Meeting the Ethical Challenges of Leadership 8th edition Johnson Test Bank

SKU: 9781071904244-TEST-BANK

Meeting the Ethical Challenges of Leadership (8th)

ISBN 9781071904244 | Chapter 1

Total Questions: 50

Multiple Choice (30)

Q1. *[Multiple Choice] · Cognitive Domain: Comprehension*

_____ power uses inducements (bonuses, raises) and threats (arrests, firings) to get people to go along, while _____ power is based on attracting others rather than forcing them or inducing them to comply.

a) Derailed; referent
b) Hard; soft ✓ correct
c) Mismanaged; inconsistent
d) Loyal; disloyal

Q2. *[Multiple Choice] · Cognitive Domain: Comprehension*

Which type of destructive leadership is characterized by both prominent and ordinary leaders?

a) Widespread ✓ correct
b) Costly
c) Harmful
d) Passive and active

Q3. *[Multiple Choice] · Cognitive Domain: Analysis*

Which of the following describes how destructive leadership is costly?

a) Employees welcome their leaders' influence attempts
b) Employees are reluctant to go beyond their job descriptions ✓ correct
c) Employees engage more in productive work behaviors
d) Employees have positive attitudes toward their superiors

Q4. *[Multiple Choice] · Cognitive Domain: Comprehension*

When it comes to destructive leadership, what can be as damaging as activity?

a) Transparency
b) Passivity ✓ correct
c) Sins of commission
d) Negligence

Q5. *[Multiple Choice] · Cognitive Domain: Analysis*

Which of the following is a way that destructive leadership can be addressed?

a) Prevention ✓ correct
b) Abdication of authority
c) Through productivity
d) Positive attitudes

Q6. *[Multiple Choice] · Cognitive Domain: Knowledge*

_____ is the foundation for influence attempts.

a) Privilege
b) Power ✓ correct
c) Corruption
d) Toxicity

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Q7. *[Multiple Choice] · Cognitive Domain: Application*

As a leader, Scott Pruitt put his interests ahead of their agency, the taxpayers, and the environment. They displayed which shadow of leadership?

a) Misplaced and broken loyalties ✓ correct
b) Inconsistency
c) Privilege
d) Mismanaged information and disinformation

Q8. *[Multiple Choice] · Cognitive Domain: Comprehension*

The challenge of _____ has employees who blindly follow the authority.

a) obligation
b) obedience ✓ correct
c) cynicism
d) dissent

Q9. *[Multiple Choice] · Cognitive Domain: Comprehension*

To avoid contributing to a shadowy environment, followers must deliver _____ and accept responsibility for their actions.

a) bad news ✓ correct
b) reprimands
c) punishment
d) firings

Q10. *[Multiple Choice] · Cognitive Domain: Comprehension*

When followers take issue with policies and procedures that are inefficient, harmful, or costly, they are exhibiting which challenge with leadership?

a) Obligation
b) Dissent ✓ correct
c) Cynicism
d) Obedience

Q11. *[Multiple Choice] · Cognitive Domain: Knowledge*

Leaders almost always enjoy greater _____ than followers.

a) power
b) privileges ✓ correct
c) benefits
d) praise

Q12. *[Multiple Choice] · Cognitive Domain: Knowledge*

Leaders have more access to _____ than others in an organization.

a) stocks
b) salary
c) communication
d) information ✓ correct

Q13. *[Multiple Choice] · Cognitive Domain: Application*

Which one of the descriptions below would be a description of an unethical leader?

a) They reveal conflicts of interest.
b) They withhold information that followers need. ✓ correct
c) They use information solely for the company's benefit.
d) They distribute communication in the organization.

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Q14. *[Multiple Choice] · Cognitive Domain: Comprehension*

Leaders cast shadows when they _____.

a) hoard privileges ✓ correct
b) assume responsibilities
c) manage information
d) act consistently

Q15. *[Multiple Choice] · Cognitive Domain: Comprehension*

Who introduced the metaphor to demonstrate the distinction between ethical and unethical leadership?

a) Jones
b) Kellerman
c) Palmer ✓ correct
d) Kigame

Q16. *[Multiple Choice] · Cognitive Domain: Comprehension*

Diverse followers, varying levels of relationships, and elements of the situation make _____ an ethical burden of leadership.

a) consistency ✓ correct
b) loyalty
c) communication
d) engaging

Q17. *[Multiple Choice] · Cognitive Domain: Comprehension*

According to the text, _____ is a mixed blessing.

a) leadership
b) power
c) knowledge ✓ correct
d) privilege

Q18. *[Multiple Choice] · Cognitive Domain: Analysis*

Leaders act irresponsibly when they fail to _____.

a) make reasonable efforts to prevent misdeeds on the part of their followers ✓ correct
b) engage in destructive behavior
c) ignore or deny ethical problems
d) shoulder responsibility for the consequences of their directives

Q19. *[Multiple Choice] · Cognitive Domain: Comprehension*

Who believes that limiting the understanding of leadership solely to good leadership ignores the reality that many leaders engage in destructive behavior?

a) Kigame
b) Kellerman ✓ correct
c) Jones
d) Palmer

Q20. *[Multiple Choice] · Cognitive Domain: Knowledge*

_____ power resides in the position, not the person.

a) Legitimate ✓ correct
b) Reward
c) Coercive
d) Expert

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Q21. *[Multiple Choice] · Cognitive Domain: Comprehension*

_____ is another name for role model power.

a) Referent ✓ correct
b) Legitimate
c) Expert
d) Authority

Q22. *[Multiple Choice] · Cognitive Domain: Comprehension*

_____ theory is based on the notion that a leader develops a closer relationship with one group of followers than with others.

a) Scientific management
b) LMX ✓ correct
c) Equity
d) Equality

Q23. *[Multiple Choice] · Cognitive Domain: Comprehension*

_____ and _____ represent the power of leaders to either illuminate the lives of their followers or cast them in darkness.

a) Sun; moon
b) Bright; dark
c) Rain; clouds
d) Light; shadow ✓ correct

Q24. *[Multiple Choice] · Cognitive Domain: Knowledge*

The greater a leader's _____, the greater the potential for abuse.

a) role
b) power ✓ correct
c) rank
d) potential

Q25. *[Multiple Choice] · Cognitive Domain: Comprehension*

According to LMX, the _____ have high levels of trust, mutual influence, and support that characterize their exchanges with the leader.

a) out-groups
b) in-groups ✓ correct
c) role models
d) mentors

Q26. *[Multiple Choice] · Cognitive Domain: Comprehension*

There is a difference between healthy skepticism, which prevents followers from being exploited, and unhealthy _____, which undermines individual and group performance.

a) abuse
b) bias
c) cynicism ✓ correct
d) power

Q27. *[Multiple Choice] · Cognitive Domain: Knowledge*

_____ is making inappropriate or excessive threats for not complying with the leader's directives.

a) Abuse
b) Belittling
c) Cruelty
d) Coercion ✓ correct

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Q28. *[Multiple Choice] · Cognitive Domain: Application*

Roberto preferred to earn the respect of their employees rather than force employees to follow them. What kind of power is Roberto modeling?

a) Expert
b) Referent ✓ correct
c) Legitimate
d) Reward

Q29. *[Multiple Choice] · Cognitive Domain: Application*

Carla liked to deliver praise and bonuses to their employees to motivate them. What kind of power is Carla modeling?

a) Expert
b) Referent
c) Legitimate
d) Reward ✓ correct

Q30. *[Multiple Choice] · Cognitive Domain: Application*

As a leader in their organization, every year Ruth gave up 1 week of vacation time to serve at a camp for at-risk youth. This is an example of sharing _____.

a) power
b) mismanaged information
c) privilege ✓ correct
d) broken loyalties

True/False (10)

Q31. *[True/False] · Cognitive Domain: Comprehension*

Hard power uses bonuses, raises, or threats to get people to go along.

a) True ✓ correct
b) False

Correct answer: True

Q32. *[True/False] · Cognitive Domain: Knowledge*

U.S. workers prefer leaders who rely on legitimate power.

a) True
b) False ✓ correct

Correct answer: False

Q33. *[True/False] · Cognitive Domain: Knowledge*

Refusing to face the dark side of leadership makes abuse more likely.

a) True ✓ correct
b) False

Correct answer: True

Q34. *[True/False] · Cognitive Domain: Comprehension*

Employers are also gathering more and more information about employee behavior both on and off the job.

a) True ✓ correct
b) False

Correct answer: True

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Q35. *[True/False] · Cognitive Domain: Comprehension*

Companies do not have the right to gather information to improve performance and eliminate waste and theft.

a) True

b) False ✓ correct

Correct answer: False

Q36. *[True/False] · Cognitive Domain: Comprehension*

The harm caused by destructive leadership can be minimized.

a) True ✓ correct

b) False

Correct answer: True

Q37. *[True/False] · Cognitive Domain: Comprehension*

Powerful leaders are not prone to biased judgments.

a) True

b) False ✓ correct

Correct answer: False

Q38. *[True/False] · Cognitive Domain: Comprehension*

Expert power is based on characteristics of the individual regardless of that person's official position.

a) True ✓ correct

b) False

Correct answer: True

Q39. *[True/False] · Cognitive Domain: Comprehension*

Many of history's villains are traitors.

a) True ✓ correct

b) False

Correct answer: True

Q40. *[True/False] · Cognitive Domain: Comprehension*

Followers can walk on the dark side if they fail to meet moral responsibilities of their roles.

a) True ✓ correct

b) False

Correct answer: True

Essay (10)

Q41. *[Essay] · Cognitive Domain: Analysis*

What is meant by "the challenge of obligation"? What does this have to do with followership?

Suggested answer: *Sample response: Followers contribute to a shadowy atmosphere when they fail to fulfill their minimal responsibilities by coming to work late, taking extended breaks, not carrying out assignments, undermining the authority of their leaders, stealing supplies, and so on. However, they can also contribute to an unethical climate by taking on too many obligations. Employees forced to work mandatory overtime or staff working from home who feel they are always tethered to their jobs by their phones and computers.*

Q42. *[Essay] · Cognitive Domain: Comprehension*

Your book discusses some of the common shadows cast by leaders faced with the ethical challenges of leadership. What are the two important questions that arose while identifying these shadows?

Suggested answer: *Sample response: (1) Why is it that, when faced with the same ethical challenges, some leaders cast light and others cast shadows? and (2) what steps can we take as leaders to cast more light than shadow?*

Q43. *[Essay] · Cognitive Domain: Application*

Give an example of a leader who used their destructive power to serve their own self-interests.

Suggested answer: *Sample response: Answers may vary. Examples may include Kim Jong-Il, Paul Kigame, and Scott Pruitt, as well as others.*

Q44. *[Essay] · Cognitive Domain: Application*

Provide an example of how sharing power can prevent power abuses and improve organizational performance.

Suggested answer: *Sample response: Answers may vary. A great number of leaders are casting light rather than shadow. They use power to achieve worthy purposes. Many recognize that sharing power prevents power abuses and improves organizational performance. Executives at Zappos, Johnsonville Sausage, Patagonia, SAS, food processor Morning Star, and other successful organizations have relinquished much of their legitimate, coercive, award, and expert power bases to lower-level leaders. At many other companies, self-directed work teams have taken over functions—hiring, scheduling, quality control—that used to be the province of mid- and lower-level managers.*

Q45. *[Essay] · Cognitive Domain: Analysis*

Based on Case Study 1.3, "Keeping Players Hooked: Big Data and Online Gambling," how does Big Data positively or negatively impact gambling?

Suggested answer: *Sample response: Answers may vary. Data analytics or big data is key to the success of online gaming. Online gambling sites start collecting information the moment a player visits. To set up an account, users must report their age, gender, location, and occupation, which is enough to "tell a company a huge amount about their behavior and expectations." Data collection continues as players stay on the site. Casinos can monitor how long players spend playing a game, how much they spend, and so on.*

Q46. *[Essay] · Cognitive Domain: Analysis*

Discuss the challenge of cynicism and what it means to followership.

Suggested answer: *Sample response: There is a difference between healthy skepticism, which prevents followers from being exploited, and unhealthy cynicism, which undermines individual and group performance. Followers darken the atmosphere when they become organizational cynics. That's because cynicism destroys commitment and undermines trust. Collective performance suffers as a result. Few give their best effort when they are disillusioned with the group. Cynical employees feel less identification with and commitment to their employers while being more resistant to change; they are less likely to go beyond their job duties to help their colleagues and their organizations. The greater the degree of cynicism, the more effort is directed toward attacking the organization at the expense of completing the task at hand.*

Q47. *[Essay] · Cognitive Domain: Application*

Outline the steps you can take to better meet the ethical challenges of followership.

Suggested answer: *Sample response: Answers may vary. Students may use the challenges of obligation, obedience, cynicism, dissent, and bad news as they create their outline.*

Q48. *[Essay] · Cognitive Domain: Analysis*

Describe an unethical leader.

Suggested answer: *Sample response: Answers may vary. Characteristics of unethical leaders include deny having knowledge that is in their possession; hide the truth; mislead listeners; fail to reveal conflicts of interest; withhold information that followers need; release information to the wrong people; put followers in ethical binds by preventing them from releasing information that others have a legitimate right to know; fail to evaluate the quality of evidence and arguments; uncritically share disinformation; secretly collect information; employ data to profile and discriminate; break laws regulating the collection and use of information; fail to secure data; fail to protect people from inaccurate data; use information solely for personal or organizational benefit; violate the privacy rights of followers and outsiders, and use information to harm followers and the public.*

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Q49. *[Essay] · Cognitive Domain: Application*

Based on Case Study 1.1, "#UsToo Meets #MeToo: The Ohio State Men's Sex Abuse Scandal," how can we keep athletes, coaches, and other personnel in any sport from abusing their power and covering up their actions? How can we protect the powerless?

> ***Suggested answer:*** *Sample response: Answer may vary. The #UsToo movement has empowered individuals to stand up and speak out against abuse of power over them. When people stand together there is a sense of "I am not alone and I can do this." The more cases like Nassar and Strauss made public, the more can be done to prevent it.*

Q50. *[Essay] · Cognitive Domain: Application*

Based on Case Study 1.2, "Living Like a Billionaire at the National Rifle Association," do you think being a leader grants permission to use funds for personal gain? Why or why not?

> ***Suggested answer:*** *Sample response: Answers may vary. Some may feel that the time and importance of an issue warrants a high paycheck. Others may feel that not-for-profit includes the leaders not making a profit.*

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