Leadership 10th edition Northouse Test Bank

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Leadership (10th)

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Total Questions: 100

Easy

Multiple Choice (19)

Q1. *[Multiple Choice]*

Conceptualizations of leadership appearing from 1900–1929 emphasized _____.

a) control and centralization of power ✓ correct
b) traits
c) the importance of relationships
d) leadership as a process

Q2. *[Multiple Choice]*

In the book's discussion of leadership, power is described as _____.

a) a relational concern for both leaders and followers ✓ correct
b) largely synonymous with leadership
c) increasing among leaders with legitimate power
d) ideally coercive

Q3. *[Multiple Choice]*

Information power is _____.

a) based on followers liking of their leader
b) derived from having the ability to provide rewards
c) focused on the social contract between leaders and followers
d) derived from possessing knowledge that others want or need ✓ correct

Q4. *[Multiple Choice]*

Kotter suggested that management produces _____.

a) change and structure
b) vision and order
c) order and consistency ✓ correct
d) change and movement

Q5. *[Multiple Choice]*

Leaders' power to provide pay raises and promotions is _____ power.

a) reward ✓ correct
b) coercive
c) legitimate
d) referent

Q6. *[Multiple Choice]*

The approach known as servant leadership focuses on _____.

a) followers' needs ✓ correct
b) traits
c) problem solving
d) authenticity

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Q7. *[Multiple Choice]*

The essential ingredient in leadership is _____.

a) influence ✓ correct
b) intelligence
c) efficiency
d) expertise

Q8. *[Multiple Choice]*

The four key elements of the definition of leadership used in the text are _____.

a) trait, goal, emergent, expert
b) process, influence, group, goal ✓ correct
c) values, ethics, process, performance
d) capability, competency, skill, relationship

Q9. *[Multiple Choice]*

The primary functions of leadership are _____.

a) planning agendas, allocating resources, setting timetables
b) establishing direction, aligning people, inspiring others ✓ correct
c) organizational staffing, devising rules, job placements
d) correcting followers, controlling the situation, problem solving

Q10. *[Multiple Choice]*

The primary functions of management are _____.

a) planning, organizing, staffing, and controlling ✓ correct
b) forming, storming, norming, and reforming
c) building, breaking down, rebuilding, and maintaining
d) ruling, listening, adapting, and adjusting

Q11. *[Multiple Choice]*

The process definition of leadership implies leadership is _____.

a) linear
b) one–way, top–down
c) leader centered
d) reciprocal between leaders and followers ✓ correct

Q12. *[Multiple Choice]*

The “natural leader” trait definition of leadership _____.

a) is about the interaction between leaders and followers
b) can be learned
c) is restricted to those with inborn talent, qualities, or characteristics ✓ correct
d) is about developing leadership skills

Q13. *[Multiple Choice]*

To*coerce*means to influence others _____.

a) toward a common goal
b) to behave ethically
c) to do something against their will ✓ correct
d) using positive rewards

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Q14. *[Multiple Choice]*

Which approach to classifying leadership involves learnable capabilities that make leadership possible?

a) group process
b) personality
c) skills ✓ correct
d) power

Q15. *[Multiple Choice]*

Which definition of leadership describes leadership as a combination of special traits or characteristics that some individuals possess?

a) skills perspective
b) power relationship perspective
c) personality perspective ✓ correct
d) focus of group processes

Q16. *[Multiple Choice]*

Which of the following bases of power is considered personal power?

a) information
b) referent ✓ correct
c) reward
d) legitimate

Q17. *[Multiple Choice]*

Which perspective suggests that leadership is a phenomenon that takes place in the context of the interaction between leaders and followers and is, therefore, accessible by all?

a) reward
b) referent
c) process ✓ correct
d) trait

Q18. *[Multiple Choice]*

Which type of power have people used in recent years to level the playing field among leaders and followers?

a) coercive
b) reward
c) information ✓ correct
d) legitimate

Q19. *[Multiple Choice]*

_____ argued that the major activities of management and leadership are played out differently, but both are essential to an organization.

a) Jago
b) Zaleznik
c) Kotter ✓ correct
d) Bass

True/False (1)

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Q20. *[True/False]*

According to Burns, followers should remember that their leaders are above them and act accordingly.

a) True

b) False ✓ correct

Correct answer: False

Essay (2)

Q21. *[Essay]*

Define leadership as it is presented in the textbook.

Suggested answer: *Sample response: Leadership is a process whereby an individual influences a group of individuals to achieve a common goal.*

Q22. *[Essay]*

Name and briefly describe the two types of personal power.

Suggested answer: *Sample response: Personal power derives from being seen by others as likeable or knowledgeable. One form of personal power is referent power, which is power based on identifying and liking the leader. Another form of personal power is expert power which is based on perceptions of the leader's competence.*

Medium

Multiple Choice (39)

Q23. *[Multiple Choice]*

A leader who is liked because they know what they are doing and share knowledge with followers displays _____ power.

a) position

b) personal ✓ correct

c) information

d) legitimate

Q24. *[Multiple Choice]*

A process view of leadership means that _____.

a) only people with special characteristics can be leaders

b) anyone can emerge as a leader ✓ correct

c) the capacity to lead others is an inborn trait

d) leadership cannot truly be observed

Q25. *[Multiple Choice]*

According to Hogg's research on leadership and social identity theory, people are most likely to emerge as leaders in a group when they _____.

a) stand out as being uniquely different from the rest of the group

b) can correctly identify the social status of each group member

c) are recognized as being most similar to the group prototype ✓ correct

d) are the most socially networked person in the group

Q26. *[Multiple Choice]*

According to Kotter, management is about seeking stability, and leadership is about seeking _____.

a) order

b) change ✓ correct

c) followers

d) rewards

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Q27. *[Multiple Choice]*

According to Rost, leaders and managers are different because _____.

a) managers have more formal education than leaders

b) leaders emerge due to the traits they have, but managers are trained

c) leaders have a multidirectional influence relationship with followers that managers do not have ✓ correct

d) managers emerge but leaders are appointed

Q28. *[Multiple Choice]*

According to Zaleznik, leaders and managers _____.

a) share overlapping characteristics

b) are different types of people ✓ correct

c) need not have quality relationships with followers

d) should be appointed, not emergent

Q29. *[Multiple Choice]*

Although there are clear differences between management and leadership, _____.

a) there is little research to support one or the other

b) leadership is more valued than management

c) the two constructs overlap ✓ correct

d) management is more valued than leadership

Q30. *[Multiple Choice]*

Chief executive officers of any company have _____ power.

a) legitimate ✓ correct

b) referent

c) expert

d) personal

Q31. *[Multiple Choice]*

Coercing someone means to influence them to try something _____.

a) they have not tried before

b) against their will ✓ correct

c) that will work toward a common goal

d) in a challenging situation

Q32. *[Multiple Choice]*

Coercive leadership is not considered ideal leadership as defined in this text because _____.

a) influence in leadership includes followers and leaders working toward a common goal ✓ correct

b) process is a part of the definition in both coercion and leadership

c) forcing and manipulative behaviors are legitimate leadership tactics

d) coercive leadership involves both individual and common goals

Q33. *[Multiple Choice]*

Coercive power involves _____.

a) rewarding followers who meet their goals

b) forcing followers to do something via a system of penalties and rewards ✓ correct

c) using the influence relationship to get a follower a raise

d) generally seen as a good way to reach common goals

Q34. *[Multiple Choice]*

Defining leadership as a process means it _____.

a) is a transactional event between leader and followers ✓ correct
b) is restricted to certain people
c) is an inborn trait or characteristic
d) may only take place in formal groups

Q35. *[Multiple Choice]*

Hitler's reign is not always considered a form of leadership because _____.

a) leadership was not a true field of study before 1950
b) Hitler used coercion, which runs counter to the idea of working with followers ✓ correct
c) Hitler did not possess the traits that are universally associated with leaders
d) leadership is about teams and organizations, not communities and regions

Q36. *[Multiple Choice]*

How will leadership and power be discussed in upcoming chapters within this book?

a) as a form of coercion
b) as positional power
c) from the perspective of the follower
d) as a relational concern for both leaders and followers ✓ correct

Q37. *[Multiple Choice]*

If a leader sees themselves as being at the core of group change and activity, representing the backbone of the group or organization, which approach to leadership does this leader take?

a) focus of group processes ✓ correct
b) personality perspective
c) leadership as an act
d) leadership as a behavior

Q38. *[Multiple Choice]*

If the dean of the college appoints Susanna to chair the student advisory committee, she will become an _____ leader.

a) intrinsic
b) assigned ✓ correct
c) emergent
d) expert

Q39. *[Multiple Choice]*

In their discussion about management and leadership, Bennis and Nanus said that leaders _____.

a) "do things right"
b) "do the right thing" ✓ correct
c) "do what followers want"
d) "do enough to get the job done"

Q40. *[Multiple Choice]*

Kellerman argues that in the past 40 years, there has been a shift in leadership power from _____.

a) shared power to top down power
b) leader dominated power to shared power with followers ✓ correct
c) follower dominated power to shared power with leaders
d) referent power focus to coercive power focus

Q41. *[Multiple Choice]*

One difference between management and leadership is that _____.

a) leaders are emotionally involved, but managers have low emotional involvement ✓ correct
b) managers shape ideas, but leaders are reactive in solving problems
c) leaders are unidirectional influencers, but managers are multidirectional influencers
d) leaders are controlling, but managers are motivating

Q42. *[Multiple Choice]*

One key to emerging as a leader is to _____.

a) be perceived by others as likable and knowledgeable ✓ correct
b) be forceful in asserting your opinions
c) avoid listening to opposing opinions
d) be perceived by others as commanding and dominant

Q43. *[Multiple Choice]*

Simonet and Tett (2012) found that management is distinct from leadership because of management's focus on _____.

a) extrinsic motivation ✓ correct
b) intrinsic motivation
c) strategic planning
d) creative thinking

Q44. *[Multiple Choice]*

Simonet and Tett studied the difference between leadership and management. Which statement best reflects their findings?

a) Leadership and management are two totally distinct competencies.
b) Leadership involves creative thinking and comfort with ambiguity. ✓ correct
c) Management and leadership should be kept separate.
d) Leaders lack the mindset for management.

Q45. *[Multiple Choice]*

Social identity theory would suggest leadership emergence occurs when _____.

a) an individual obtains reward and coercive organizational power
b) an individual acquires the skills to do the job well
c) the group assigns an individual the role of leader
d) an individual becomes most like the group prototype ✓ correct

Q46. *[Multiple Choice]*

Some positive communication behaviors that account for successful leader emergence are _____.

a) sense of humor and facial expressiveness
b) being dominant and speaking frequently
c) differentiating oneself from the group and challenging group norms
d) being informed and initiating new ideas ✓ correct

Q47. *[Multiple Choice]*

The common goals element of the definition of leadership means leaders and followers have _____.

a) a mutual purpose ✓ correct
b) similar personalities
c) similar interests
d) a mutual desire for power

Q48. *[Multiple Choice]*

The current book is based upon substantive leadership theories but emphasizes _____.

a) academic approaches to scholarship
b) personality and assessment
c) practice and application ✓ correct
d) power dynamics

Q49. *[Multiple Choice]*

The primary function of management is producing _____.

a) change and movement
b) positive outcomes
c) a creative vision
d) order and consistency ✓ correct

Q50. *[Multiple Choice]*

The statement “They are a born leader” suggests a _____ definition of leadership.

a) process
b) trait ✓ correct
c) gender biased
d) coercive

Q51. *[Multiple Choice]*

The trait definition of leadership suggests _____.

a) leadership occurs because of who the leader is ✓ correct
b) interaction is the key to leadership success
c) environmental factors foster good leadership
d) dominant people are the best leaders

Q52. *[Multiple Choice]*

Watson and Hoffman’s study on leadership emergence with regard to gender–biased perceptions would suggest _____.

a) influential women were rated the same as men in terms of leadership
b) women are much more likeable than men
c) emergence in leadership has little to do with gender bias
d) there continue to be barriers to women’s emergence as leaders in some settings ✓ correct

Q53. *[Multiple Choice]*

What is one benefit of an emphasis on common goals?

a) decreased possibility of forced or unethical leadership ✓ correct
b) independent work by followers
c) division of the burden of maintaining the leader/follower relationship
d) further definition of the traits and skills of followers

Q54. *[Multiple Choice]*

What kind of power is given to leaders by their followers?

a) position
b) personal ✓ correct
c) legitimate
d) reward

Q55. *[Multiple Choice]*

What type of culture is most likely if an organization has strong management without effective leadership?

a) highly inspiring
b) bureaucratic ✓ correct
c) innovative
d) unethical

Q56. *[Multiple Choice]*

When leadership researchers analyze the personality differences between effective leaders and ineffective ones, which approach are they are using in their studies?

a) trait ✓ correct
b) behavioral
c) skills
d) focus of group processes

Q57. *[Multiple Choice]*

Which is true of leadership and management?

a) They are completely separate entities.
b) They occur only in large corporations.
c) They occur only in small organizations.
d) Both are needed in organizations. ✓ correct

Q58. *[Multiple Choice]*

Which of the following is most accurate about leaders and followers?

a) Followers need leaders, but leaders do not need followers.
b) Leaders have an ethical responsibility to followers. ✓ correct
c) Leaders do not initiate relationships with followers.
d) Followers are not part of the leadership equation.

Q59. *[Multiple Choice]*

Which part of the leadership definition offered in the textbook gives leadership its ethical tone?

a) group
b) process
c) influence
d) common goals ✓ correct

Q60. *[Multiple Choice]*

Who is responsible for the leadership process?

a) those with legitimate power
b) people with innate leadership skills
c) organizations as a whole
d) followers and leaders ✓ correct

Q61. *[Multiple Choice]*

Why do people say that influence is the “sine qua non” of leadership?

a) Influence and leadership are completely mutually exclusive.
b) Without influence, leadership does not exist. ✓ correct
c) Leaders may or may not have influence, but influencers are always leaders.
d) Leadership and influence are both interrelated personality traits.

True/False (13)

Q62. *[True/False]*

A boss, by definition, has position power over subordinates.

a) True ✓ correct

b) False

Correct answer: True

Q63. *[True/False]*

Followers are responsible for keeping a relationship with leaders.

a) True

b) False ✓ correct

Correct answer: False

Q64. *[True/False]*

Leaders have an ethical responsibility to attend to their followers' needs and concerns.

a) True ✓ correct

b) False

Correct answer: True

Q65. *[True/False]*

Leaders who use coercion are mostly interested in their own goals, rather than subordinates' goals.

a) True ✓ correct

b) False

Correct answer: True

Q66. *[True/False]*

Leadership is a linear exchange from a leader to a follower.

a) True

b) False ✓ correct

Correct answer: False

Q67. *[True/False]*

Leadership is a relationship dynamic between individuals, rather than a judgment of one person's value to an organization.

a) True ✓ correct

b) False

Correct answer: True

Q68. *[True/False]*

Leadership occurs in both large and small groups.

a) True ✓ correct

b) False

Correct answer: True

Q69. *[True/False]*

More than 60 different leadership classification systems have been developed.

a) True ✓ correct

b) False

Correct answer: True

Q70. *[True/False]*

Researchers have finally agreed on a concrete definition of leadership, making scientific studies on leadership more accurate.

a) True

b) False ✓ correct

Correct answer: False

Q71. *[True/False]*

The earliest leadership theories in the 20th century emphasized control and centralization of power.

a) True ✓ correct

b) False

Correct answer: True

Q72. *[True/False]*

The process definition of leadership states that certain individuals have inborn qualities that differentiate them from non–leaders.

a) True

b) False ✓ correct

Correct answer: False

Q73. *[True/False]*

The research on leadership has conceptualized it as a relatively simple process.

a) True

b) False ✓ correct

Correct answer: False

Q74. *[True/False]*

The view that leadership is a behavior predates the view that leadership is a trait.

a) True

b) False ✓ correct

Correct answer: False

Essay (7)

Q75. *[Essay]*

Are leaders born or made? Defend the answer by citing specific topics and research from the text.

Suggested answer: *Sample response: Answers will vary. Students who answer "born" should use the trait definition of leadership and identify traits such as intelligence, height, and dominance. Answers could include information about the intuitive appeal of being able to identify leaders via their traits, which makes followers want to follow. Students who answer "made" should discuss the influence and interactive nature of the definition of leadership. They could include that leaders develop over time as they interact with followers and learn how to interact with others as they gain experience.*

Q76. *[Essay]*

Defend or refute: Men and women are equally likely to emerge as leaders in mixed–sex groups.

Suggested answer: *Sample response: Research on emergent leadership identifies some positive communication behaviors associated with leader emergence: speaking up in meetings, being well informed, being a good listener and seeking out others' ideas, initiating new ideas, and being firm, but not rigid. However, when men and women engage in these behaviors, they are perceived differently by group members. In Watson and Hoffman's 2004 study, men and women were seen as equally influential, but women were rated lower on leadership and likability. Depending on the group and task, women and men may not have equal opportunity to emerge as group leaders.*

Q77. *[Essay]*

Explain how leadership can have different meanings for different people. Describe examples of how two leaders (real or imaginary) might express different understandings of leadership in their positions.

> ***Suggested answer:*** *Sample response: While every individual approach to leadership varies, there are a number of aspects and approaches described in the chapter that students might cover when describing two leaders' understandings of leadership. [Answers may include, but are not limited to, the following topics: The focus of group processes perspective, where the leader sees themselves as the center of group change/activity and embodies the will of the group The personality perspective, which defines leadership as a combination of traits and characteristics possessed by few people Leadership as an act or behavior A transformational process perspective, which stresses moving followers to accomplish more than is usually expected of them A skills perspective, which treats capabilities of leadership as a learnable skill]*

Q78. *[Essay]*

If Chen's boss subscribes to the definition of leadership offered by the textbook, which part of that definition lessens the possibility that the boss will act unethically toward Chen and his co–workers?

> ***Suggested answer:*** *Sample response: Leadership includes attention to common goals. The focus on common means leaders and followers mutually decide on their purpose and goals. This mutuality helps ensure that leaders will work ethically with followers in ways that do not force or coerce.*

Q79. *[Essay]*

If someone wants to emerge as a leader in a group project for a class, what are two communication behaviors they should demonstrate?

> ***Suggested answer:*** *Sample response: Leadership emergence is associated with positive communication behaviors including being verbally involved with group members, being informed about the project, seeking group members' opinions, initiating new ideas, and being firm, but not rigid.*

Q80. *[Essay]*

Using Hogg's social identity theory, how could someone coach a member of an underrepresented group who aspires to leadership in their organization?

> ***Suggested answer:*** *Sample response: There are two facets to this answer: First, social identity theory suggests that emergence is tied to a person's fit with the identity of the group as a whole. If members of underrepresented groups do not fit the demographic profile of the majority, then they should identify other dimensions of the group identity with which they do fit, such as political ideology or group mission, and highlight those when seeking leadership. Second, research on emergent leadership identifies some positive communication behaviors associated with leader emergence. Coaches should help individuals practice speaking up in meetings, being well informed, being good listeners, seeking out others' ideas, initiating new ideas, and being firm, but not rigid.*

Q81. *[Essay]*

Using the definition of leadership as stated in the text—"Leadership is a process whereby an individual influences a group of individuals to achieve a common goal"—create an example where a leader uses and demonstrates each component effectively. Clearly explain and show how each component is present in the example. Use examples from the text to support the claims.

> ***Suggested answer:*** *Sample response: The following should be clearly identified and supported: Process–leadership discussed as an interaction between leader and followers, as well as emphasis on its availability to everyone. Influence—a specific mention of how said influence is applied within the example. Groups—the context of the example should in some way take place within a group or organizational setting. Common goals—the goals of both the leader and the follower should be mentioned and discussed as they relate to the other aspects of the definition.*

Hard

Multiple Choice (17)

Q82. *[Multiple Choice]*

A student is most likely to become an emergent leader in a group project by _____.

a) telling all group members exactly what to do
b) communicating and listening well with group members ✓ correct
c) sitting at the head of the table
d) being designated by the instructor as the group leader

Q83. *[Multiple Choice]*

Arvid works at a new smoothie shop that has not yet made a profit. The boss tells Arvid and the other workers that whoever sells more than 30 smoothies during their daily shift will earn a bonus. What type of function is Arvid's boss primarily using?

a) leadership by building teams and coalitions to inspire people
b) management by developing an incentive program to solve a problem ✓ correct
c) management by placing people in the appropriate jobs according to skill
d) leadership by creating a vision to inspire change

Q84. *[Multiple Choice]*

As captain of the soccer team, Jacque's primary concern is winning games and maintaining the strength of the team. His players couldn't care less about teamwork and just want to win. Which component of leadership might be most helpful for Jacque?

a) roles
b) common goals ✓ correct
c) process
d) influence

Q85. *[Multiple Choice]*

At work, Lao is on a team of people searching for a new CEO. Everyone agrees the new CEO needs to have excellent leadership skills, so the team starts writing the job description. Which phrase should Lao's team use in the job description to reflect their search for a leader?

a) looking for candidates skilled in safety and quality control
b) seeking a dispassionate problem solver
c) searching for a change agent and creative thinker ✓ correct
d) hiring an experienced policy administrator

Q86. *[Multiple Choice]*

Dawn's colleagues think Dawn is influential even though she has no formal position of authority. Dawn can be described as a(n) _____ leader.

a) emergent ✓ correct
b) legitimate
c) assigned
d) coercive

Q87. *[Multiple Choice]*

Eleanor's boss really does not understand the technical aspects of the job her group is trying to complete. On the other hand, Eleanor understands the intricacies of the project, and her team members have started to come to her with all of their questions. What has happened in this work setting?

a) Eleanor has taken control and power of the group.
b) Eleanor has undermined her boss.
c) Eleanor has emerged as the team leader. ✓ correct
d) Eleanor's boss is no longer a leader.

Q88. *[Multiple Choice]*

If Shelly is told she needs to work weekends in exchange for a pay raise, what type of power is her supervisor using?

a) referent
b) expert
c) legitimate
d) reward ✓ correct

Q89. *[Multiple Choice]*

If a coach thinks Mateo should be the team leader because Mateo is strong, confident, and intelligent, which viewpoint of leadership is the coach is using?

a) process
b) management
c) trait ✓ correct
d) power

Q90. *[Multiple Choice]*

Imagine Cherie's parents and older siblings are all successful elected officials. After graduation, many suggest that Cherie should seek office and, in turn, they offer her their support. Which best describes the leadership approach being demonstrated by these supporters?

a) behavioral approach to leadership
b) leadership as a process
c) trait perspective ✓ correct
d) expert power

Q91. *[Multiple Choice]*

Jamal and his co–workers are struggling to learn a new software program at work, and he is on a tight deadline to get a report to a major client. If Jamal's boss decides to step into this situation, which of the following uses of power would run counter to their team's common goals?

a) sharing new guidelines he just received from the software engineers
b) offering to take the team to dinner when the report is complete
c) sitting with the team and troubleshooting the program alongside other team members
d) announcing that anyone who is not proficient by Friday will be replaced ✓ correct

Q92. *[Multiple Choice]*

Jeff is the chief financial officer of an established marketing firm. He recently learned that the company is going to try to merge with a new firm. He shares this potential merger with only a few of his mid–level managers he trusts. Jeff has _____.

a) information and referent power
b) reward and referent power
c) information and legitimate power ✓ correct
d) personal and information power

Q93. *[Multiple Choice]*

Latisha really enjoys working for her boss and looks up to her as a role model, which causes Latisha to be more willing to work hard for the organization. This is an example of _____ power.

a) legitimate
b) coercive
c) position
d) personal ✓ correct

Q94. *[Multiple Choice]*

Patrice is explaining the difference between managers and leaders. Which explanation is best?

a) Leaders and managers cannot coexist in an organization.
b) Leaders make more money than managers.
c) Managers maintain order, but leaders seek change. ✓ correct
d) Managers have more referent power than leaders.

Q95. *[Multiple Choice]*

The faculty member on Kelvin's study abroad trip to Costa Rica has traveled there many times and is quite knowledgeable about the country and places the class visited. She gave the class guidance about the country, local culture, and safety issues while they were interning with the local farmers. The faculty member was using _____ power.

a) referent
b) positional
c) coercive
d) expert ✓ correct

Q96. *[Multiple Choice]*

When Steve arrived to practice late, his coach made him run laps. This is an example of _____ power.

a) legitimate
b) coercive ✓ correct
c) expert
d) personal

Q97. *[Multiple Choice]*

Which person is most likely to be considered an emergent leader?

a) Joaquin, who is rarely verbally involved in conversations with followers
b) Markisha, who likes to establish and clarify roles among followers
c) Joella, who is comfortable making leadership decisions without seeking others' opinions
d) Marshawn, who is always initiating new ideas within his group ✓ correct

Q98. *[Multiple Choice]*

Who is displaying coercive leadership behavior?

a) JaMarcus surprises his followers with takeout during a late night at the office.
b) Kelly persuades a follower of the importance of common goals.
c) Yumi leverages her team to make progress on her individual goals. ✓ correct
d) River asks their followers when an overdue project will be completed.

True/False (1)

Q99. *[True/False]*

State governors possess legitimate power.

a) True ✓ correct
b) False

Correct answer: True

Essay (1)

Q100. *[Essay]*

Using Kotter's functions of management and leadership model to support the arguments, describe the reasons why someone might prefer that there direct supervisor be a leader as compared to a manager.

Suggested answer: *Sample response: There are many reasons why someone may prefer to work for a leader as compared to a manager without leadership traits. One reason is that leaders tend to focus on developing mutual purposes to create real change. Leaders also are more likely to motivate intrinsically and allow others to creatively solve problems. In contrast, managers are more likely to be focused on efficiency of completing tasks, meeting organizational objectives only, and motivating extrinsically.*

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