Leadership 8th edition Lussier Test Bank

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Leadership (8th)

ISBN 9781071940396 | Chapter 1: Who Is a Leader and What Skills Do Leaders Need?

Total Questions: 100

Easy

Multiple Choice (39)

Q1. *[Multiple Choice]*

Researchers estimate that _____ of leadership ability is developed over time.

a) a large majority
b) only a small amount
c) less than half
d) more than half ✓ correct

Q2. *[Multiple Choice]*

Which of the following best illustrates how leadership affects organizational success?

a) Employees give feedback on productivity in annual reviews.
b) Senior managers rely on economic and market changes to improve operations.
c) Employees and lower-level managers implement strategic plans. ✓ correct
d) Mid-level management dictates the tone and vision of the entire organization.

Q3. *[Multiple Choice]*

In today's work environment, employees are expected to be _____.

a) lacking in soft-skills
b) technically savvy
c) self-leading ✓ correct
d) followers

Q4. *[Multiple Choice]*

What term refers to a shared mindset that represents a way of thinking about, researching, and understanding leadership?

a) servant leadership
b) leadership paradigm ✓ correct
c) integrative leadership theories
d) informational leadership roles

Q5. *[Multiple Choice]*

A(n) _____ is a group member who takes charge, voices issues, and initiates change.

a) manager
b) emergent informal leader ✓ correct
c) CEO
d) follower

Q6. *[Multiple Choice]*

In the _____ model, the institution comes first.

a) management
b) shareholder
c) participative
d) autocratic ✓ correct

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Q7. *[Multiple Choice]*

According to Ken Blanchard, which is true about self–serving leaders?

a) They focus on what is best for the organization.
b) They tend to base firm performance on strategic team leadership.
c) They focus on having others serve them to get what they want. ✓ correct
d) They tend to treat all people with fairness.

Q8. *[Multiple Choice]*

According to Ken Blanchard, servant leaders tend to _____.

a) be most interested in actions that benefit themselves
b) turn the organizational chart upside down ✓ correct
c) focus on ways to improve profits
d) create an "I win, you lose" environment

Q9. *[Multiple Choice]*

What term refers to the influencing process between leaders and followers that achieves organizational objectives through change?

a) leadership ✓ correct
b) management
c) interpersonal skills
d) decision making

Q10. *[Multiple Choice]*

Which is true about followers?

a) They sometimes perform leadership roles. ✓ correct
b) They focus on performing tasks exactly as they are assigned.
c) They tend to lack interpersonal skills.
d) They do not like voiding ideas or suggestions.

Q11. *[Multiple Choice]*

To be an effective leader, organizational objectives must _____.

a) be clear and measurable ✓ correct
b) come from management
c) come from team members' input
d) linked to performance

Q12. *[Multiple Choice]*

Which are a firm’s most valuable assets?

a) people ✓ correct
b) leaders
c) managers
d) shareholders

Q13. *[Multiple Choice]*

In order to build trust with people, you must first _____.

a) practice influencing them
b) master decision-making skills
c) convince them you care about them ✓ correct
d) demonstrate self-serving leadership

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Q14. *[Multiple Choice]*

The _____ approach takes a leader-centered perspective on developing individual leadership skills.

a) technical skills
b) trusting relationships
c) servant leader
d) skills ✓ correct

Q15. *[Multiple Choice]*

When Robert Katz initially identified the three administrative skills, they were referred to as technical, human, and _____.

a) conceptual ✓ correct
b) interpersonal
c) decision making
d) influencing

Q16. *[Multiple Choice]*

Technical skills primarily focus on _____.

a) ways to build trusting relationships
b) how one influences others
c) ways to perform a task ✓ correct
d) solving problems

Q17. *[Multiple Choice]*

Most employees are promoted into their first management role based on their _____ skills.

a) interpersonal
b) decision-making
c) people
d) technical ✓ correct

Q18. *[Multiple Choice]*

Interpersonal skills involve the ability to understand and work _____.

a) to select alternatives to problems
b) as a liaison between management and employees
c) with employees through effective leadership
d) with individuals and groups through effective relationships ✓ correct

Q19. *[Multiple Choice]*

Henry Mintzberg established _____ which groups together the different functions managers perform when accomplishing organizational objectives.

a) evidence-based management
b) leadership trait theories
c) managerial role categories ✓ correct
d) decisional leadership theory

Q20. *[Multiple Choice]*

One way to classify leadership theories and research is by _____.

a) focusing on organizational interactions in the theory or research
b) determining who the theory or research applies to ✓ correct
c) comparing the length of time it took to formulate the research or theory
d) analyzing the number of people the research or theory influences

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Q21. *[Multiple Choice]*

What does the individual level of analysis of leadership focus on?

a) the individual employee and their duties
b) the group process of influencing individuals to be more productive
c) the individual process of influencing others to achieve objectives through change ✓ correct
d) the ways a leader manages small groups of employees to reach company objectives

Q22. *[Multiple Choice]*

What is an important process of a group or team level analysis?

a) conducting productive meetings ✓ correct
b) delivering focused training
c) attending compelling conferences
d) engaging in icebreakers

Q23. *[Multiple Choice]*

Which of the following leads to organizational performance?

a) individuals working independently and interdependently in teams and shared task performance ✓ correct
b) teams performing collaboratively towards a shared organizational goal
c) individuals working independently on tasks to increase productivity and performance
d) interrelationships forming among small teams and a few managers to achieve organizational goals

Q24. *[Multiple Choice]*

What leads to high-performing teams?

a) self-serving leadership
b) collaboration ✓ correct
c) followership
d) aggressive goals

Q25. *[Multiple Choice]*

A leadership _____ is an explanation of some aspect of leadership.

a) theory ✓ correct
b) paradigm
c) classification
d) trait

Q26. *[Multiple Choice]*

Leadership theory classifications include trait, behavioral, contingency, and _____ theories.

a) integrative ✓ correct
b) informational
c) technical
d) interpersonal

Q27. *[Multiple Choice]*

Which theory analyzes the qualities that make leaders successful, such as a leader's appearance and dominance?

a) personal behavioral theory
b) interpersonal theory
c) leadership trait theory ✓ correct
d) contingency leadership theory

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Q28. *[Multiple Choice]*

According to research, _____ business leadership says college graduates possess the skills needed to succeed in jobs or to lead.

a) most
b) roughly half
c) around one–third
d) less than one–fourth ✓ correct

Q29. *[Multiple Choice]*

Which of the following is an objective of the textbook?

a) to develop students' global understanding of leadership qualities
b) to only develop skills that will be used in one's professional life
c) to build students' critical thinking on interpersonal communication
d) to teach students the theory and concepts of leadership knowledge ✓ correct

Q30. *[Multiple Choice]*

This textbook aims to bridge the gap between research and practice using a _____.

a) self–reflection and goal–setting approach to developing skills
b) three–pronged approach with theory, application, and skill development ✓ correct
c) methodology for converting theory to practice
d) seven–step process to develop leadership skills

Q31. *[Multiple Choice]*

Evidence-based management translates theory into _____.

a) workplace behavior ✓ correct
b) organizational profit
c) individual workflows
d) effective leadership styles

Q32. *[Multiple Choice]*

Evidence-based management means that decisions and organizational practices are based on the _____.

a) most familiar paradigms
b) oldest and most used methods
c) best available scientific data ✓ correct
d) most tested theories of leadership

Q33. *[Multiple Choice]*

Which is the premier journal publisher for professional organizations?

a) American City Business
b) Harvard Business Review
c) Organizational Science
d) Academy of Management ✓ correct

Q34. *[Multiple Choice]*

One of the goals of this textbook is to _____.

a) move away from making decisions based on feelings ✓ correct
b) rely on knowledge of traits when conducting business
c) inspire the research of leadership styles
d) train students to diversify their skills

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Q35. *[Multiple Choice]*

How does a college or university attain AACSB accreditation?

a) apply and pay the annual fee to the AACS
b) validate assurance of learner success and has identified competency standards ✓ correct
c) produce an average of 2 research publications per faculty member
d) operate with small classes to allow for interpersonal skill development

Q36. *[Multiple Choice]*

How does this textbook meet AACSB competencies?

a) They are introduced through theory with examples from leading publications.
b) They are illustrated through case studies and skills activities.
c) They are covered by providing theory, skill activities, and application activities. ✓ correct
d) They are aligned with effective leadership traits and behaviors.

Q37. *[Multiple Choice]*

This textbook offers six features that help you _____ by discussing a model versus an exhibit, behavior modeling, and skills practice.

a) identify your leadership traits
b) identify your leadership perspective
c) develop your leadership skills ✓ correct
d) develop your research skills

Q38. *[Multiple Choice]*

This textbook provides prescriptive _____ that offer step-by-step instructions that are meant to improve your own performance.

a) models ✓ correct
b) exhibits
c) case studies
d) scientific studies

Q39. *[Multiple Choice]*

Behavior modeling skills training in this textbook include which of the following?

a) theory memorization
b) practice questions
c) self-assessment ✓ correct
d) case analysis

True/False (7)

Q40. *[True/False]*

Self–awareness is part of leadership development.

a) True ✓ correct
b) False

Correct answer: True

Q41. *[True/False]*

Leaders and managers are interchangeable, and both have the ability to influence others.

a) True
b) False ✓ correct

Correct answer: False

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Q42. *[True/False]*

Good followers also perform leadership roles when needed.

a) True ✓ correct
b) False

Correct answer: True

Q43. *[True/False]*

A good leader may sometimes coerce subordinates to influence their behaviors or thoughts.

a) True
b) False ✓ correct

Correct answer: False

Q44. *[True/False]*

Interpersonal skills focus on conceptual ideas.

a) True
b) False ✓ correct

Correct answer: False

Q45. *[True/False]*

Behavioral leadership theory is based on determining the appropriate leadership style by the leader, followers, and situations.

a) True
b) False ✓ correct

Correct answer: False

Q46. *[True/False]*

To develop leadership skills, one needs to learn the leadership concepts, apply them, and practice them through skill-development exercises.

a) True ✓ correct
b) False

Correct answer: True

Medium

Multiple Choice (31)

Q47. *[Multiple Choice]*

Why is leadership development often cited as an important priority?

a) It primarily influences the functioning of senior-level employees.
b) It is essential to eliminate employee turnover.
c) It is very costly and, thus, viewed as very valuable by organizations.
d) It is viewed as a competitive advantage. ✓ correct

Q48. *[Multiple Choice]*

Which is true regarding leadership skills?

a) All members of an organization need them. ✓ correct
b) Only C-suite employees need them.
c) They are very easy to develop.
d) They tend to naturally occur in certain people.

Q49. *[Multiple Choice]*

In today's corporate environment, managers taking a _____ view shift their focus to address societal needs while making a profit.

a) autocratic
b) stakeholder ✓ correct
c) bureaucratic
d) collaborative

Q50. *[Multiple Choice]*

Which of the following describes a stakeholder view?

a) Managers make decisions that positively impact employees, customers, and the community. ✓ correct
b) Managers make decisions to increase profit for the company or shareholders.
c) Managers improve processes that impact suppliers and logistic teams to increase efficiency.
d) Managers empower employees to take on leadership roles to help make decisions for the community.

Q51. *[Multiple Choice]*

When using the stakeholder view, managers try to focus on _____.

a) creating a positive working environment
b) maximizing pay for employees
c) maximizing the gross income of the business
d) creating win–win situations for everyone ✓ correct

Q52. *[Multiple Choice]*

Which of the following regarding self–serving and servant leaders is true?

a) Very few people are wholly self–serving or servant leaders all the time. ✓ correct
b) Servant leaders tend to be let go from organizations more than self–serving leaders.
c) High–performing organizations have self–serving leaders at every level of the organization.
d) Only people with certain personality qualities can be servant leaders at home and work.

Q53. *[Multiple Choice]*

Which of the following best illustrates the definition of leadership?

a) John has been an employee at company X for over a year and relies on his manager to always give suggestions on improvements and performance.
b) DeMarcus is a manager at company X where he observes employee interactions to give informal and formal feedback to his subordinates.
c) Maria, an employee at company X, gives suggestions to help improve morale and routinely volunteers to meet with senior management to help make company decisions. ✓ correct
d) Juanita works for company X and leads a team of 6. She receives monthly performance reports to help her make bonus decisions for herself and her team.

Q54. *[Multiple Choice]*

Miguel is a middle manager with company X who has the opportunity to communicate ideas to superiors and employees to help reach company goals. What is this is an example of?

a) self-serving leadership
b) forming trusting relationships
c) following
d) influencing ✓ correct

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Q55. *[Multiple Choice]*

Which of the following is an example of the change element in leadership?

a) Shereé, a manager at her company, was able to take input from her team to influence upper management into increasing bonus payouts.

b) Meena recently took a risk by investing in a new start-up that expanded her company's profile.

c) Ajay has been recently promoted to a management role at his company based on his performance and team leadership.

d) Leshawn's company has been struggling to sell products to a younger audience. He used new technology to direct the market to a younger clientele to compete with their competitors. ✓ correct

Q56. *[Multiple Choice]*

Why is trust an important part of leadership?

a) It is the primary way technical skills are improved.

b) It is foundational for team collaboration and achievement. ✓ correct

c) It yields self-serving leadership.

d) It yields superior managerial skills.

Q57. *[Multiple Choice]*

Diane Von Furstenberg credits her success to her ability to inspire and motivate people. These are examples of _____.

a) interpersonal skills ✓ correct

b) decision-making skills

c) technical skills

d) trusting relationships

Q58. *[Multiple Choice]*

According to the text, which is one of the most important skills workplaces are seeking in new employees that assist with making good decisions?

a) human relations

b) soft skills

c) technical skills

d) critical thinking skills ✓ correct

Q59. *[Multiple Choice]*

Which of the following is based on analytical and quantitative reasoning?

a) interpersonal skills

b) decision-making skills ✓ correct

c) technical skills

d) autocratic skills

Q60. *[Multiple Choice]*

Which of the following would be the best fit for a middle–level management position?

a) Vladimir does not have the technical skills to help his employees but is able to work with teams and individuals and make important decisions.

b) Dominic is equally good at decision–making, has strong technical skills, and is good at communicating with individuals and groups. ✓ correct

c) Serena is an expert in computer programming and is able to work with her team and senior leadership, but struggles when thinking of alternatives to problems.

d) Juan is able to use quantitative reasoning to think of alternatives to problems while also having a strong technical understanding of the software systems used at the firm.

Q61. *[Multiple Choice]*

Which is true regarding the relationship between skills and leadership?

a) Interpersonal skills cannot be developed and are not necessary to demonstrate leadership.
b) Leadership requires that one hones their technical skills before interpersonal skills.
c) Interpersonal skills are the least important component of leadership.
d) Leadership is based on interpersonal skills. ✓ correct

Q62. *[Multiple Choice]*

Leadership starts with _____.

a) your thoughts and perceptions about leadership ✓ correct
b) developing interpersonal skills
c) developing strong critical thinking skills
d) how others view your leadership skills and abilities

Q63. *[Multiple Choice]*

According to Henry Mintzberg's managerial roles, which of the following is an interpersonal role?

a) spokesperson
b) monitor
c) figurehead ✓ correct
d) disseminator

Q64. *[Multiple Choice]*

In order to be successful in informational leadership roles, one must excel at _____.

a) monitoring staffing for peak performance
b) demonstrating interpersonal skills
c) disseminating information to upper management ✓ correct
d) applying decisional skills

Q65. *[Multiple Choice]*

A disseminator role is when a leader _____.

a) facilitates training and development to employees
b) attends meetings outside of the organization and shares information back to decision-makers
c) uses information translated into skills that advance the organization ✓ correct
d) interacts with the local community and helps sponsor non-profit organizations

Q66. *[Multiple Choice]*

In the context of Henry Mintzberg's managerial roles, what is knowledge management?

a) performing management functions, such as planning and organizing
b) representing the organization in symbolic activities
c) using information translated into skills that advance the organization ✓ correct
d) gathering information by talking to others

Q67. *[Multiple Choice]*

A manager who is creating a work schedule for employees is fulfilling Henry Mintzberg's _____ role.

a) resource-allocator ✓ correct
b) disseminator
c) entrepreneur
d) negotiator

Q68. *[Multiple Choice]*

Which of the following is an example of the organizational level of analysis?

a) Isabella tracks employee communications to find trends and problems in organizational processes.

b) Marcus works with another employee to determine the best approach to solve a work problem.

c) Tomas is in charge of forecasting logistics for the holiday distribution of supplies.

d) Hiro is a manager whose primary role is to track operational performances and profit margins. ✓ correct

Q69. *[Multiple Choice]*

What is true about the group and organizational performance?

a) They rely on individual performance. ✓ correct

b) They function independently from one another.

c) They are determined by followership.

d) the organizational performance will plateau

Q70. *[Multiple Choice]*

If groups are highly productive _____.

a) the organizational performance will collapse

b) individuals will be less productive

c) individuals will tend to be highly productive ✓ correct

d) the organizational performance will plateau

Q71. *[Multiple Choice]*

What is the practical value of leadership theories?

a) They ensure all company leaders are ethical.

b) They maximize a company's income.

c) They help us understand successful leadership. ✓ correct

d) They predict how followers will respond.

Q72. *[Multiple Choice]*

What is true about contingency leadership theory and leadership trait theory?

a) Contingency leadership theory focuses on situations, whereas leadership trait theory focuses on the effectiveness of leaders. ✓ correct

b) Contingency leadership theory focuses on the effectiveness of leadership, and leadership trait theory explains the styles of effective leaders.

c) Leadership trait theory looks at situations and leadership style, whereas contingency leadership investigates how organizational change impacts individuals.

d) Both contingency leadership and leadership trait theories focus on the traits of leaders and organizational change over time.

Q73. *[Multiple Choice]*

According to leadership trait theory, only a candidate who _____ would be given a leadership position.

a) has all the prerequisite leadership characteristics ✓ correct

b) has earned a leadership degree

c) carries out certain actions

d) performs well in certain situations

Q74. *[Multiple Choice]*

Which theory explains distinctive leadership styles to define the nature of a leaders work?

a) Trait Theory
b) Contingency Theory
c) Behavioral Theory ✓ correct
d) Integrative Theory

Q75. *[Multiple Choice]*

Someone using a contingency leadership theory paradigm would be interested in which of the following to determine the appropriate leadership style to use?

a) the natural behaviors exhibited by the leader
b) the natural traits and abilities of the leader
c) the influencing relationship between the leader and followers
d) the situation, the followers, and the leader ✓ correct

Q76. *[Multiple Choice]*

What question do leadership theories answer?

a) when to perform specific leadership qualities
b) how to become a successful leader
c) how, when, and particularly why leadership success occurs ✓ correct
d) how and when to switch between a leader and follower roles

Q77. *[Multiple Choice]*

Communication skills, ethical reasoning, and application of knowledge are examples of _____.

a) effective teams under contingency theory
b) effective leaders according to the leadership theory
c) skills that effective followers have when joining the workforce
d) skills that the AACSB notes effective leaders have ✓ correct

True/False (3)

Q78. *[True/False]*

A manager fulfilling a figurehead role may attend a ceremony on the company's behalf.

a) True ✓ correct
b) False

Correct answer: True

Q79. *[True/False]*

The three levels of leadership analysis are individual, group, and organizational.

a) True ✓ correct
b) False

Correct answer: True

Q80. *[True/False]*

The trait leadership theory explains what leaders do.

a) True
b) False ✓ correct

Correct answer: False

Essay (7)

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Q81. *[Essay]*

Explain the importance of leadership development, for both personal and professional development.

> ***Suggested answer:*** *Sample response: Answers may vary but should discuss the importance of being an effective leader and its impact on work and personal endeavors. Successful leaders within organizations set the tone in the workplace, drive the direction of work, contribute to important decisions, and create strategies that drive the company forward. Effective leadership also helps people build trusting, solid relationships with others. These skills translate to one's personal life also, as trusting relationships are vital to a person's life. Similarly, in both work and personal endeavors, effective leaders know how to work with people and know when to lead or follow.*

Q82. *[Essay]*

Differentiate between organizational objectives and change in leadership.

> ***Suggested answer:*** *Sample response: Organizational objectives are a shared vision between employees, both management and employees. The objectives are the end results and the plans to accomplish those objectives. Change refers to how an organization or company responds to the changing world. Setting objectives is about helping the company achieve innovative change. Change is the process through which new objectives and innovations are achieved.*

Q83. *[Essay]*

Explain how the skills approach is important for successful leaders.

> ***Suggested answer:*** *Sample response: The skills approach takes a leader-centered perspective on developing individual leadership skills Leadership success is based on personal characteristics and skills, and skills are learned and developed over time. Understanding leadership as a set of skills helps us view leadership as something that can be taught and developed.*

Q84. *[Essay]*

Explain the abilities and traits that impact decision-making skills.

> ***Suggested answer:*** *Sample response: Decision-making skills involve the ability to conceptualize situations and select alternatives to solve problems. Having excellent conceptual ability allows one to see the bigger picture and to engage in innovative problem-solving solutions. Critical thinking skills are also important, as they allow leaders the ability to systematically review progress and organizational objectives.*

Q85. *[Essay]*

What are the differences between the three levels of analysis in leadership theory?

> ***Suggested answer:*** *Sample response: One of the key differences in the unit of analysis. The individual-level analysis focuses on the individual process and the impacts one person has as a leader or follower. Group and organizational levels focus on more than one, such as teams or entire organizations as the unit of analysis and the interactions within and between groups of people.*

Q86. *[Essay]*

Differentiate between integrative leadership and contingency leadership theory.

> ***Suggested answer:*** *Sample response: Contingency leadership theories attempt to explain the appropriate leadership style based on the leader, followers, and situation. In other words, which traits and/or behaviors will result in leadership success given the situational variables. Integrative leadership theories attempt to combine the trait, behavioral, and contingency theories to explain successful, influencing leader-follower relationships. Theories identify behaviors and traits that facilitate the leader's effectiveness and explore why the same behavior by the leader may have a different effect on followers, depending on the situation.*

Q87. *[Essay]*

What are the three objectives of this textbook? Choose which area you believe to be the most important.

> ***Suggested answer:*** *Sample response: Answers will vary, but may include the following. This textbook aims to teach theory and concepts of leadership knowledge, develop one's ability to apply leadership theory through critical thinking, and develop skills in one's personal and professional life. The most important of these is how to apply leadership theory through critical thinking, given that many business leaders survey noted that graduates lack this skill.*

Hard

Multiple Choice (10)

Q88. *[Multiple Choice]*

Susan was hired into a new management role that involved overseeing 100 employees. In the past, these employees reported to three managers. Although Susan was overwhelmed in the beginning, she decided to shift her management style to empower employees that were content experts in their areas to become leaders who help train and develop other employees. What is Susan demonstrating in this example?

a) autocratic leadership
b) hierarchical leadership
c) bureaucratic leadership
d) participative leadership ✓ correct

Q89. *[Multiple Choice]*

Shanice manages a small team of assembly line workers. She advocates for more workplace safety, employee benefits, and feedback from employees on ways to improve work processes to ensure their needs are being met. Shanice is displaying a(n) _____ leadership style.

a) autocratic
b) self–serving
c) servant ✓ correct
d) stakeholder

Q90. *[Multiple Choice]*

Kwan was recently promoted because he was able to step back and see the bigger impact on decisions and found alternative ways to solve problems. This is an example of _____.

a) interpersonal skills
b) technical skills
c) conceptual ability ✓ correct
d) global thinking

Q91. *[Multiple Choice]*

Marquita is a manager at company X. Their primary focus is organizing and staffing concerns to help the firm accomplish its goals. Marquita is _____.

a) liaising with external stakeholders
b) being a resource-allocator within decisional roles
c) acting as a figurehead
d) fulfilling a leader role ✓ correct

Q92. *[Multiple Choice]*

Maria is an upper-level manager. As part of her job responsibilities, she is expected to entertain visiting professionals and clients when they come into town. This reflects which managerial role according to Henry Mintzberg?

a) monitor
b) disseminator
c) figurehead ✓ correct
d) leader

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Q93. *[Multiple Choice]*

Which of the following roles would best describe a member of company Y sitting on a local non-profit board of directors and networking with the community outside of company Y?

a) liaison ✓ correct
b) informational
c) disseminator
d) negotiator

Q94. *[Multiple Choice]*

Bernardo works for a car manufacturing facility. He regularly attends conferences about the latest technology used in car manufacturing and reads the research on ways other companies ensure excellent quality and performance. What is this an example of?

a) monitoring role ✓ correct
b) leader role
c) maintenance role
d) disturbance role

Q95. *[Multiple Choice]*

A manager is speaking to reporters and people outside the organization regarding a negative incident that recently occurred at their company. Which of Henry Mintzberg's managerial roles do this most describe?

a) spokesperson ✓ correct
b) monitor
c) entrepreneur
d) negotiator

Q96. *[Multiple Choice]*

Michelle is a computer programmer that works in the research and development unit at her company. Her only job is to brainstorm and create new code and software to improve the business processes. Which of Henry Mintzberg's managerial roles do this most describe?

a) entrepreneur role ✓ correct
b) monitor role
c) figurehead role
d) resource-allocator role

Q97. *[Multiple Choice]*

Which of the following is an example of a leader in a disturbance-handler role?

a) A manager at company X is in charge of stopping competitors from opening new storefronts near the company's locations.
b) Company X recently opened a new manufacturing site that needed to slowly move personnel from the old factory to the new facility.
c) During a recent hurricane, company X stopped normal business operations and used two managers to lead in repairing the facilities and aiding staff impacted by the natural disaster. ✓ correct
d) A person works in logistics and schedules deliveries to arrive around the country a day faster than competitors.

Essay (3)

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Q98. *[Essay]*

Imagine that you are a leader at a company. What steps would you take to build trusting relationships? Why is this important?

Suggested answer: *Sample response: Exact answers will vary, but correct answers should note that people are any organization's most valuable asset. In order to effectively lead and retain people, it is vital that leaders form trusting relationships. This involves building relationships with team members and convincing them that you care about them. This means demonstrating servant leadership and putting their needs ahead of one's own wants. It also means that one should always be honest to encourage open and honest communications.*

Q99. *[Essay]*

Differentiate between technical skills and interpersonal skills. Provide examples of each to support your answer.

Suggested answer: *Sample response: Technical skills involve the ability to use methods and techniques to perform a task. For example, knowing how to use Microsoft Excel or other computer programs would be considered a technical skill. An interpersonal skill involves the ability to understand, communicate, and work well with others. These are also called soft skills and involve an understanding of why people react the way they do, and the ability to influence them to achieve objectives. Interpersonal skills might be the ability to motivate and inspire people.*

Q100. *[Essay]*

Choose one role out of the three role categories included in Henry Mintzberg's managerial roles. Explain the types of roles within the chosen category and give an example of a task one might complete when fulfilling each role.

Suggested answer: *Sample response: Answers will vary, but may include the following. The interpersonal role category includes figurehead, leader, and liaison. The figurehead role involves representing an organization during symbolic or ceremonial proceedings. This might include a CEO cutting the ribbon at a new office or business location. The leader role refers to a person performing management functions, such as staffing, leading, controlling, and planning. An example of this might be a manager who is approving employee time-off requests. The liaison role involves interacting with people outside the organizational unit. An example of this might be volunteering to serve on a business-wide committee to help network with other organizational units.*