSB: Interpersonal Relations and Teamwork

69) It is easy to define leadership.
Answer: FALSE
LO: 1: Define leadership and leadership effectiveness
Difficulty: Moderate
AACSB: Analytical Thinking

70) Researchers agree that a leader is effective when the group performs its task.
Answer: FALSE
LO: 1: Define leadership and leadership effectiveness
Difficulty: Moderate
AACSB: Analytical Thinking

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71) The definition of leadership effectiveness often depends on the point of view of the person who is defining effectiveness.
Answer: TRUE
LO: 1: Define leadership and leadership effectiveness
Difficulty: Moderate
AACSB: Analytical Thinking

72) For Barbara Waugh, personnel manager of Hewlett-Packard Laboratories, effectiveness is finding a story that is worth living.
Answer: TRUE
LO: 1: Define leadership and leadership effectiveness
Difficulty: Moderate
AACSB: Reflective Thinking

73) Based on Luthans' research, in order for organizations to be effective they must reward effective managers and help them become successful.
Answer: TRUE
LO: 1: Define leadership and leadership effectiveness
Difficulty: Moderate
AACSB: Reflective Thinking

74) The definition of leadership effectiveness depends on the organization and the context.
Answer: TRUE
LO: 1: Define leadership and leadership effectiveness
Difficulty: Moderate
AACSB: Reflective Thinking

75) The common thread in many definitions of leadership effectiveness is the focus on outcomes.
Answer: TRUE
LO: 1: Define leadership and leadership effectiveness
Difficulty: Moderate
AACSB: Reflective Thinking

76) Leaders are effective when their followers achieve their goals, can function well together, and can adapt to the changing demands from external forces.
Answer: TRUE
LO: 1: Define leadership and leadership effectiveness
Difficulty: Moderate
AACSB: Reflective Thinking

77) The presence of leaders creates an unavoidable hierarchy.
Answer: TRUE
LO: 1: Define leadership and leadership effectiveness
Difficulty: Moderate
AACSB: Reflective Thinking

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78) An important aspect of effective leadership is practice and learning from one's mistakes.
Answer: TRUE
LO: 2: Contrast leadership and management
Difficulty: Moderate
AACSB: Reflective Thinking

79) The keys to being an effective leader are knowledge, experience, practice and learning from one's mistakes.
Answer: TRUE
LO: 5: Describe the THINK-KNOW-DO roadmap to effective leadership
Difficulty: Moderate
AACSB: Reflective Thinking

80) Becoming an effective leader requires experimentation and organizational support.
Answer: TRUE
LO: 5: Describe the THINK-KNOW-DO roadmap to effective leadership
Difficulty: Moderate
AACSB: Analytical Thinking

81) Most researchers agree that leadership and management are basically the same concept.
Answer: FALSE
LO: 2: Contrast leadership and management
Difficulty: Moderate
AACSB: Reflective Thinking

82) Managers tend to take a long-term perspective, whereas leaders take a short-term perspective.
Answer: FALSE
LO: 2: Contrast leadership and management
Difficulty: Moderate
AACSB: Analytical Thinking

83) Leaders provide a vision for their followers, whereas managers focus on routine issues.
Answer: TRUE
LO: 2: Contrast leadership and management
Difficulty: Moderate
AACSB: Reflective Thinking

84) Effective managers often have to perform roles and functions attributed to leaders.
Answer: TRUE
LO: 2: Contrast leadership and management
Difficulty: Moderate
AACSB: Reflective Thinking

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85) For organizations to function properly all managers can be replaced by leaders.
Answer: FALSE
LO: 2: Contrast leadership and management
Difficulty: Moderate
AACSB: Reflective Thinking

86) One of the primary roles of leaders is to create and maintain the culture of their organizations.
Answer: TRUE
LO: 3: Discuss the importance and impact of the roles and functions of leaders in organizations
Difficulty: Moderate
AACSB: Interpersonal Relations and Teamwork

87) The only means leaders have to influence their followers is through role modeling.
Answer: FALSE
LO: 3: Discuss the importance and impact of the roles and functions of leaders in organizations
Difficulty: Moderate
AACSB: Interpersonal Relations and Teamwork

88) Leadership is a complex process and leaders should always take themselves very seriously.
Answer: FALSE
LO: 3: Discuss the importance and impact of the roles and functions of leaders in organizations
Difficulty: Moderate
AACSB: Reflective Thinking

89) Recent research suggests that leaders must be able to manage their followers' emotional states.
Answer: TRUE
LO: 4: Explore the current turbulent organizational context and the changes leaders face
Difficulty: Moderate
AACSB: Interpersonal Relations and Teamwork

90) While the leader's impact on the organization may not always be tangible, leadership is significant in providing a vision and direction for followers.
Answer: TRUE
LO: 2: Contrast leadership and management
Difficulty: Moderate
AACSB: Analytical Thinking

91) Planning and organizing is increasingly being done by followers instead of leaders alone.
Answer: TRUE
LO: 4: Explore the current turbulent organizational context and the changes leaders face
Difficulty: Moderate
AACSB: Reflective Thinking

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92) Because of many changes in organizations, leaders have to increasingly rely on structuring skills to be effective.
Answer: FALSE
LO: 4: Explore the current turbulent organizational context and the changes leaders face
Difficulty: Moderate
AACSB: Reflective Thinking

93) Factors that are fueling leadership changes include legal pressures and requirements.
Answer: FALSE
LO: 4: Explore the current turbulent organizational context and the changes leaders face
Difficulty: Moderate
AACSB: Reflective Thinking

94) One obstacle many leaders face in today's turbulent environment is an over emphasis on long-term results.
Answer: FALSE
LO: 5: Describe the THINK-KNOW-DO roadmap to effective leadership
Difficulty: Moderate
AACSB: Reflective Thinking

95) While there is considerable research that can support learning how to lead better, it is often inaccessible to practitioners.
Answer: TRUE
LO: 5: Describe the THINK-KNOW-DO roadmap to effective leadership
Difficulty: Moderate
AACSB: Reflective Thinking

96) The TKD roadmap is a series of sequential steps for leaders as they develop and learn to lead.
Answer: FALSE
LO: 5: Describe the THINK-KNOW-DO roadmap to effective leadership
Difficulty: Moderate
AACSB: Reflective Thinking

97) Explain what Jacinda Ardern, former Prime Minister of New Zealand, means when she says, "I refuse to believe that you cannot be both compassionate and strong."
Answer: Jacinda Arden's statement reflects the complexity effective of leadership, and specifically the paradox between being a kind leader and a strong leader, particularly for women.
LO: 1: Define leadership and leadership effectiveness
Difficulty: Moderate
AACSB: Analytical Thinking

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98) Some may argue that leadership is not necessary. What are some important reasons for having leaders in organizations?
Answer: In trying to reconcile the different arguments regarding the need for and impact of leadership, it is important to recognize that leadership is one of many factors that influence the performance of a group or an organization. See Table 1-1 for a summary. Additionally, the leader's contribution, although not always tangible, is significant in providing a vision and direction for followers and in integrating their activities.
LO: 2: Contrast leadership and management
Difficulty: Moderate
AACSB: Analytical Thinking

99) Explain what the author means by: Leadership and management become more closely similar when considering the issue of effectiveness and competence.
Answer: Much of the distinction between management and leadership comes from the fact that the title *leader* assumes competence. Consequently, an effective and successful manager can be considered a leader, but a less-competent manager is not a leader. Overall, the debate over the difference between the two concepts does not add much to our understanding of what constitutes good leadership or good management and how to achieve these goals. It does, however, point to the need felt by many people and organizations for effective, competent, and visionary leadership/management.
LO: 2: Contrast leadership and management
Difficulty: Challenging
AACSB: Analytical Thinking

100) What are some tips for new leaders who are feeling overwhelmed?
Answer: New leaders who are feeling overwhelmed should try to delegate; connect; seek help and advice; prioritize; and take a step back.
LO: 3: Discuss the importance and impact of the roles and functions of leaders in organizations
Difficulty: Moderate
AACSB: Reflective Thinking

101) What are the different roles taken on by leaders today?
Answer: Leaders are charged with taking on several different roles including setting vision and mission; building organizational culture; setting strategy and structure; connecting with stakeholders; and being a role model and emotional guide.
LO: 3: Discuss the importance and impact of the roles and functions of leaders in organizations
Difficulty: Moderate
AACSB: Reflective Thinking

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102) When commenting on changes in organizations since the pandemic, Dan Springer, the CEO of Docusign, says "One of the biggest blind spots for me was misjudging just how thoroughly the world has changed for employees." What does he mean by this?
Answer: Dan Springer comments suggest that the pandemic resulted in significant changes for employees and organizations and that it's important to think about the changes as an opportunity for creativity and innovation. For example, rather than thinking about how to stop people from leaving (the Great Resignation), think about how to attract them (the Great Embrace).
LO: 4: Explore the current turbulent organizational context and the changes leaders face
Difficulty: Challenging
AACSB: Interpersonal Relations and Teamwork

103) What is VUCA and what does it mean for leaders?
Answer: VUCA (volatility, uncertainty, complexity, and ambiguity) is an anacronym that was initially used by the U.S. military to describe the post-Cold War context. Today, it can be used by leaders to describe the environments their organization is facing.
LO: 4: Explore the current turbulent organizational context and the changes leaders face
Difficulty: Moderate
AACSB: Analytical Thinking

104) Discuss some of the demographic changes occurring in the United States. How do these changes affect leadership?
Answer: Students could address a variety of demographic changes in the U.S. population including gender, age, national origin, and race. Demographic changes that lead to increased diversity in the various groups and organizations push leaders to consider this diversity when making decisions. Many countries include similar or even greater cultural diversity.
LO: 4: Explore the current turbulent organizational context and the changes leaders face
Difficulty: Moderate
AACSB: Diverse and Multicultural Work Environments

105) According to Gary Burnison, CEO of the global organizational consulting firm Korn Ferry "Given all we've been through over the past few years, leading is about 'grace' — that inner voice that constantly whispers, 'it's not about you.'" Explain what he means.
Answer: Today's leaders, faced with VUCA, need to go beyond planning, controlling, and monitoring and listen to and address the needs of employees.
LO: 5: Describe the THINK-KNOW-DO roadmap to effective leadership
Difficulty: Challenging
AACSB: Analytical Thinking

106) What are the main obstacles to leading effectively?
Answer: Focusing on immediate or short-term results; punishing experimentation and failure; falling back on old ideas; and dividing between research and practice.
LO: 5: Describe the THINK-KNOW-DO roadmap to effective leadership
Difficulty: Moderate
AACSB: Reflective Thinking

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107) Explain the TKD roadmap and how leaders can use it.
Answer: The TKD roadmap involves thinking critically and systematically about the situation facing the leader, acquiring the knowledge and information they need from a broad variety of sources, and implementing or doing the necessary complex tasks.
LO: 5: Describe the THINK-KNOW-DO roadmap to effective leadership
Difficulty: Moderate
AACSB: Reflective Thinking

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