The Art of Leadership 6th edition Manning Test Bank

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The Art of Leadership, 6e **(Manning)**
Chapter 2 The Leadership Equation

1) Early studies of leadership were based on two main theories, which were _____ theories.
A) ancient and modern
B) male and female
C) centralized and decentralized
D) trait and behavior
E) time-sensitive and timeless

2) Which of the following are almost always included in lists of important leadership traits?
A) Basic intelligence
B) Clear and strong values
C) A high level of personal energy
D) All of these

3) Which of the following statements is true about the trait theory of leadership?
A) It rejects the idea that there is one best leader and one best style for all situations.
B) It states that there are distinctive actions that effective leaders take.
C) It rejects the idea that distinctive physical and psychological characteristics account for leadership effectiveness.
D) It focuses on qualities that mark a leader, such as intelligence, integrity, and energy.

4) Edwin Ghiselli identified six traits as being important for effective leadership. Which of the following best describes supervisory ability?
A) Being a self-starter
B) Having good reasoning and thinking capacity
C) Making difficult decisions without undue hesitation
D) Getting the job done through others

5) Sean, a sales manager at MusicForAll Inc., constantly seeks responsibility and works hard to succeed at his workplace. In the context of Edwin Ghiselli's traits for effective leadership, which of the following traits is most likely illustrated by Sean's behavior in this scenario?
A) Neuroticism
B) Initiative
C) Supervisory ability
D) Need for achievement

6) Which of the following theories focuses on leadership style, such as autocratic, democratic, and laissez-faire, as well as leadership dimensions, such as initiating structure and showing consideration?
A) The behavior theory of leadership
B) The trait theory of leadership
C) The great man theory
D) The dual-process theory

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7) In the context of leadership styles, which of the following statements is true about the autocratic style?
A) Emphasis is on equality and group decision making.
B) It refers to an empowering and participative style of leadership.
C) It is characterized by minimum control and maximum innovation.
D) Power is exercised by a dominant and dictatorial individual.

8) In the context of leadership styles, the laissez-faire style pertains to a form or style of leadership _____.
A) that is characterized by minimum control and maximum freedom
B) in which focus is on equality, shared power, and group decision making
C) that is directive and leader-centered
D) in which power is exercised by a dominant and dictatorial individual

9) Which of the following dimensions of leadership behavior refers to the extent to which leaders take action to define the relationship between themselves and their staff, as well as the role that they expect each staff member to assume?
A) Showing consideration
B) Initiating structure
C) Goal emphasis
D) Work facilitation

10) In the context of the managerial (leadership) grid for leadership effectiveness, which of the following managers has low concern for both production and people?
A) The status quo manager
B) The sweatshop manager
C) The impoverished manager
D) The country club manager

11) In the context of the managerial (leadership) grid for leadership effectiveness, which of the following statements is true about country club managers?
A) They focus on being agreeable and keeping human relations smooth.
B) They are results driven, and people are regarded as tools to that end.
C) They are uninvolved in the work and withdraw from people.
D) They care intensely about task accomplishment.

12) Who among the following once said, "THE EAR OF THE LEADER must ring with the voices of the people. Together they rise to the challenge of the day."?
A) George Patton
B) Will Durant
C) Kurt Lewin
D) Woodrow Wilson
E) None of these

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13) Daphne, a marketing manager at Bill Boards Inc., is results driven and regards her team members as tools to achieve her targets. In the context of the managerial (leadership) grid for leadership effectiveness, Daphne most likely exemplifies the _____ in this scenario.
A) impoverished manager
B) sweatshop manager
C) fully functioning manager
D) status quo manager

14) Which of the following theories holds that multiple leadership variables determine the probability that leadership will occur, including the qualities of a leader, the characteristics of followers, and the nature of a situation?
A) Leadership trait theory
B) Leadership behavior theory
C) Leadership contingency theory
D) Implicit leadership theory

15) Edwin Ghiselli identified six traits as being important for effective leadership. These traits do NOT include _____.
A) need for achievement
B) intelligence
C) decisiveness
D) self-confidence
E) social status

16) Edwin Ghiselli identified six traits as being important for effective leadership. Which of the following is NOT one of them?
A) Supervisory ability
B) Initiative
C) Intelligence
D) Strong ego

17) The cornerstones of Shackleton's leadership behavior do NOT include _____.
A) leading by example
B) communicating a vision
C) keeping records
D) maintaining a positive attitude

18) Unlike transformational leaders, transactional leaders _____.
A) increase the achievement of followers beyond previous expectations
B) focus on the potentialities of the relationship between the leader and followers
C) ignite the motives of their followers to take action
D) focus on exchanges between leaders and followers

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19) An ideal example of a transformational leader is _____. Her mission was to care for, in her own words, "the hungry, the naked, the homeless, the crippled, the blind, the lepers, all those people who feel unwanted, unloved, uncared for throughout society, people who have become a burden to the society and are shunned by everyone."
A) Eleanor Roosevelt
B) Saint Teresa
C) Clara Barton
D) Florence Nightingale

20) In the case study, *Mr. Black, Ms. Blue, and Mr. White,* the three supervisors have poor time management, exhibit bullying behavior, and lack job knowledge.

21) Behavioral leadership theories assume that there are distinctive actions that effective leaders take.

22) The four cornerstones of Ernest Shackleton's leadership behavior are leading by example, communicating a vision, keeping up morale, and maintaining a positive attitude.

23) The characteristics of charismatic leaders include being experienced, having technical knowledge, and having a strong need for control.

24) James MacGregor Burns uses Gandhi as an example of a transactional leader.

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Match the items below with their descriptions:

A) basic intelligence, clear and strong values, and a high level of personal energy
B) autocratic, democratic, laissez-faire
C) believed that leadership ability was determined by two primary qualities—intelligence and vitality
D) one's bearing, demeanor, and conduct
E) developed an assessment instrument known as the Leader Behavior Description Questionnaire (LBDQ)
F) effectiveness depends on leader, follower, and situational factors
G) the ability to elevate a follower's performance beyond previous expectations
H) initiating structure, showing consideration
I) a distinguishing characteristic

25) trait

26) Contingency theory

27) behavior

28) transformational leadership

29) Ralph Stogdill

30) Von Hindenburg

31) important leadership traits

32) dimensions of leadership

33) styles of leadership

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The Art of Leadership, 6e **(Manning)**
Chapter 2 The Leadership Equation

1) Early studies of leadership were based on two main theories, which were _____ theories.
A) ancient and modern
B) male and female
C) centralized and decentralized
D) trait and behavior
E) time-sensitive and timeless

Answer: D
Difficulty: 1 Easy
Learning Objective: 02-02 Understand trait and behavior theories of leadership.
Accessibility: Keyboard Navigation

2) Which of the following are almost always included in lists of important leadership traits?
A) Basic intelligence
B) Clear and strong values
C) A high level of personal energy
D) All of these

Answer: D
Difficulty: 1 Easy
Learning Objective: 02-01 Describe the variables that determine leadership effectiveness.
Accessibility: Keyboard Navigation

3) Which of the following statements is true about the trait theory of leadership?
A) It rejects the idea that there is one best leader and one best style for all situations.
B) It states that there are distinctive actions that effective leaders take.
C) It rejects the idea that distinctive physical and psychological characteristics account for leadership effectiveness.
D) It focuses on qualities that mark a leader, such as intelligence, integrity, and energy.

Answer: D
Difficulty: 2 Medium
Learning Objective: 02-02 Understand trait and behavior theories of leadership.
Accessibility: Keyboard Navigation

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4) Edwin Ghiselli identified six traits as being important for effective leadership. Which of the following best describes supervisory ability?
A) Being a self-starter
B) Having good reasoning and thinking capacity
C) Making difficult decisions without undue hesitation
D) Getting the job done through others

Answer: D
Difficulty: 2 Medium
Learning Objective: 02-02 Understand trait and behavior theories of leadership.
Accessibility: Keyboard Navigation

5) Sean, a sales manager at MusicForAll Inc., constantly seeks responsibility and works hard to succeed at his workplace. In the context of Edwin Ghiselli's traits for effective leadership, which of the following traits is most likely illustrated by Sean's behavior in this scenario?
A) Neuroticism
B) Initiative
C) Supervisory ability
D) Need for achievement

Answer: D
Difficulty: 2 Medium
Learning Objective: 02-02 Understand trait and behavior theories of leadership.
Accessibility: Keyboard Navigation

6) Which of the following theories focuses on leadership style, such as autocratic, democratic, and laissez-faire, as well as leadership dimensions, such as initiating structure and showing consideration?
A) The behavior theory of leadership
B) The trait theory of leadership
C) The great man theory
D) The dual-process theory

Answer: A
Difficulty: 1 Easy
Learning Objective: 02-02 Understand trait and behavior theories of leadership.
Accessibility: Keyboard Navigation

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7) In the context of leadership styles, which of the following statements is true about the autocratic style?
A) Emphasis is on equality and group decision making.
B) It refers to an empowering and participative style of leadership.
C) It is characterized by minimum control and maximum innovation.
D) Power is exercised by a dominant and dictatorial individual.

Answer: D
Difficulty: 2 Medium
Learning Objective: 02-02 Understand trait and behavior theories of leadership.
Accessibility: Keyboard Navigation

8) In the context of leadership styles, the laissez-faire style pertains to a form or style of leadership _____.
A) that is characterized by minimum control and maximum freedom
B) in which focus is on equality, shared power, and group decision making
C) that is directive and leader-centered
D) in which power is exercised by a dominant and dictatorial individual

Answer: A
Difficulty: 2 Medium
Learning Objective: 02-02 Understand trait and behavior theories of leadership.
Accessibility: Keyboard Navigation

9) Which of the following dimensions of leadership behavior refers to the extent to which leaders take action to define the relationship between themselves and their staff, as well as the role that they expect each staff member to assume?
A) Showing consideration
B) Initiating structure
C) Goal emphasis
D) Work facilitation

Answer: B
Difficulty: 1 Easy
Learning Objective: 02-02 Understand trait and behavior theories of leadership.
Accessibility: Keyboard Navigation

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10) In the context of the managerial (leadership) grid for leadership effectiveness, which of the following managers has low concern for both production and people?
A) The status quo manager
B) The sweatshop manager
C) The impoverished manager
D) The country club manager

Answer: C
Difficulty: 1 Easy
Learning Objective: 02-02 Understand trait and behavior theories of leadership.
Accessibility: Keyboard Navigation

11) In the context of the managerial (leadership) grid for leadership effectiveness, which of the following statements is true about country club managers?
A) They focus on being agreeable and keeping human relations smooth.
B) They are results driven, and people are regarded as tools to that end.
C) They are uninvolved in the work and withdraw from people.
D) They care intensely about task accomplishment.

Answer: A
Difficulty: 2 Medium
Learning Objective: 02-02 Understand trait and behavior theories of leadership.
Accessibility: Keyboard Navigation

12) Who among the following once said, "THE EAR OF THE LEADER must ring with the voices of the people. Together they rise to the challenge of the day."?
A) George Patton
B) Will Durant
C) Kurt Lewin
D) Woodrow Wilson
E) None of these

Answer: D
Difficulty: 1 Easy
Learning Objective: 02-01 Describe the variables that determine leadership effectiveness.
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Answer: B
Difficulty: 2 Medium
Learning Objective: 02-02 Understand trait and behavior theories of leadership.
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14) Which of the following theories holds that multiple leadership variables determine the probability that leadership will occur, including the qualities of a leader, the characteristics of followers, and the nature of a situation?
A) Leadership trait theory
B) Leadership behavior theory
C) Leadership contingency theory
D) Implicit leadership theory

Answer: C
Difficulty: 1 Easy
Learning Objective: 02-01 Describe the variables that determine leadership effectiveness.
Accessibility: Keyboard Navigation

15) Edwin Ghiselli identified six traits as being important for effective leadership. These traits do NOT include _____.
A) need for achievement
B) intelligence
C) decisiveness
D) self-confidence
E) social status

Answer: E
Difficulty: 1 Easy
Learning Objective: 02-01 Describe the variables that determine leadership effectiveness.
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16) Edwin Ghiselli identified six traits as being important for effective leadership. Which of the following is NOT one of them?
A) Supervisory ability
B) Initiative
C) Intelligence
D) Strong ego

Answer: D
Difficulty: 1 Easy
Learning Objective: 02-01 Describe the variables that determine leadership effectiveness.
Accessibility: Keyboard Navigation

17) The cornerstones of Shackleton's leadership behavior do NOT include _____.
A) leading by example
B) communicating a vision
C) keeping records
D) maintaining a positive attitude

Answer: C
Difficulty: 1 Easy
Learning Objective: 02-01 Describe the variables that determine leadership effectiveness.
Accessibility: Keyboard Navigation

18) Unlike transformational leaders, transactional leaders _____.
A) increase the achievement of followers beyond previous expectations
B) focus on the potentialities of the relationship between the leader and followers
C) ignite the motives of their followers to take action
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Answer: D
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19) An ideal example of a transformational leader is _____. Her mission was to care for, in her own words, "the hungry, the naked, the homeless, the crippled, the blind, the lepers, all those people who feel unwanted, unloved, uncared for throughout society, people who have become a burden to the society and are shunned by everyone."
A) Eleanor Roosevelt
B) Saint Teresa
C) Clara Barton
D) Florence Nightingale

Answer: B
Difficulty: 1 Easy
Learning Objective: 02-01 Describe the variables that determine leadership effectiveness.
Accessibility: Keyboard Navigation

20) In the case study, *Mr. Black, Ms. Blue, and Mr. White,* the three supervisors have poor time management, exhibit bullying behavior, and lack job knowledge.

Answer: FALSE
Difficulty: 1 Easy
Learning Objective: 02-01 Describe the variables that determine leadership effectiveness.
Accessibility: Keyboard Navigation

21) Behavioral leadership theories assume that there are distinctive actions that effective leaders take.

Answer: TRUE
Difficulty: 1 Easy
Learning Objective: 02-02 Understand trait and behavior theories of leadership.
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22) The four cornerstones of Ernest Shackleton's leadership behavior are leading by example, communicating a vision, keeping up morale, and maintaining a positive attitude.

Answer: TRUE
Difficulty: 1 Easy
Learning Objective: 02-01 Describe the variables that determine leadership effectiveness.
Accessibility: Keyboard Navigation

23) The characteristics of charismatic leaders include being experienced, having technical knowledge, and having a strong need for control.

Answer: FALSE
Difficulty: 1 Easy
Learning Objective: 02-01 Describe the variables that determine leadership effectiveness.
Accessibility: Keyboard Navigation

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24) James MacGregor Burns uses Gandhi as an example of a transactional leader.

Answer: FALSE
Difficulty: 1 Easy
Learning Objective: 02-02 Understand trait and behavior theories of leadership.
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Match the items below with their descriptions:

A) basic intelligence, clear and strong values, and a high level of personal energy
B) a distinguishing characteristic
C) developed an assessment instrument known as the Leader Behavior Description Questionnaire (LBDQ)
D) one's bearing, demeanor, and conduct
E) initiating structure, showing consideration
F) autocratic, democratic, laissez-faire
G) believed that leadership ability was determined by two primary qualities—intelligence and vitality
H) effectiveness depends on leader, follower, and situational factors
I) the ability to elevate a follower's performance beyond previous expectations

25) trait
Difficulty: 1 Easy
Learning Objective:
Accessibility: Keyboard Navigation
02-02 Understand trait and behavior theories of leadership.; 02-01 Describe the variables that determine leadership effectiveness.

26) Contingency theory
Difficulty: 1 Easy
Learning Objective: 02-02 Understand trait and behavior theories of leadership.; 02-01 Describe the variables that determine leadership effectiveness.
Accessibility: Keyboard Navigation

27) behavior
Difficulty: 1 Easy
Learning Objective: 02-02 Understand trait and behavior theories of leadership.; 02-01 Describe the variables that determine leadership effectiveness.
Accessibility: Keyboard Navigation

28) transformational leadership
Difficulty: 1 Easy
Learning Objective: 02-02 Understand trait and behavior theories of leadership.; 02-01 Describe the variables that determine leadership effectiveness.
Accessibility: Keyboard Navigation

29) Ralph Stogdill
Difficulty: 1 Easy
Learning Objective: 02-02 Understand trait and behavior theories of leadership.; 02-01 Describe the variables that determine leadership effectiveness.
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30) Von Hindenburg
Difficulty: 1 Easy
Learning Objective: 02-02 Understand trait and behavior theories of leadership.; 02-01 Describe the variables that determine leadership effectiveness.
Accessibility: Keyboard Navigation

31) important leadership traits
Difficulty: 1 Easy
Learning Objective: 02-02 Understand trait and behavior theories of leadership.; 02-01 Describe the variables that determine leadership effectiveness.
Accessibility: Keyboard Navigation

32) dimensions of leadership
Difficulty: 1 Easy
Learning Objective: 02-02 Understand trait and behavior theories of leadership.; 02-01 Describe the variables that determine leadership effectiveness.
Accessibility: Keyboard Navigation

33) styles of leadership
Difficulty: 1 Easy
Learning Objective: 02-02 Understand trait and behavior theories of leadership.; 02-01 Describe the variables that determine leadership effectiveness.
Accessibility: Keyboard Navigation

Answers: 25) B 26) H 27) D 28) I 29) C 30) G 31) A 32) E 33) F

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