The Art of Leadership and Supervision v2 0 1st edition Upperman Test Bank

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Chapter 1: Introduction to Leadership, Management, and Followership

1. What is the first step in your leadership development journey?
    a. understanding the professional cognate or language used in academia or scholarly work on leadership
    b. understanding your own leadership and management experience
    c. understanding the theories and concepts that frame the hard-earned experiences into lessons learned
    d. studying historical and contemporary leaders

Correct answer: B
Feedback: Understanding the concepts of leadership and management requires the reader to first understand their leadership and management experience and place it into the context of academic or scholarly theories and concepts. Doing this provides the developing leader with a base line of identified experience to work from.
Item difficulty: Medium
Item cognitive level (Bloom's): Understand
Chapter 1: Introduction to Leadership, Management, and Followership
Section 1.2: Introduction to Leadership

2. Which step allows the developing leader to better understand the theories and concepts that frame the hard-earned experiences into lessons learned?
    a. understanding the leadership and management experience
    b. understanding the professional cognate or language used in academia or scholarly work on leadership
    c. studying historical and contemporary leaders
    d. evaluating and assessing the effectiveness of historical or contemporary leaders

Correct answer: B
Feedback: Understanding the concepts of leadership and management requires the reader to first understand their leadership and management experience and place it into the context of academic or scholarly theories and concepts. The next step of leadership development is to understand the professional cognate or language used in academia or scholarly work on leadership. Having this understanding allows the developing leader to better understand the theories and concepts that frame the hard-earned experiences into lessons learned.
Item difficulty: Medium
Item cognitive level (Bloom's): Understand
Chapter 1: Introduction to Leadership, Management, and Followership
Section 1.2: Introduction to Leadership

3. Identify the correct statement regarding a leader.
    a. A leader does not influence team members.
    b. Leadership always has to be in a business context.
    c. Leadership involves demonstrating a self-centered attitude.
    d. A leader personally motivates team members to use their skill to achieve a common goal.

Correct answer: D
Feedback: One way to explore the definition of leadership is to identify key words or terms that describe what a leader does. An example definition is a leader creates a caring and trusting environment where team members are influenced to identify with the task and purpose of a

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common goal to the point of being inspired and personally motivated to use their skill to achieve it.
Item difficulty: Medium
Item cognitive level (Bloom's): Understand
Chapter 1: Introduction to Leadership, Management, and Followership
Section 1.3: Leadership

4. Which statement is true of a leader?
    a. A leader creates a trusting environment where team members are influenced.
    b. A leader does not personally motivate team members to use their skill.
    c. A leader does not guide people to act in a particular direction.
    d. A leader demonstrates a self-centered attitude.

Correct answer: A
Feedback: One way to explore the definition of leadership is to identify key words or terms that describe what a leader does. An example definition is a leader creates a caring and trusting environment where team members are influenced to identify with the task and purpose of a common goal to the point of being inspired and personally motivated to use their skill to achieve it.
Item difficulty: Medium
Item cognitive level (Bloom's): Understand
Chapter 1: Introduction to Leadership, Management, and Followership
Section 1.3: Leadership

5. An effective leader:
    a. is less attuned to behavioral sciences.
    b. inspires others by demonstrating a self-centered attitude.
    c. influences the cognitions and behaviors of others to illicit a motivating action.
    d. is less adjusted to an individual’s emotional intelligence.

Correct answer: C
Feedback: An effective leader influences the cognitions and behaviors of others to illicit a motivating action.
Item difficulty: Medium
Item cognitive level (Bloom's): Understand
Chapter 1: Introduction to Leadership, Management, and Followership
Section 1.3: Leadership

6. Yoshi believes that employees are a company’s best resource and he wants his people to succeed, so he spends time each week coaching and mentoring them to prepare them for promotional opportunities. Which key leadership principle is *most* demonstrated by Yoshi?
    a. Influence the cognitions and behaviors of others.
    b. Earn the trust of followers.
    c. Demonstrate care.
    d. Inspire others.

Correct answer: C

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Feedback: The third key leadership principle is to demonstrate *care* by coaching and mentoring an employee for promotion. When that employee moves on to the new position, the leader begins the process again by coaching and training a new hire.
Item difficulty: Medium
Item cognitive level (Bloom's): Apply
Chapter 1: Introduction to Leadership, Management, and Followership
Section 1.3: Leadership

7. A leader earning the trust of followers
    a. can establish that the leader is not acting out of concern and care.
    b. can demonstrate the leader is not acting out of selfishness.
    c. can indicate that the leader is a self-centered person.
    d. can validate that the leader is less attuned to behavioral sciences.

Correct answer: B
Feedback: Earning the trust of followers demonstrates the leader is not acting out of selfishness, but instead out of concern and care for the welfare of the organization and those that work in it.
Item difficulty: Medium
Item cognitive level (Bloom's): Understand
Chapter 1: Introduction to Leadership, Management, and Followership
Section 1.3: Leadership

8. Which statement is true of charismatic leaders?
    a. They lack the willingness to take personal risks.
    b. They display different levels of emotional expression based on the situation.
    c. They adhere to the short-term, day-to-day routine that task managers focus on rather than continuously espousing their vision and influence followers to move towards attaining it.
    d. They vary widely in their pragmatism, flexibility, and opportunism and display different styles to achieve their end goal.

Correct answer: D
Feedback: Understanding a pragmatic definition of charisma is important to becoming an effective leader. Charismatic leaders vary widely in their pragmatism, flexibility, and opportunism and display different styles to achieve their end goal.
Item difficulty: Medium
Item cognitive level (Bloom's): Understand
Chapter 1: Introduction to Leadership, Management, and Followership
Section 1.3: Leadership

9. _____ is when a leader motivates followers by appealing to their self-interests and exchanging benefits.
    a. Transformational leadership
    b. Inspirational leadership
    c. Relationship-oriented leadership
    d. Transactional leadership

Correct answer: D
Feedback: Transactional leadership is when a leader motivates followers by appealing to their self-interests and exchanging benefits.

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Item difficulty: Easy
Item cognitive level (Bloom's): Recall
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10. _____ is an appeal to the moral values of followers in an attempt to raise the conscientiousness about ethical issues and to mobilize their energy and resources to reform institutions.
    a. Transactional leadership
    b. Situational leadership
    c. Transformational leadership
    d. Servant leadership

Correct answer: C
Feedback: Transformational leadership is an appeal to the moral values of followers in an attempt to raise the conscientiousness about ethical issues and to mobilize their energy and resources to reform institutions.
Item difficulty: Easy
Item cognitive level (Bloom's): Recall
Chapter 1: Introduction to Leadership, Management, and Followership
Section 1.3: Leadership

11. Which statement is true of inspirational leaders?
    a. They articulate and encourage employees to think innovatively.
    b. They motivate followers by appealing to their self-interests.
    c. They stimulate employees by appealing to their exchanging benefits.
    d. They motivate employees through fear.

Correct answer: A
Feedback: Inspirational leadership is another term that can be used to describe transformational leadership where leaders motivate by focusing on the relationship-oriented behaviors such as support and development of the follower. In addition, inspirational leaders articulate and encourage employees to think innovatively.
Item difficulty: Medium
Item cognitive level (Bloom's): Understand
Chapter 1: Introduction to Leadership, Management, and Followership
Section 1.3: Leadership

12. A pragmatic leader
    a. adheres to the short-term, day-to-day routine that task managers focus on rather than continuously espousing their vision and influence followers to move towards attaining it.
    b. lacks the willingness to take personal risks.
    c. displays different levels of emotional expression based on the situation.
    d. increases attention to the follower’s immediate or situational needs.

Correct answer: D
Feedback: Being a pragmatic leader involves increasing attention to the follower’s immediate or situational needs, so the follower can continue to identify with the leader.
Item difficulty: Medium

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Item cognitive level (Bloom's): Understand
Chapter 1: Introduction to Leadership, Management, and Followership
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13. Identify the correct statement regarding charismatic leaders.
    a. They adhere to the short-term, day-to-day routine task that managers focus on.
    b. They continuously espouse their vision and influence followers to attain it.
    c. They display different levels of emotional expression based on the situation.
    d. They lack the willingness to take personal risks.

Correct answer: B
Feedback: The charismatic leader continuously espouses their vision and influence followers to move towards attaining it, rather than just adhere to the short-term, day-to-day routine task managers focus on.
Item difficulty: Medium
Item cognitive level (Bloom's): Understand
Chapter 1: Introduction to Leadership, Management, and Followership
Section 1.3: Leadership

14. Which statement characterizes effective leaders?
    a. They do not guide people to act in a particular direction.
    b. They have uniformity in authority and responsibility.
    c. They are required to exhibit followership traits throughout the organization's leadership hierarchy.
    d. They tend to influence followers through coercion.

Correct answer: C
Feedback: Leaders are positioned throughout the organization to perform a myriad of management tasks for the focal leader of the organization. In this case leaders are also required to exhibit followership traits throughout the organization’s leadership hierarchy. Though these leaders hold legitimate roles, each differs in authority and responsibility.
Item difficulty: Medium
Item cognitive level (Bloom's): Understand
Chapter 1: Introduction to Leadership, Management, and Followership
Section 1.3: Leadership

15. Farooq is a charismatic leader. Which characteristic should Farooq possess?
    a. He should be highly sensitive to the needs of followers.
    b. He should influence his followers through coercion.
    c. He should display different levels of emotional expression based on the situation.
    d. He should adhere to the short-term routine that task managers focus on rather than continuously espousing his vision and influencing followers to move towards attaining it.

Correct answer: A
Feedback: Charismatic leaders are highly sensitive to the needs of followers, communicate effectively, are willing to take personal risks, are change agents, and are idealistic in their vision of the future. Farooq should be highly sensitive to the needs of followers if he is a charismatic leader.
Item difficulty: Medium

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Item cognitive level (Bloom's): Apply
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16. Which scenario indicates a charismatic leader?
    a. Ingrid influences followers through coercion.
    b. Andrew displays different levels of emotional expression based on the situation.
    c. Sonia adheres to the short-term routine that task managers focus on rather than continuously espousing her vision and influencing followers to move towards attaining it.
    d. Ali has the willingness to take personal risks.

Correct answer: D
Feedback: Charismatic leaders are highly sensitive to the needs of followers, communicate effectively, are willing to take personal risks, are change agents, and are idealistic in their vision of the future. Ali is a charismatic leader as he has the willingness to take risks.
Item difficulty: Medium
Item cognitive level (Bloom's): Apply
Chapter 1: Introduction to Leadership, Management, and Followership
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17. Identify the correct scenario that indicates a charismatic leader.
    a. Olga lacks the willingness to take personal risks.
    b. Leela is a change agent.
    c. Amreen influences her followers through coercion.
    d. Daniel displays different levels of emotional expression based on the situation.

Correct answer: B
Feedback: Charismatic leaders are highly sensitive to the needs of followers, communicate effectively, are willing to take personal risks, are change agents, and are idealistic in their vision of the future. Leela is a charismatic leader because she is a change agent.
Item difficulty: Medium
Item cognitive level (Bloom's): Apply
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18. Which person is an example of a charismatic leader?
    a. Reena lacks the willingness to take personal risks.
    b. Kate maintains the status quo rather than bringing change.
    c. Senthil is generous, open, and honest.
    d. Sharon displays different levels of self-confidence and self-determination based on the situation.

Correct answer: C
Feedback: The charismatic leader’s personality characteristics are important to understand in terms of their having high self-esteem and ownership of their actions; they tend to be generous, open, honest, and have a deep concern for others. Senthil is a charismatic leader as he is generous, open, and honest.
Item difficulty: Medium
Item cognitive level (Bloom's): Apply

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19. Which individual can be classified as a charismatic leader?
    a. Simran has the ability to communicate effectively.
    b. Hyacinth lacks the willingness to take personal risks.
    c. Ralph has high levels of dominance.
    d. Oliver displays different levels of ego depending on the situation.

Correct answer: A
Feedback: Charismatic leaders are highly sensitive to the needs of followers, communicate effectively, are willing to take personal risks, are change agents, and are idealistic in their vision of the future. Simran is a charismatic leader because she has the ability to communicate effectively.
Item difficulty: Medium
Item cognitive level (Bloom's): Apply
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20. Ethan has the ability to exhibit excessive levels of self-confidence, self-determination, and emotional intelligence irrespective of the circumstance. He also has the willingness to take personal risks. He is deeply concerned about his followers and gives importance to their needs. Ethan is a(n):
    a. autocratic leader
    b. charismatic leader
    c. traditional leader
    d. dictatorial leader

Correct answer: B
Feedback: Charismatic leaders have a deep concern for others. They are also highly sensitive to the needs of followers, communicate effectively, are willing to take personal risks, are change agents, and are idealistic in their vision of the future. Ethan is a charismatic leader as he has the ability to exhibit excessive levels of self-confidence, self-determination, and emotional intelligence irrespective of the circumstance. He also has the willingness to take personal risks. He is deeply concerned about his followers and gives importance to their needs.
Item difficulty: Medium
Item cognitive level (Bloom's): Apply
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21. What is a characteristic of charismatic leaders?
    a. They tend to influence followers through coercion.
    b. They display different levels of self-confidence and self-determination based on the situation.
    c. They have a strong moral and ethical conviction of their principles and idealistic beliefs.
    d. They lack the willingness to take personal risks.

Correct answer: C

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Feedback: Charismatic leaders are consistent in displaying high levels of emotional expression, self-confidence, self-determination, freedom from internal conflict, regardless of the situation, and have a strong moral and ethical conviction of their principles and idealistic beliefs.
Item difficulty: Medium
Item cognitive level (Bloom's): Understand
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22. Which of the following is an example trait of expressive behavior in charismatic leadership?
    a. use of high action verbs and short pauses between phrases and sentences
    b. insight into the needs, values, and hopes of followers with an ability to build on them through dramatic and persuasive words
    c. strong personal inner direction
    d. need for exhibition and dominance

Correct answer: D
Feedback: Charismatic leadership manifests itself in nonverbal emotional expressiveness, or cues to move, inspire or captivate others. Need for exhibition and dominance is an example trait of expressive behavior.
Item difficulty: Medium
Item cognitive level (Bloom's): Recall
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23. Which of the following is an example trait of self-confidence in charismatic leadership?
    a. They use high action verbs, short pauses between phrases and sentences, and reiteration in their speeches.
    b. They are closed-minded.
    c. They have the ability to present themselves as miracle workers who are likely to succeed when others would fail.
    d. They have the ability to conceptually develop and articulate goals that focus people out of their preoccupation.

Correct answer: C
Feedback: Charismatic leaders display complete confidence in the correctness of their positions and in their capabilities and make this confidence a clear aspect of their public image. The ability to present themselves as miracle workers who are likely to succeed when others would fail is an example trait of self-confidence.
Item difficulty: Medium
Item cognitive level (Bloom's): Recall
Chapter 1: Introduction to Leadership, Management, and Followership
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24. Identify the correct example trait of self-determination in a charismatic leader.
    a. use of high action verbs and short pauses between phrases and sentences
    b. originality in thought
    c. relaxed but animated facial expressions
    d. need for exhibition and dominance

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Correct answer: B
Feedback: Originally identified with personal attributes of some leaders whose purposes, powers, and extraordinary determination set charismatic leaders apart from ordinary people. Originality in thought is an example trait of self-determination.
Item difficulty: Medium
Item cognitive level (Bloom's): Recall
Chapter 1: Introduction to Leadership, Management, and Followership
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25. Which of the following is an example trait of insight in a charismatic leader?
    a. ability to conceptually develop goals that focus people out of their preoccupation
    b. originality in thought
    c. need for exhibition and dominance
    d. use of high action verbs and short pauses between phrases and sentences

Correct answer: A
Feedback: The charismatic leader can arouse through articulation feelings of need among followers and find radical solutions to their problems. The ability to conceptually develop and articulate goals that focus people out of their preoccupation is an example trait of insight in charismatic leadership.
Item difficulty: Medium
Item cognitive level (Bloom's): Recall
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26. Which of the following examples indicates a charismatic leader with the characteristic of freedom from internal conflict?
    a. Nancy uses high action verbs, short pauses between phrases and sentences, and reiteration in her speeches.
    b. Jason is more forthright and candid in reprimanding subordinates.
    c. Iris always evokes a response from her audience.
    d. Harry is closed-minded.

Correct answer: B
Feedback: Charismatic leaders maintain their confidence and determination, despite serious setbacks and defeats through a self-assurance that is consistent with their self-image. Jason possesses the characteristic of freedom from conflict as he is more forthright and candid in reprimanding subordinates.
Item difficulty: Medium
Item cognitive level (Bloom's): Apply
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27. Identify the example that illustrates a charismatic leader with eloquence.
    a. Susannah takes a more active role and significant stronger actions than non-charismatic leaders.
    b. Mohammed is more forthright and candid in reprimanding subordinates and can maintain a clear conscience if he feels he must replace them.

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c. Hugh uses high action verbs, short pauses between phrases and sentences, and reiteration in his speeches.
d. Erin has a need for exhibition and dominance.

Correct answer: C
Feedback: Charismatic leaders have an emotional flair for expressive language even though they may not write the work they are effective in expressing it. Hugh possesses the characteristic of eloquence as he uses high action verbs, short pauses between phrases and sentences, and reiteration in his speeches.
Item difficulty: Medium
Item cognitive level (Bloom's): Apply
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28. Which of the following examples indicates a charismatic leader with the characteristic of high activity and energy level?
    a. Sunny is more forthright and candid in reprimanding subordinates and can maintain a clear conscience if he feels he must replace them.
    b. Emily uses high action verbs, short pauses between phrases and sentences, and reiteration in her speeches.
    c. Upasana takes a more active role and significant stronger actions.
    d. Adam has originality in thought.

Correct answer: C
Feedback: Charismatic leaders have a high energy level, are caring, optimist, and have a capacity to inspire loyalty. Upasana possesses the characteristic of activity and energy level as she takes a more active role and significant stronger actions.
Item difficulty: Medium
Item cognitive level (Bloom's): Apply
Chapter 1: Introduction to Leadership, Management, and Followership
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29. Which of the following is an example trait of the dark side of charismatics self-determination?
    a. originality in thought
    b. need for exhibition and dominance
    c. use of high action verbs and short pauses between phrases and sentences
    d. dogmatic attitude

Correct answer: D
Feedback: Charismatic leaders can be highly self-oriented and narcissistic who are concerned with themselves rather than being involved with others. They are oriented in ideas for their own sake, rather than for material gain. An example trait of the dark side of charismatics self-determination is a dogmatic attitude.
Item difficulty: Medium
Item cognitive level (Bloom's): Recall
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30. Which statement is true of leadership and management?
    a. Leadership requires leaders to understand the various sciences of management involving a narrower focus on their roles to develop processes to accomplish the specific tasks of their department.
    b. Leadership and management require different skills.
    c. Leadership and management require leaders and managers to be less attuned to an individual's emotional intelligence and seldom influence individual role personalities.
    d. Management requires managers to set themselves apart by having a broader or in depth understanding of behavioral sciences and how they affect followers, in addition to management science.

Correct answer: B
Feedback: A distinguishing characteristic is that leadership and management require different skills. Leaders set themselves apart by having a broader or in depth understanding of behavioral sciences and how they affect followers, in addition to management science, whereas managers have to understand the various sciences of management involving a narrower focus on their roles to develop processes to accomplish the specific tasks of their division or department.
Item difficulty: Medium
Item cognitive level (Bloom's): Understand
Chapter 1: Introduction to Leadership, Management, and Followership
Section 1.3: Leadership

31. Leaders set themselves apart by
    a. having a broader or in depth understanding of behavioral sciences and how they affect followers, in addition to management science.
    b. understanding the various sciences of management involving a narrower focus on their roles to develop processes to accomplish the specific tasks of their division or department.
    c. understanding how to direct individual behaviors and focusing more on leverage position power to influence subordinates to commit to the management team goal.
    d. being more inclined to direct bureaucratic actions in executing their supervisory role to accomplish the short-term day-to-day wins necessary to achieve the long-term organizational vision and operational intent.

Correct answer: A
Feedback: A distinguishing characteristic is that leadership and management require different skills. Leaders set themselves apart by having a broader or in depth understanding of behavioral sciences and how they affect followers, in addition to management science.
Item difficulty: Medium
Item cognitive level (Bloom's): Understand
Chapter 1: Introduction to Leadership, Management, and Followership
Section 1.3: Leadership

32. According to the GLOBE Project, the cultural dimension of performance orientation refers to
    a. the extent to which a society, organization, or individual group relies on social norms, rules, and procedures to alleviate the unpredictability of future events.
    b. the extent to which a collective encourages and rewards group members for performance improvement and excellence.

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c. the degree to which an organization or society encourages and rewards individual for being fair, altruistic, friendly, generous, caring, and kind to others.
d. the degree to which organizational and societal institutional practices encourage and reward collective distribution of resources and collective action.

Correct answer: B
Feedback: According to the GLOBE Project, the cultural dimension of performance orientation refers to the extent to which a collective encourages and rewards group members for performance improvement and excellence.
Item difficulty: Medium
Item cognitive level (Bloom's): Understand
Chapter 1: Introduction to Leadership, Management, and Followership
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33. According to the GLOBE Project, the degree to which a collective encourages and rewards individuals for being fair, altruistic, generous, caring, and kind to others is known as:
    a. assertiveness
    b. humane orientation
    c. institutional collectivism
    d. gender egalitarianism

Correct answer: B
Feedback: According to the GLOBE Project, the cultural dimension of humane orientation refers to the degree to which a collective encourages and rewards individuals for being fair, altruistic, generous, caring, and kind to others.
Item difficulty: Easy
Item cognitive level (Bloom's): Recall
Chapter 1: Introduction to Leadership, Management, and Followership
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34. In the context of the GLOBE Project, the degree to which individuals express pride, loyalty, and cohesiveness in their organizations or families is known as:
    a. assertiveness
    b. future generation
    c. power distance.
    d. in-group collectivism

Correct answer: D
Feedback: In the context of the GLOBE Project, the degree to which individuals express pride, loyalty, and cohesiveness in their organizations or families is known as in-group collectivism.
Item difficulty: Easy
Item cognitive level (Bloom's): Recall
Chapter 1: Introduction to Leadership, Management, and Followership
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35. According to the GLOBE Project, which of the following best describes uncertainty avoidance?
    a. the degree to which an organization or society encourages and rewards individual for being fair, altruistic, friendly, generous, caring, and kind to others

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b. the extent to which a community or person encourages and rewards innovation, high standards, excellent and performance improvement
c. the extent to which a society, organization, or group relies on social norms, rules, and procedures to alleviate the unpredictability of future events
d. the degree to which a collectivity encourages and reward future orientated behaviors

Correct answer: C
Feedback: The extent to which a society, organization, or group relies on social norms, rules, and procedures to alleviate the unpredictability of future events is referred to as uncertainty avoidance.
Item difficulty: Medium
Item cognitive level (Bloom's): Understand
Chapter 1: Introduction to Leadership, Management, and Followership
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36. According to the GLOBE Project, _____ refers to the degree to which individuals are assertive, confrontational, and aggressive in their relationships with others.
a. assertiveness
b. gender egalitarianism
c. future orientation
d. institutional collectivism

Correct answer: A
Feedback: According to the GLOBE Project, assertiveness refers to the degree to which individuals are assertive, confrontational, and aggressive in their relationships with others.
Item difficulty: Easy
Item cognitive level (Bloom's): Recall
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37. Under the concept of unity of leadership,
a. the overall responsibility always lies in the subordinate leaders or managers.
b. the leaders are not held responsible if their subordinate is not coached or supervised properly.
c. if the subordinate leader or manager authorized by the unit leaders to take actions on their behalf fails, they do not fail as well.
d. the leaders can never subordinate their personal responsibility for leading and managing a successful organization.

Correct answer: D
Feedback: Using the concept of unity of leadership, the leaders can never subordinate their personal responsibility for leading and managing a successful organization. If the subordinate leader or manager they authorize to take actions on their behalf fails, they fail as well because they may have displayed poor judgment in selecting the individual, and possibly did not coach and supervise the subordinate properly.
Item difficulty: Medium
Item cognitive level (Bloom's): Understand
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38. Managers, in contrast to charismatic leaders,
    a. set themselves apart by having a broader or in depth understanding of behavioral sciences and how they affect followers, in addition to management science.
    b. tend to feel victimized by self-doubts and personal traumas in circumstances where they have to reprimand or remove non-performing subordinates.
    c. appeal to the moral values of followers in an attempt to raise the conscientiousness about ethical issues and to mobilize their energy and resources to reform institutions.
    d. can take their skill set and move to dissimilar organizations and lead the organization effectively.

Correct answer: B
Feedback: Managers, in contrast to charismatic leaders, tend to feel victimized by self-doubts and personal traumas in circumstances where they have to reprimand or remove non-performing subordinates..
Item difficulty: Medium
Item cognitive level (Bloom's): Understand
Chapter 1: Introduction to Leadership, Management, and Followership
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39. Some managers may feel responsible for a subordinate's failures and removing or reprimanding them causes self-doubts to how effective they are because
    a. they tend to listen more to employees' recommendations than charismatic leaders.
    b. they can take their skill set and move to dissimilar organizations and lead the organization effectively.
    c. of being between the leader and the led.
    d. of the high sensitivity to the needs of followers.

Correct answer: C
Feedback: Managers, in contrast to charismatic leaders, tend to feel victimized by self-doubts and personal traumas in circumstances where they have to reprimand or remove non-performing subordinates. Because of being between the leader and the led some managers may feel responsible for a subordinate’s failures and removing or reprimanding them causes self-doubts to how effective they are.
Item difficulty: Medium
Item cognitive level (Bloom's): Understand
Chapter 1: Introduction to Leadership, Management, and Followership
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40. Mohammad has divided his company into divisional working units that execute the day-to-day tactics necessary to achieve the company’s objectives. Mohammad is demonstrating:
    a. operational art
    b. strategic art
    c. synergy
    d. conceptual art

Correct answer: A

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Feedback: Operational art involves the placement of the organization's resources into working units (divisions, sections, teams/units), which execute the day-to-day tactics necessary to achieve each strategic objective.
Item difficulty: Medium
Item cognitive level (Bloom's): Apply
Chapter 1: Introduction to Leadership, Management, and Followership
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41. Identify the correct statement regarding leadership art.
    a. It involves a thorough understanding of management science.
    b. It excludes a leader's understanding of strategic and operational art.
    c. It insists that a leader is "the expert" in the exact skill set.
    d. It does not encourage leaders to become generalists of every area.

Correct answer: B
Feedback: Leadership art involves a thorough understanding of behavioral sciences. This means the leader needs to understand their personality and possess effective people skills before they can understand those they want to influence. Leadership art also involves understanding strategic art, operational art, and tactics.
Item difficulty: Medium
Item cognitive level (Bloom's): Understand
Chapter 1: Introduction to Leadership, Management, and Followership
Section 1.3: Leadership

42. Which of the following statements is true of leadership art?
    a. It lacks a thorough understanding of behavioral sciences.
    b. It ensures that a leader is an expert in every area.
    c. It does not encourage leaders to become generalists of every area.
    d. It involves the leader's understanding of strategic and operational art.

Correct answer: D
Feedback: Leadership art involves the leader's understanding of strategic art, operational art, and tactics. Having this understanding provides them with the ability to conceptualize and articulate a grand vision or end-state for an organization.
Item difficulty: Medium
Item cognitive level (Bloom's): Understand
Chapter 1: Introduction to Leadership, Management, and Followership
Section 1.3: Leadership

43. Which statement is true of managers?
    a. They are not expected to perform in a routine and narrower segment of an organization.
    b. They understand their specific responsibility and role within a segment of the organization.
    c. They lack leadership traits and skills.
    d. They are always focused on long-term plan of actions.

Correct answer: B
Feedback: Managers understand their specific responsibility and role within a segment of the organization. Their responsibility is focused on their team performance as it relates to the

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organization and not on the performance of all teams functioning in a synergetic manner for the good of the organization.
Item difficulty: Medium
Item cognitive level (Bloom's): Understand
Chapter 1: Introduction to Leadership, Management, and Followership
Section 1.3: Leadership

44. Identify the correct statement regarding managers.
    a. Their responsibility is not focused on their team performance as it does not relate to the organization.
    b. Their responsibility is focused on the performance of all teams functioning in a synergetic manner for the good of the organization.
    c. They are not expected to perform in a routine and narrower segment of an organization.
    d. They are content if their area is performing to standard and if they meet the expected outcome.

Correct answer: D
Feedback: Managers' responsibility is focused on their team performance as it relates to the organization and not on the performance of all teams functioning in a synergetic manner for the good of the organization. Managers leave this to the organization's leader to accomplish. If a manager's area is performing to standard and if they meet the expected outcome, they are content.
Item difficulty: Medium
Item cognitive level (Bloom's): Understand
Chapter 1: Introduction to Leadership, Management, and Followership
Section 1.3: Leadership

45. Which statement is a characteristic of managers?
    a. They are not expected to perform in a routine and narrower segment of an organization.
    b. Their responsibility is focused on their team performance as it relates to the organization.
    c. Their target is always to concentrate on long-term plan of actions.
    d. They lack leadership traits and skills.

Correct answer: B
Feedback: Managers understand their specific responsibility and role within a segment of the organization. Their responsibility is focused on their team performance as it relates to the organization and not on the performance of all teams functioning in a synergetic manner for the good of the organization. Managers leave this to the organization's leader to accomplish.
Item difficulty: Medium
Item cognitive level (Bloom's): Understand
Chapter 1: Introduction to Leadership, Management, and Followership
Section 1.3: Leadership

46. What distinguishes a leader and a manager?
    a. A manager is focused on a long-term plan of action, whereas a leader is focused on a short-term plan of action.
    b. A manager develops strategic visions, whereas a leader has an operational view.

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c. A manager has to be concerned with day-to-day activities, whereas a leader's focus may be on monthly, quarterly, and annual results.
d. A manager is more attuned to behavioral sciences than a leader.

Correct answer: C
Feedback: A leader, or manager, should develop the conceptual ability to develop a long-term plan of action (leaders develop strategic visions). In turn, a manager is focused on a short-term plan of action (a manager's operational view). The manager also has to be concerned with day-to-day activities, whereas the leader's focus may be on monthly, quarterly, and annual results.
Item difficulty: Medium
Item cognitive level (Bloom's): Understand
Chapter 1: Introduction to Leadership, Management, and Followership
Section 1.3: Leadership

47. To be effective in the dyadic relationship between leaders and managers, as well as followers,
a. leaders are required to be less accommodated to behavioral sciences as they relate externally and internally to all managerial roles.
b. leaders and managers are required to understand behavioral and management sciences.
c. leaders and managers should be less attuned to individual's emotional intelligence and seldom influence individual role personalities.
d. leaders are required to be more inclined to direct bureaucratic actions in executing their supervisory role to accomplish the short-term day-to-day wins than managers.

Correct answer: B
Feedback: Leaders and managers are required to understand behavioral and management sciences to be effective in the dyadic relationship between them and the led. Though each needs to understand behavioral and management science the leaders and managers require unique and often different types of expert knowledge of an occupational or professional skill area.
Item difficulty: Medium
Item cognitive level (Bloom's): Understand
Chapter 1: Introduction to Leadership, Management, and Followership
Section 1.3: Leadership

48. Leaders are more attuned to behavioral sciences because
a. they understand how to direct individual behaviors and may focus more on leverage position power to influence subordinates to commit to the team goal.
b. they are more inclined to direct bureaucratic actions in executing their supervisory role to accomplish the short-term day-to-day wins necessary to achieve the long-term organizational vision and operational intent.
c. they are less accustomed to an individual's emotional intelligence and influencing individual role personalities across a broad range of skills sets using personal power indirectly to the larger organization.
d. they relate externally and internally to all managerial roles, working to synchronize their management efforts.

Correct answer: D

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Feedback: A difference between leadership and management is that leaders are more attuned to behavioral sciences (both cognitive [thought] and behavioral [actions]) as they relate externally and internally to all managerial roles, working to synchronize their management efforts.
Item difficulty: Medium
Item cognitive level (Bloom's): Understand
Chapter 1: Introduction to Leadership, Management, and Followership
Section 1.3: Leadership

49. Managers
    a. are generalists in an area and can synchronize the separate activities into a unified effort.
    b. are more attuned to behavioral sciences as they relate externally and internally to all managerial roles, working to synchronize their management efforts.
    c. are less inclined to direct bureaucratic actions in executing their supervisory role to accomplish the short-term day-to-day wins.
    d. understand how to direct individual behaviors and may focus more on leverage position power to influence subordinates to commit to the team goal.

Correct answer: D
Feedback: Managers understand how to direct individual behaviors and may focus more on leverage position power (legitimate, reward, coercive, informational, and ecological powers) to influence subordinates to commit to the management team goal.
Item difficulty: Medium
Item cognitive level (Bloom's): Understand
Chapter 1: Introduction to Leadership, Management, and Followership
Section 1.3: Leadership

50. Which statement is true of managers?
    a. Managers are not expected to perform in a routine and narrower segment of an organization.
    b. Managers are focused on long-term plans of action.
    c. Managers are more inclined to direct bureaucratic actions in executing their supervisory role to accomplish the short-term day-to-day wins.
    d. Managers' responsibility is focused on the performance of all teams functioning in a synergetic manner for the good of the organization.

Correct answer: C
Feedback: Managers are more inclined to direct bureaucratic actions in executing their supervisory role to accomplish the short-term day-to-day wins necessary to achieve the long-term organizational vision and operational intent.
Item difficulty: Medium
Item cognitive level (Bloom's): Understand
Chapter 1: Introduction to Leadership, Management, and Followership
Section 1.3: Leadership

51. Which statement is true of leaders and managers?
    a. Leaders and managers learn about specific skill sets related to their occupation in courses such as strategic management and policy development.

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b. Leaders cannot take their skill set and move to dissimilar organizations or lead the organization effectively.
c. Managers cannot be completely focused on a particular occupational or professional skill set in an organization that confines them to exercising their unique expertise.
d. Leaders and managers should be less attuned to individual's emotional intelligence and influencing individual role personalities.

Correct answer: A
Feedback: Managerial sciences skills are learned in administrative management and business management studies. Leaders and managers learn about specific skill sets related to their occupation in courses such as strategic management and policy development, finance, project management, information technology, and business management. The number of unique skills required for a leader to possess varies dependent on the leadership or management level you hold.
Item difficulty: Medium
Item cognitive level (Bloom's): Understand
Chapter 1: Introduction to Leadership, Management, and Followership
Section 1.3: Leadership

52. The number of unique skills required for a leader to possess varies depending on
a. the organization's vision and mission.
b. the leadership or management level that one holds.
c. the leverage position power of a manager or a leader.
d. the transactional or transformational leadership style used in the organization.

Correct answer: B
Feedback: Leaders and managers learn about specific skill sets related to their occupation in courses such as strategic management and policy development, finance, project management, information technology, and business management. The number of unique skills required for a leader to possess varies dependent on the leadership or management level that one holds.
Item difficulty: Medium
Item cognitive level (Bloom's): Understand
Chapter 1: Introduction to Leadership, Management, and Followership
Section 1.3: Leadership

53. What differentiates leaders and managers?
a. Leaders are less attuned to behavioral sciences as they relate externally and internally to all managerial roles, working to synchronize their management efforts.
b. Leaders are focused on short-term plans of action, whereas managers develop the conceptual ability to develop a long-term plan of action.
c. Managers are more attuned to individual's emotional intelligence and influencing individual role personalities across a broad range of skills sets using personal power indirectly to the larger organization and directly through the management team in the form of referent and expert power.
d. Leaders can take their skill set and move to dissimilar organizations and lead the organization effectively, while a manager may be purely focused on a particular occupational skill set in an organization that confines them to exercising their unique expertise.

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Correct answer: D
Feedback: Each management skill set or activity requires leadership if one is going to have an organization that produces a service or product. Leaders, however, can take their skill set and move to dissimilar organizations and lead the organization effectively. A manager may be purely focused on a particular occupational or professional skill set in an organization that confines them to exercising their unique expertise.
Item difficulty: Medium
Item cognitive level (Bloom's): Understand
Chapter 1: Introduction to Leadership, Management, and Followership
Section 1.3: Leadership

54. Identify the correct statement regarding managers.
    a. They focus on the development of a vision, mission, and operational intent.
    b. They are focused on leading the management staffs at the strategic operational level.
    c. They are dependent on each other to synchronize their specific department operational role.
    d. They can take their skill set and move to dissimilar organizations and lead the organization effectively.

Correct answer: C
Feedback: Managers are independent in operating their department, but dependent on each other to synchronize their specific department operational role in terms of accomplishing the overall organization's vision and mission.
Item difficulty: Medium
Item cognitive level (Bloom's): Understand
Chapter 1: Introduction to Leadership, Management, and Followership
Section 1.3: Leadership

55. Which statement is true of a manager?
    a. A manager has to understand how to take the organization's strategy and operationalize it.
    b. A manager implements managerial sciences outside their expertise to perform their job.
    c. A manager lacks a specific managerial skill but possesses a broader and general leadership skill set that allows them to artfully synchronize several department functions to meet the organizational vision and mission.
    d. A manager can take his or her skill set and move to dissimilar organizations and lead the organization effectively.

Correct answer: A
Feedback: Leadership team members possess managerial skills, but they are focused on leading the management staffs at the strategic operational level. The focus at this level is on organizational strategy or strategic management (including the development of a vision, mission, and operational intent). A manager, in turn, has to understand how to take the organization's strategy and operationalize it.
Item difficulty: Medium
Item cognitive level (Bloom's): Understand
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56. Maria is a team leader and she directs everyone else's activities. The other members of the team feel that Maria should allow others on the team to have a say in how things are done. This demonstrates which cultural dimension from the GLOBE Project?
    a. performance orientation
    b. power distance
    c. assertiveness
    d. humane orientation

Correct answer: B
Feedback: Power distance is the degree to which members of a collective expect power to be distributed equally.
Item difficulty: Medium
Item cognitive level (Bloom's): Apply
Chapter 1: Introduction to Leadership, Management, and Followership
Section 1.3: Leadership

57. What distinguishes leading from managing?
    a. Leading tends to be more task or process focused than managing.
    b. Leading demands a greater awareness of the big picture than managing.
    c. Leading tends to be narrower in its focus than managing.
    d. Unlike managing, leading includes pushing people to the desired objective.

Correct answer: B
Feedback: Leading demands a greater awareness of the big picture than managing. That is, managing tends to be more task or process focused, while leading tends to be broader in its focus.
Item difficulty: Medium
Item cognitive level (Bloom's): Understand
Chapter 1: Introduction to Leadership, Management, and Followership
Section 1.4: Management

58. What differentiates managing from leading?
    a. Managing demands a greater awareness of the big picture than leading.
    b. Managing is influencing others, whereas leading is the day-to-day activities, with more of an operational focus.
    c. Managing implies going someplace with others in tow, whereas leading may include pushing people to the desired objective.
    d. Managing tends to be more task or process focused, while leading tends to be broader in its focus.

Correct answer: D
Feedback: Leading demands a greater awareness of the big picture than managing. That is, managing tends to be more task or process focused, while leading tends to be broader in its focus.
Item difficulty: Medium
Item cognitive level (Bloom's): Understand
Chapter 1: Introduction to Leadership, Management, and Followership
Section 1.4: Management

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59. Latosha is a new manager in a manufacturing company. Most likely, the hierarchy of authority she will use with employees is:
    a. top-down
    b. lateral
    c. bottom-up
    d. multidirectional

Correct answer: A
Feedback: Managers use transaction-based relationships in a top-down direct authority relationship with employees to attain routine and repetitive short-term goals provided by specific missions, objectives, and goals.
Item difficulty: Medium
Item cognitive level (Bloom's): Apply
Chapter 1: Introduction to Leadership, Management, and Followership
Section 1.4: Management

60. Identify the difference between leading and managing.
    a. Leading demands a lesser awareness of the big picture than managing.
    b. Leading implies pushing people to the desired objective, whereas managing may include going someplace with others in tow.
    c. Leading is more people oriented, whereas managing is more task and process oriented.
    d. Leading is the day-to-day activities, with more of an operational focus, whereas managing is influencing others.

Correct answer: C
Feedback: Leading is more people oriented, whereas managing is more task and process oriented.
Item difficulty: Medium
Item cognitive level (Bloom's): Understand
Chapter 1: Introduction to Leadership, Management, and Followership
Section 1.4: Management

61. What is a difference between leading and managing?
    a. Leading is more task/process oriented, whereas managing is more people oriented.
    b. Leading is the day-to-day activities, with more of an operational focus, whereas managing is influencing of others.
    c. Leading demands a lesser awareness of the big picture than managing.
    d. Leading implies going someplace with others willingly following, whereas managing may include pushing people to the desired objective.

Correct answer: D
Feedback: Leading implies going someplace with others willingly following. Managing, on the other hand, may include pushing people to the desired objective.
Item difficulty: Medium
Item cognitive level (Bloom's): Understand
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Section 1.4: Management

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62. In a leader-follower relationship, a follower
    a. does not have to be a subordinate or a direct report.
    b. can be described as someone whose primary work activities are directed and evaluated by a specified leader or manager.
    c. is not delegated authority and responsibility from higher-level leaders in the organization.
    d. has a self-centered attitude.

Correct answer: A
Feedback: Followers do not have to be subordinates or direct reports and may be volunteers who function in the absence of a formal dyadic authoritative leader–led relationship.
Item difficulty: Medium
Item cognitive level (Bloom's): Understand
Chapter 1: Introduction to Leadership, Management, and Followership
Section 1.5: Followers

63. What is a personality characteristic of followers?
    a. fear
    b. self-centered attitude
    c. team player
    d. dominance

Correct answer: C
Feedback: Team player is one of the personality characteristics of followers.
Item difficulty: Medium
Item cognitive level (Bloom's): Recall
Chapter 1: Introduction to Leadership, Management, and Followership
Section 1.5: Followers

64. What is true of a leader?
    a. Leaders understand how to direct individual behaviors and may focus more on leveraging position power to influence subordinates to commit to the management team goal.
    b. Leaders tend to feel victimized by self-doubts and personal traumas in circumstances where they have to reprimand or remove non-performing subordinates.
    c. Leaders are not content with things remaining the same.
    d. Leaders are more inclined to direct bureaucratic actions in executing their supervisory role to accomplish the short-term day-to-day wins necessary to achieve the long-term organizational vision and operational intent.

Correct answer: C
Feedback: Leaders are not content with things remaining the same and are constantly looking to innovate and improve things as environments, followers, and subordinates change.
Item difficulty: Medium
Item cognitive level (Bloom's): Understand
Chapter 1: Introduction to Leadership, Management, and Followership
Section 1.5: Followers

65. Raymond owns a small business. He has very high expectations for his employees, and he often gets angry when they don’t meet his standards. As a result, the employees are unhappy in their jobs and the company is not performing well. What type of leader is Raymond?

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a. transformational
b. inspirational
c. charismatic
d. toxic

Correct answer: D
Feedback: Toxic leaders develop negative working environments and are disastrous leaders who oversee unhappy followers and investors that contribute to ineffective organizations.
Item difficulty: Medium
Item cognitive level (Bloom's): Apply
Chapter 1: Introduction to Leadership, Management, and Followership
Section 1.5: Followers

66. Leadership development involves the study of historical and even contemporary leaders.
a. True
b. False

Correct answer: A
Feedback: Leadership development involves the study of historical and even contemporary leaders. Using leadership or management experience and framing this with academic or scholarly work provides the tools necessary to evaluate and assess the effectiveness of historical or contemporary leaders.
Item difficulty: Easy
Item cognitive level (Bloom's): Recall
Chapter 1: Introduction to Leadership, Management, and Followership
Section 1.2: Introduction to Leadership

67. Leaders inspire others by demonstrating a self-centered attitude.
a. True
b. False

Correct answer: B
Feedback: Leaders inspire others by demonstrating a selfless attitude through personal sacrifice, setting an example for other to aspire to.
Item difficulty: Medium
Item cognitive level (Bloom's): Understand
Chapter 1: Introduction to Leadership, Management, and Followership
Section 1.3: Leadership

68. Charismatic leaders vary widely in their pragmatism, flexibility, and opportunism and display different styles to achieve their end goal.
a. True
b. False

Correct answer: A
Feedback: Charismatic leaders vary widely in their pragmatism, flexibility, and opportunism and display different styles to achieve their end goal.
Item difficulty: Easy
Item cognitive level (Bloom's): Recall
Chapter 1: Introduction to Leadership, Management, and Followership

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Section 1.3: Leadership

69. Styles such as autocratic or dictatorial leadership are examples of what a charismatic leader is likely to use in leading followers or subordinates to resolve a particular situation presented to them.
    a. True
    b. False

Correct answer: B
Feedback: Leadership styles such as transactional or transformational leadership are examples of what a charismatic leader may use in leading followers or subordinates to resolve a particular situation presented to them.
Item difficulty: Easy
Item cognitive level (Bloom's): Recall
Chapter 1: Introduction to Leadership, Management, and Followership
Section 1.3: Leadership

70. A charismatic leader tends to have low self-esteem and ownership of their actions.
    a. True
    b. False

Correct answer: B
Feedback: The charismatic leader’s personality characteristics are important to understand in terms of their having high self-esteem and ownership of their actions; they tend to be generous, open, honest, and have a deep concern for others.
Item difficulty: Medium
Item cognitive level (Bloom's): Understand
Chapter 1: Introduction to Leadership, Management, and Followership
Section 1.3: Leadership

71. Managers possess leadership traits and skills but are limited in that they are expected to perform in a routine and narrower segment of an organization.
    a. True
    b. False

Correct answer: A
Feedback: Managers understand their specific responsibility and role within a segment of the organization. Managers do possess leadership traits and skills but are limited in that they are expected to perform in a routine and narrower segment of an organization.
Item difficulty: Medium
Item cognitive level (Bloom's): Recall
Chapter 1: Introduction to Leadership, Management, and Followership
Section 1.3: Leadership

72. The statement, "Leaders are experts in understanding all facets of the organizational relationships," means that they are experts in each area.
    a. True
    b. False

Correct answer: B

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Feedback: Leaders are experts in understanding all facets of the organizational relationships such as operations, research and development, training management, marketing, information technology, human resources, logistics, and sales. This does not mean they are experts in each area, but it does mean they possess the ability to become generalists of each and can synchronize the separate activities into a unified effort.
Item difficulty: Medium
Item cognitive level (Bloom's): Understand
Chapter 1: Introduction to Leadership, Management, and Followership
Section 3.1: Leadership

73. A leader's abilities need to be commensurate with the specific situation.
    a. True
    b. False
Correct answer: A
Feedback: In each case, organizational success is dependent on each leader demonstrating good followership traits. The leader's abilities need to be commensurate with the situation's requirement.
Item difficulty: Medium
Item cognitive level (Bloom's): Understand
Chapter 1: Introduction to Leadership, Management, and Followership
Section 3.1: Leadership

74. Leading may function without managing, but managing cannot function without leading.
    a. True
    b. False
Correct answer: B
Feedback: Managing can function without leading, but leading cannot function without managing.
Item difficulty: Medium
Item cognitive level (Bloom's): Understand
Chapter 1: Introduction to Leadership, Management, and Followership
Section 1.4: Management

75. Where leaders rely on control, managers inspire trust and empower their team members.
    a. True
    b. False
Correct answer: B
Feedback: Leaders are not content with things remaining the same and are constantly looking to innovate and improve things as environments, followers, and subordinates change. Where managers rely on control and processes, leaders inspire trust and empower their team members.
Item difficulty: Medium
Item cognitive level (Bloom's): Understand
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Section 1.5: Management

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76. _____ is a term that can be used to describe transformational leadership where leaders motivate by focusing on relationship-oriented behaviors such as support and development of the follower.
Correct answer: Inspirational leadership
Feedback: Inspirational leadership is a term that can be used to describe transformational leadership where leaders motivate by focusing on relationship-oriented behaviors such as support and skill development of the follower.
Item difficulty: Easy
Item cognitive level (Bloom's): Recall
Chapter 1: Introduction to Leadership, Management, and Followership
Section 1.3: Leadership

77. _____ is the ability to develop a long-term strategy by understanding management science and synchronizing many management activities to attain results at the decisive time and place of the leaders choosing.
Correct answer: Conceptual art
Feedback: Conceptual art is the ability to develop a long-term strategy by understanding management science and synchronize many management activities (marketing, sales, product development, HR, IT, logistics, etc.) to attain results at the decisive time and place of the leader's choosing (creating a synergistic effect for the organization).
Item difficulty: Easy
Item cognitive level (Bloom's): Recall
Chapter 1: Introduction to Leadership, Management, and Followership
Section 1.3: Leadership

78. _____ is the application of behavioral and leadership sciences to employees and stakeholders to influence the attainment of an organizational goal or objective.
Correct answer: Leadership art
Feedback: Leadership art is the application of behavioral and leadership sciences to employees and stakeholders to influence the attainment of an organizational goal or objective.
Item difficulty: Easy
Item cognitive level (Bloom's): Recall
Chapter 1: Introduction to Leadership, Management, and Followership
Section 1.3: Leadership

79. A(n) _____ can be described as someone whose primary work activities are directed and evaluated by a specified leader or manager.
Correct answer: subordinate or direct report
Feedback: A subordinate or direct report can be described as someone whose primary work activities are directed and evaluated by a specified leader or manager.
Item difficulty: Easy
Item cognitive level (Bloom's): Recall
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Section 1.3: Followers

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80. A(n) _____ is an employee who acknowledges the specified focal leader or manager who holds a legitimate position in a company.
Correct answer: follower
Feedback: A follower is an employee who acknowledges the specified focal leader or manager who holds a legitimate position in a company. Whether designated a leader or manager the person is delegated authority and responsibility from higher-level leaders in the organization.
Item difficulty: Easy
Item cognitive level (Bloom's): Recall
Chapter 1: Introduction to Leadership, Management, and Followership
Section 1.3: Followers

81. Explore and address the definition of leadership.
Correct answer: One way to explore the definition of leadership is to identify key words or terms that describe what a leader does. An example definition is a leader creates a caring and trusting environment where team members are influenced to identify with the task and purpose of a common goal to the point of being inspired and personally motivated to use their skill to achieve it. Leaders in this case influence people to act in a particular direction, and by doing so, the leader's desired outcome is achieved. Another way of defining leadership using the same principles is: Leaders influence a person or group of followers using charismatic inspiration, earning their trust by setting an example of selfless sacrifice and care which motivates the follower into achieving an individual or group goal in pursuit of the organizations vision.
Item difficulty: Medium
Item cognitive level (Bloom's): Understand
Chapter 1: Introduction to Leadership, Management, and Followership
Section 1.3: Leadership

82. Briefly explain the characteristics of a charismatic leader.
Correct answer: Charismatic leaders vary widely in their pragmatism, flexibility, and opportunism and display different styles to achieve their end goal. Styles such as transactional or transformational leadership are examples of what a charismatic leader may use in leading followers or subordinates to resolve a particular situation presented to them. Being a pragmatic leader involves increasing attention to the follower's immediate or situational needs, so the follower can continue to identify with the leader. Accomplishing this provides an enduring dyadic follower-leader relationship which may be fueled by the leader's charismatic style. The charismatic leader continuously espouses their vision and influences followers to move towards attaining it, rather than just adhere to the short-term, day-to-day routine task managers focus on. They are also highly sensitive to the needs of followers, communicate effectively, are willing to take personal risks, are change agents, and are idealistic in their vision of the future. Regardless of the situation, they are consistent in displaying high levels of emotional expression, self-confidence, self-determination, freedom from internal conflict, and have a strong moral and ethical conviction of their principles and idealistic beliefs.
Item difficulty: Medium
Item cognitive level (Bloom's): Recall
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Section 1.3: Leadership

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83. Briefly compare and contrast leadership art and managerial science.
Correct answer:

- Leadership art involves a thorough understanding of behavioral sciences. This means the leader needs to understand their personality and possess effective people skills before they can understand those they want to influence. Leadership art also involves the leader's understanding of strategic and operational art. Having this understanding provides them with the ability to conceptualize and articulate a grand vision or end-state for an organization.
- Managerial sciences skills are learned in administrative management and business management studies. Leaders and managers learn about specific skill sets related to their occupation in courses such as strategic management and policy development, finance, project management, information technology, and business management. The number of unique skills required for a leader to possess varies dependent on the leadership or management level one holds.

Item difficulty: Medium
Item cognitive level (Bloom's): Recall
Chapter 1: Introduction to Leadership, Management, and Followership
Section 1.3: Leadership

84. Explain the areas of distinction between the role of a leader and a manager in planning and performance.
Correct answer: In the context of planning, management is focused on the day-to-day actions of the organization and on short-term planning results. Leadership focuses on the long-term vision and mission adhering to a well-defined strategic and operational concept developed by the leader's executive team. In the context of performance, managers focus on maximizing individual and team performance in their particular section to ensure that their part of the organization is effective and efficient in performing their mission for the organization. Leaders focus on building cohesive teams. Leaders are change agents for systems and articulate the concept and vision to employees. Managers capitalize on implementing the incremental changes to meet short-term goals.
Item difficulty: Medium
Item cognitive level (Bloom's): Recall
Chapter 1: Introduction to Leadership, Management, and Followership
Section 1.4: Management

85. Briefly explain the role of a follower in an organization.
Correct answer: A follower is an employee who acknowledges the specified focal leader or manager who holds a legitimate position in a company. Whether designated a leader or manager the person is delegated authority and responsibility from higher-level leaders in the organization. The leader or manager then provides the guidance, direction, and purpose of an organization to a follower or a group of followers to accomplish a specified task or project; regardless of how much formal position power the leader or manager possesses. Followers in this instance do not have to be subordinates or direct reports and may be volunteers who function in the absence of a formal dyadic authoritative leader–led relationship.
Item difficulty: Medium
Item cognitive level (Bloom's): Understand

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Chapter 1: Introduction to Leadership, Management, and Followership
Section 1.5: Followers

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