Introduction to Leadership 6th edition Northouse Test Bank

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Introduction to Leadership (6th)

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Total Questions: 65

Easy

Multiple Choice (16)

Q1. *[Multiple Choice]*

Contingency theory focuses on the match between the leader's style and _____.

a) followers' needs
b) specific situational variables ✓ correct
c) specific follower preferences
d) leader's skills

Q2. *[Multiple Choice]*

In leadership literature, how many different definitions of leadership have been identified?

a) 1
b) 3
c) approximately ten
d) over 100 ✓ correct

Q3. *[Multiple Choice]*

Influence is central to the process of leadership because leaders affect _____.

a) outcomes
b) goals
c) followers ✓ correct
d) vision

Q4. *[Multiple Choice]*

So-called Great Man theories belong to which leadership approach?

a) behavior
b) relational
c) situational
d) trait ✓ correct

Q5. *[Multiple Choice]*

The GLOBE study sought to increase our understanding of the impact _____ has on leadership effectiveness.

a) culture ✓ correct
b) globalization
c) democratization
d) nationalism

Q6. *[Multiple Choice]*

The concept of _____ involves measuring every detail of a worker's tasks to make work more efficient, consistent, and predictable.

a) authority of position
b) authority of leadership
c) path-goal theory
d) the scientific management of labor ✓ correct

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Q7. *[Multiple Choice]*

The thought that “leaders are born, not made” characterizes leadership as a _____.

a) trait ✓ correct
b) skill
c) relationship
d) behavior

Q8. *[Multiple Choice]*

The “Big Five” personality factors and emotional intelligence have been researched as a part of which leadership approach?

a) situational
b) behavior
c) relational
d) trait ✓ correct

Q9. *[Multiple Choice]*

Viewing leadership as a(n) _____ places a great deal of emphasis on the leader and on the leader’s special gifts.

a) relationship
b) ability
c) trait ✓ correct
d) skill

Q10. *[Multiple Choice]*

What are the two general behaviors identified by research?

a) task and process ✓ correct
b) skill acquisition and process
c) task and charisma
d) work ethic and charisma

Q11. *[Multiple Choice]*

What is the definition of a trait?

a) the capacity to lead
b) a distinguishing quality of an individual ✓ correct
c) a competency developed to accomplish a task effectively
d) what leaders do when they are in a leadership role

Q12. *[Multiple Choice]*

When an individual influences a group of individuals to achieve a common goal, leadership is being depicted as a(n) _____.

a) skill
b) trait
c) approach
d) process ✓ correct

Q13. *[Multiple Choice]*

Which behavirs focus on helping people feel comfortable in a group?

a) task behaviors
b) process behaviors ✓ correct
c) passive behaviors
d) introspective behaviors

Q14. *[Multiple Choice]*

Which concept focuses on observable measures?

a) behaviors ✓ correct
b) skills
c) traits
d) abilities

Q15. *[Multiple Choice]*

Which leadership approach focuses on followers' needs in order to help followers become more autonomous and knowledgeable?

a) spiritual leadership
b) authentic leadership
c) transformational leadership
d) servant leadership ✓ correct

Q16. *[Multiple Choice]*

Which leadership theory describes leadership as a process that changes people and organizations?

a) leader-member exchange theory
b) path-goal theory
c) transformational leadership ✓ correct
d) contingency theory

True/False (3)

Q17. *[True/False]*

An approach is based on empirical research.

a) True
b) False ✓ correct

Correct answer: False

Q18. *[True/False]*

There are no universally accepted characteristics of leadership.

a) True
b) False ✓ correct

Correct answer: False

Q19. *[True/False]*

Toxic leaders often play to their followers' basest fears.

a) True ✓ correct
b) False

Correct answer: True

Medium

Multiple Choice (22)

Q20. *[Multiple Choice]*

A leader who changes their style to fit different contexts is using which approach to leadership?

a) relational
b) behavior
c) situational ✓ correct
d) new leader

Q21. *[Multiple Choice]*

A leader who inspires followers to be unethical, untrustworthy, and deceptive can be described as _____.

a) relational
b) susceptible
c) constructive
d) toxic ✓ correct

Q22. *[Multiple Choice]*

A leader who utilizes a follower's belief and sense of calling is using which emerging leadership approach?

a) adaptive
b) authentic
c) spiritual ✓ correct
d) servant leadership

Q23. *[Multiple Choice]*

Authority and influence are shared when leadership is a _____.

a) trait
b) relationship ✓ correct
c) skill
d) behavior

Q24. *[Multiple Choice]*

Demand for effective leadership exists at what levels?

a) local, community, and national levels ✓ correct
b) personal and interpersonal levels
c) international levels
d) business and non-profit levels

Q25. *[Multiple Choice]*

How is a person who develops their skills through practice most likely to view leadership?

a) as an ability ✓ correct
b) as a trait
c) as a behavior
d) as a relationship

Q26. *[Multiple Choice]*

If you are capable of learning from experience, you can acquire leadership. This statement is a characteristic of leadership as a(n) _____.

a) relationship
b) skill ✓ correct
c) trait
d) ability

Q27. *[Multiple Choice]*

Leadership achieves positive outcomes by _____.

a) using assertive means
b) focusing on challenges
c) using positive means ✓ correct
d) focusing on strengths

Q28. *[Multiple Choice]*

Leadership approaches experience periods of increased and decreased interest. What happens when an approach's period of popularity decreases?

a) The theory is disused and relegated to textbooks.

b) The theory continues to influence further study and development of new approaches. ✓ correct

c) Researchers ignore the theory.

d) The theory is disused and relegated to textbooks and researchers ignore the theory.

Q29. *[Multiple Choice]*

Mutuality in leadership is stressed in which approach?

a) relationship ✓ correct

b) skill

c) behavior

d) ability

Q30. *[Multiple Choice]*

Some people are perceived as leaders who are born with vision and a gift to inspire and guide others. Which leadership approach describes them best?

a) situational approach

b) behavior approach

c) relational approach

d) trait approach ✓ correct

Q31. *[Multiple Choice]*

Stressing mutuality lessens the possibility that leaders might act toward followers in ways that are _____.

a) outside the norms

b) difficult to comprehend

c) beneficial to everyone

d) forced and unethical ✓ correct

Q32. *[Multiple Choice]*

What is a key outcome of toxic leadership according to Lipman-Blumen?

a) Followers are unhappy.

b) Followers are stressed.

c) Followers are worse off than before the leader emerged. ✓ correct

d) Followers are empowered to speak.

Q33. *[Multiple Choice]*

What is the difference between authority of position and authority of leadership?

a) Authority of position is ascribed to those in the organization who have the knowledge and ability needed for a task, whereas authority of leadership is the power to direct the work of an individual by someone higher up in an organization's structure.

b) Authority of position is the power to direct the work of an individual by someone higher up in an organization's structure, whereas authority of leadership is ascribed to those in the organization who have the knowledge and ability needed for a task. ✓ correct

c) Authority of position is about seeking constructive change, whereas authority of leadership is about establishing order.

d) Authority of position is about establishing order, whereas authority of leadership is about seeking constructive change.

Q34. *[Multiple Choice]*

What is the purpose of management?

a) to measure every detail of a worker's tasks

b) to structure and coordinate various functions within organizations ✓ correct

c) to direct the work of an individual by someone in a higher position

d) to seek constructive change

Q35. *[Multiple Choice]*

When a leader shows personal characteristics and distinguishing qualities, leadership is being perceived as a _____.

a) trait ✓ correct

b) relationship

c) skill

d) process

Q36. *[Multiple Choice]*

When leadership is viewed as an influence process, leaders direct their energies towards _____.

a) influencing individuals to achieve something together ✓ correct

b) making all followers feel comfortable in the group

c) teaching individuals skills necessary to succeed

d) correcting followers' ineffective behaviors

Q37. *[Multiple Choice]*

When leadership is viewed as non-linear and highly collaborative, which aspect between leader and follower(s) becomes paramount?

a) hierarchy

b) dynamic

c) skill

d) relationship ✓ correct

Q38. *[Multiple Choice]*

Which is a characteristic of effective leadership?

a) intention of influence that creates change for the greater good ✓ correct

b) focus on the leader

c) leaving the followers worse off

d) making sure people know that the leader is the authority

Q39. *[Multiple Choice]*

Which is true of leadership and management?

a) Leadership is about people, and management is about process.

b) Leadership is about power, and management is aboutcontrol.

c) Leadership is about seeking constructive change, and management is about establishing order. ✓ correct

d) Leadership is about influence, and management is about delegation.

Q40. *[Multiple Choice]*

Which term is used to define observable aspects of leadership?

a) skills

b) traits

c) abilities

d) behaviors ✓ correct

Q41. *[Multiple Choice]*

Which theory is most likely being used when a leader acknowledges followers' good work and seeks to motivate them to enhance performance?

a) path-goal theory ✓ correct
b) contingency theory
c) leader-member exchange theory
d) transformational leadership theory

True/False (7)

Q42. *[True/False]*

A challenge for leaders using the behavior approach is combining task and process behaviors.

a) True ✓ correct
b) False

Correct answer: True

Q43. *[True/False]*

Both leadership and management involve influence and goal accomplishment.

a) True ✓ correct
b) False

Correct answer: True

Q44. *[True/False]*

How someone thinks about leadership influences how they practice leadership.

a) True ✓ correct
b) False

Correct answer: True

Q45. *[True/False]*

In viewing leadership as a trait, it is important that leaders have the required traits demanded by a particular situation.

a) True ✓ correct
b) False

Correct answer: True

Q46. *[True/False]*

It is possible to develop an ability with experience.

a) True ✓ correct
b) False

Correct answer: True

Q47. *[True/False]*

Viewing leadership as an influence process gives leadership an inherent ethical dimension.

a) True ✓ correct
b) False

Correct answer: True

Q48. *[True/False]*

When leadership is viewed as a relationship, authority is often top-down.

a) True
b) False ✓ correct

Correct answer: False

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Essay (4)

Q49. *[Essay]*

Compare and contrast leadership approaches and theories.

> ***Suggested answer:*** *Sample response: Both concepts apply to the characteristics of leadership and how leaders are perceived. An approach is a general way of thinking about a phenomenon, not necessarily based on empirical research. Theories usually include a set of hypotheses, principles, or laws that explain a given phenomenon. Theories are more refined and can provide a predictive framework in analyzing the phenomenon.*

Q50. *[Essay]*

Compare and contrast the concepts of leadership as a relationship and leadership as an influence process.

> ***Suggested answer:*** *Sample response: These are both closely related with social processes and interactions with others. The concept of leadership as a relationship is closely aligned with collaboration and teamwork.The concept of leadership as an influence process deals more with affecting others as followers.*

Q51. *[Essay]*

Differentiate between the two types of authority.

> ***Suggested answer:*** *Sample response: Chester Barnard conceptualized two types of authority: authority of position, and authority of leadership. Authority of position is the power to direct the work of an individual by someone in a higher position in an organization's structure, whereas authority of leadership is ascribed to those in the organization who have the knowledge and ability needed for a task. Both types are arguably necessary for organizations to function well.*

Q52. *[Essay]*

Why is it important to be an effective leader?

> ***Suggested answer:*** *Sample response: Effective leadership is intended influence that creates change for the greater good. Leadership uses positive means to achieve positive outcomes. It is important to be an effective leader because people want leaders who listen to and understand their needs and who can relate to their circumstances.*

Hard

Multiple Choice (7)

Q53. *[Multiple Choice]*

A business manager needs their subordinates to problem solve in an uncertain and changing environment. That manager might consider which emerging leadership approach?

a) spiritual leadership
b) servant leadership
c) authentic leadership
d) adaptive leadership ✓ correct

Q54. *[Multiple Choice]*

A leader is brought in to run an effective visioning retreat because they have experience running many successful visioning retreats in their past. This organization is utilizing what approach to leadership in this example?

a) Leadership is a relationship.
b) Leadership is a skill. ✓ correct
c) Leadership is a behavior.
d) Leadership is a trait.

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Q55. *[Multiple Choice]*

A leader should behave genuinely with their followers and align their behaviors with their values. This is a description of which emerging leadership approach?

a) adaptive
b) spiritual
c) authentic ✓ correct
d) servant

Q56. *[Multiple Choice]*

A manager who adheres strictly to their meeting agenda might be focusing on which type of behavior?

a) process
b) team building
c) task ✓ correct
d) relationship

Q57. *[Multiple Choice]*

A manager who encourages subordinates to take time off from work to recuperate from stressful projects might be utilizing leadership as a _____.

a) relationship ✓ correct
b) behavior
c) skill
d) task

Q58. *[Multiple Choice]*

A social entrepreneur who successfully creates new business ventures over the span of their entire career might be judged to have which leadership element?

a) knowledge
b) ability ✓ correct
c) thoughtfulness
d) disposition

Q59. *[Multiple Choice]*

What is the focus of a leader who begins each team meeting with a teambuilding activity and has quarterly retreats?

a) task behaviors
b) process behaviors ✓ correct
c) leader-member exchange
d) skill acquisition

Essay (6)

Q60. *[Essay]*

Based on the behavior approach, describe the two types of leader behaviors and give an example of a situation in which each behavior is used appropriately.

Suggested answer: *Sample response: The two types of leader behaviors are task behaviors and relationship behaviors. Task behaviors are used by leaders to get the job done, whereas relationship (process) behaviors are used by leaders to help people feel comfortable with other group members and at ease in the situations in which they find themselves. For example, task behaviors would be used when a leader prepares an agenda for a meeting, and relationship behaviors would be used when a leader helps individuals in a group to feel included.*

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Q61. *[Essay]*

Describe how a leader can become “toxic,” and provide an example of toxic leadership.

Suggested answer: *Sample response: Leaders who use their influence or power for personal ends are “toxic,” where their leadership leaves their followers worse off than they found them, often violating the basic human rights of others and playing to their followers’ basest fears. An example of toxic leadership would be corporate leaders who engage in unethical behavior such as sexual misconduct, fraud, bribery and insider trading.*

Q62. *[Essay]*

Differentiate among leadership as a trait, ability, skill, and behavior, and highlight examples of each from your personal experience.

Suggested answer: *Sample response: Saying that leadership is a trait places a great deal of emphasis on the leader and on the leader’s special gifts. It follows the often-expressed belief that “leaders are born, not made”—that leadership is innate rather than learned. A person who has leadership ability is able to be a leader—that is, has the capacity to lead. Conceptualized as a skill, leadership is a competency developed to accomplish a task effectively. Skilled leaders are competent people who know the means and methods for carrying out their responsibilities. Finally, thinking about leadership as a behavior refers to what leaders do when they are in a leadership role.*

Q63. *[Essay]*

Differentiate between leadership and management, and provide examples for when each are necessary.

Suggested answer: *Sample response: Leadership is about seeking constructive change, and management is about establishing order. For example, it is often said that “managers are people who do things right, and leaders are people who do the right thing.”*

Q64. *[Essay]*

Discuss three emerging leadership approaches; which do you most closely identify with?

Suggested answer: *Sample response: Three emerging leadership approaches include authentic leadership (an approach that looks at the authenticity of leaders and their leadership), spiritual leadership (considers how leaders use values, a sense of “calling,” and membership to motivate followers), and ethical leadership (examining a leader’s character, duties, decision making, and decision outcomes). If someone is concerned about dishonest or unethical behavior occurring within organizations and professions, for example, they would likely identify with the ethical leadership approach.*

Q65. *[Essay]*

Explain how a team marketing project may still be considered an outcome of leadership.

Suggested answer: *Sample response: There may be a designated team leader, but all the idea generation, planning, problem solving, and decision-making might be made jointly. Leadership happens through a mutual influence process, involving both leaders and followers. More than one person can take on a leadership role at a given time.*