Essentials of Organizational Behavior An Evidence Based Approach 1st edition Scandura Test Bank

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Chapter 2: Leadership: Core Concepts

Test Bank

Multiple Choice

1. According to a global survey by Edelman, how many people say they trust in business in general?
a. 90%
b. 70%
*c. 50%
d. 30%
Answer Location: Have Leaders Lost Their Followers' Trust?
Learning Objective: 2.4 Explain why trust is important and how to repair it.
Difficulty Level: 2 Medium
Cognitive Domain: Knowledge
Question Type: MC

2. According to a global survey by Edelman, how many people say they trust in business leaders to tell the truth?
a. 58%
b. 38%
*c. 18%
d. 8%
Answer Location: Have Leaders Lost Their Followers' Trust?
Learning Objective: 2.4 Explain why trust is important and how to repair it.
Difficulty Level: 3 Hard
Cognitive Domain: Knowledge
Question Type: MC

3. According to Yukl's definition of leadership, leadership is a _____.
a. trait
b. skill
c. behavior
*d. process
Answer Location: What is Leadership?
Learning Objective: 2.1 Define leadership, and explain the difference between being a manager and being a leader.
Difficulty Level: 2 Medium
Cognitive Domain: Knowledge
Question Type: MC

4. The essence of leadership is _____.

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*a. an influence process
b. manipulating others
c. planning strategies
d. training employees
Answer Location: What is Leadership?
Learning Objective: 2.1 Define leadership, and explain the difference between being a manager and being a leader.
Difficulty Level: 1 Easy
Cognitive Domain: Knowledge
Question Type: MC

5. According to the text, leadership directs individuals and groups toward achieving _____.
a. group conflict
*b. organizational goals
c. status quo
d. individuals' demands
Answer Location: What is Leadership?
Learning Objective: 2.1 Define leadership, and explain the difference between being a manager and being a leader.
Difficulty Level: 2 Medium
Cognitive Domain: Comprehension
Question Type: MC

6. According to Bennis' distinction between leaders and managers, leaders _____.
a. imitate others
b. rely on control
*c. challenges the status quo
d. do things right
Answer Location: What is Leadership?
Learning Objective: 2.1 Define leadership, and explain the difference between being a manager and being a leader.
Difficulty Level: 3 Hard
Cognitive Domain: Comprehension
Question Type: MC

7. Sally starts a company and she knows that for her business to be successful she needs _____.
a. managers only
b. leaders only
c. neither leaders nor managers
*d. both leaders and managers
Answer Location: What is Leadership?
Learning Objective: 2.1 Define leadership, and explain the difference between being a manager and being a leader.
Difficulty Level: 1 Easy

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Cognitive Domain: Application
Question Type: MC

8. The roles of leaders and managers _____.
a. are identical
b. are not related at all
*c. overlap to some extent
d. are unimportant to organizational behavior
Answer Location: What is Leadership?
Learning Objective: 2.1 Define leadership, and explain the difference between being a manager and being a leader.
Difficulty Level: 2 Medium
Cognitive Domain: Comprehension
Question Type: MC

9. Tom can switch between control and inspiration as the situation demands, Tom is a _____.
a. manager
*b. managerial leader
c. leader
d. magician
Answer Location: What is Leadership?
Learning Objective: 2.1 Define leadership, and explain the difference between being a manager and being a leader.
Difficulty Level: 2 Medium
Cognitive Domain: Application
Question Type: MC

10. Which of the following leadership theories emphasizes adaptability of leader depending on follower characteristics?
*a. Situational leadership
b. Transactional leadership
c. Authentic leadership
d. Humble leadership
Answer Location: What is Leadership?
Learning Objective: 2.1 Define leadership, and explain the difference between being a manager and being a leader.
Difficulty Level: 2 Medium
Cognitive Domain: Analysis
Question Type: MC

11. Susan is a new manager and interested in truly becoming a leader who establishes a course of direction for her followers. In order to learn more she should focus on research related to _____.
a. administration
*b. visionary leadership

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c. systems analysis
d. transactional leadership
Answer Location: What is Leadership?
Learning Objective: 2.1 Define leadership, and explain the difference between being a manager and being a leader.
Difficulty Level: 2 Medium
Cognitive Domain: Application
Question Type: MC

12. The full-range leadership development model depicts leadership as a(n) _____.
a. impossibility
b. static process
*c. continuum
d. management skill
Answer Location: Full Range Leadership Development
Learning Objective: 2.2 Compare the elements of transactional and transformational leadership.
Difficulty Level: 1 Easy
Cognitive Domain: Comprehension
Question Type: MC

13. How is transformational leadership related to transactional leadership in the full-range leadership development model?
a. They are unrelated.
*b. Transformational leadership is built on the foundation of transactional leadership.
c. They are one and the same.
d. Transactional leadership is built on the foundation of transformational leadership.
Answer Location: Full Range Leadership Development
Learning Objective: 2.2 Compare the elements of transactional and transformational leadership.
Difficulty Level: 2 Medium
Cognitive Domain: Analysis
Question Type: MC

14. Transactional leaders motivate followers through _____.
a. inspiration
b. role-modeling
c. inclusion
*d. rewards
Answer Location: Full Range Leadership Development
Learning Objective: 2.2 Compare the elements of transactional and transformational leadership.
Difficulty Level: 2 Medium
Cognitive Domain: Comprehension
Question Type: MC

15. JoAnn motivates followers through corrective actions and rewards, she can be described as a _____.
a. charismatic leader

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b. visionary leader
*c. transactional leader
d. transformational leader
Answer Location: Full Range Leadership Development
Learning Objective: 2.2 Compare the elements of transactional and transformational leadership.
Difficulty Level: 2 Medium
Cognitive Domain: Application
Question Type: MC

16. Jamal gives rewards depending on the actions of his followers. Jamal is demonstrating which of the following types of leadership in the full-range model of leadership?
a. Laissez-faire
*b. Contingent reward
c. Management-by-exception, passive
d. Management-by-exception, active
Answer Location: Full Range Leadership Development
Learning Objective: 2.2 Compare the elements of transactional and transformational leadership.
Difficulty Level: 2 Medium
Cognitive Domain: Application
Question Type: MC

17. Joseph consistently looks for errors to correct and corrects them. Joseph is demonstrating which of the following types of leadership in the full-range model of leadership?
*a. Management-by-exception, active
b. Management-by-exception, passive
c. Laissez-faire
d. Contingent reward
Answer Location: Full Range Leadership Development
Learning Objective: 2.2 Compare the elements of transactional and transformational leadership.
Difficulty Level: 2 Medium
Cognitive Domain: Application
Question Type: MC

18. Leaders who demonstrate management-by-exception (passive) behaviors _____.
a. inspire followers
*b. do not look for errors but correct them when they find them
c. actively look for errors and correct them when they find them
d. avoid leadership activity
Answer Location: Full Range Leadership Development
Learning Objective: 2.2 Compare the elements of transactional and transformational leadership.
Difficulty Level: 2 Medium
Cognitive Domain: Application
Question Type: MC

19. Laissez-Faire leadership is _____.
a. more effective than transformational leadership

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b. actively looking for corrective opportunities
*c. near avoidance of leadership
d. inspirational to others
Answer Location: Full Range Leadership Development
Learning Objective: 2.2 Compare the elements of transactional and transformational leadership
Difficulty Level: 2 Medium
Cognitive Domain: Knowledge
Question Type: MC

20. Which of the following is not one of the four *I*'s of transformational leadership?
a. Idealized influence
b. Individualized consideration
c. Intellectual stimulation
*d. Improvised efforts
Answer Location: Full Range Leadership Development
Learning Objective: 2.2 Compare the elements of transactional and transformational leadership.
Difficulty Level: 1 Easy
Cognitive Domain: Knowledge
Question Type: MC

21. Rhonda treats each of her employees as a unique person. She is demonstrating which of the following of the behaviors of transformational leaders?
a. Idealized influence
b. Intellectual stimulation
*c. Individualized consideration
d. Inspirational motivation
Answer Location: Full Range Leadership Development
Learning Objective: 2.2 Compare the elements of transactional and transformational leadership.
Difficulty Level: 2 Medium
Cognitive Domain: Application
Question Type: MC

22. James listens to followers openly and does not criticize their ideas. He is demonstrating which of the following of the behaviors of transformational leaders?
a. Inspirational motivation
*b. Intellectual stimulation
c. Individualized consideration
d. Idealized influence
Answer Location: Full Range Leadership Development
Learning Objective: 2.2 Compare the elements of transactional and transformational leadership.
Difficulty Level: 2 Medium
Cognitive Domain: Application
Question Type: MC

23. Julie is positive and upbeat and gets others to feel optimistic as well. She is demonstrating which of the following of the behaviors of transformational leaders?

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a. Intellectual stimulation
b. Idealized influence
*c. Inspirational motivation
d. Individualized consideration
Answer Location: Full Range Leadership Development
Learning Objective: 2.2 Compare the elements of transactional and transformational leadership.
Difficulty Level: 2 Medium
Cognitive Domain: Application
Question Type: MC

24. Tamara is admired and respected and is seen as a change agent. She is demonstrating which of the following of the behaviors of transformational leaders?
a. Individualized consideration
b. Inspirational motivation
c. Intellectual stimulation
*d. Idealized influence
Answer Location: Full Range Leadership Development
Learning Objective: 2.2 Compare the elements of transactional and transformational leadership.
Difficulty Level: 2 Medium
Cognitive Domain: Application
Question Type: MC

25. Intellectual stimulation is characterized as _____.
a. being seen as change agents in the organization
b. inspiring to others to work hard toward organizational goals
*c. encouraging innovation and new ideas
d. getting to know people one-on-one and mentor them
Answer Location: Full Range Leadership Development
Learning Objective: 2.2 Compare the elements of transactional and transformational leadership.
Difficulty Level: 2 Medium
Cognitive Domain: Knowledge
Question Type: MC

26. Individualized consideration is characterized as _____.
a. being seen as change agents in the organization
b. inspiring to others to work hard toward organizational goals
c. encouraging innovation and new ideas
*d. getting to know people one-on-one and mentor them
Answer Location: Full Range Leadership Development
Learning Objective: 2.2 Compare the elements of transactional and transformational leadership.
Difficulty Level: 2 Medium
Cognitive Domain: Comprehension
Question Type: MC

27. Inspirational motivation is characterized as _____.
a. being seen as change agents in the organization

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*b. inspiring to others to work hard toward organizational goals
c. encouraging innovation and new ideas
d. getting to know people one-on-one and mentor them
Answer Location: Full Range Leadership Development
Learning Objective: 2.2 Compare the elements of transactional and transformational leadership.
Difficulty Level: 2 Medium
Cognitive Domain: Comprehension
Question Type: MC

28. Idealized influence is characterized as _____.
*a. being seen as change agents in the organization
b. inspiring to others to work hard toward organizational goals
c. encouraging innovation and new ideas
d. getting to know people one-on-one and mentor them
Answer Location: Full Range Leadership Development
Learning Objective: 2.2 Compare the elements of transactional and transformational leadership.
Difficulty Level: 2 Medium
Cognitive Domain: Comprehension
Question Type: MC

29. Which of the following leadership types is defined by behavior that mobilizes extra effort from followers?
a. Transactional leadership
*b. Transformational leadership
c. Humble leadership
d. Laissez-faire leadership
Answer Location: Full Range Leadership Development
Learning Objective: 2.2 Compare the elements of transactional and transformational leadership.
Difficulty Level: 2 Medium
Cognitive Domain: Comprehension
Question Type: MC

30. Which of the following outcomes is not an outcome associated with transformational leadership?
a. Positive attitudes
b. Commitment
*c. Punishment
d. Performance of followers
Answer Location: Full Range Leadership Development
Learning Objective: 2.2 Compare the elements of transactional and transformational leadership
Difficulty Level: 1 Easy
Cognitive Domain: Knowledge
Question Type: MC

31. Donald wants to be seen as a transformational leader. He should focus on _____.
a. training employees

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b. strategic planning
c. employee discipline
*d. relationships with followers
Answer Location: Full Range Leadership Development
Learning Objective: 2.2 Compare the elements of transactional and transformational leadership
Difficulty Level: 2 Medium
Cognitive Domain: Application
Question Type: MC

32. According to leader-member exchange (LMX) theory, leaders treat followers differently based on _____.
a. employee demographics
b. employee apparel
*c. employee contributions to work group
d. employee ancestry
Answer Location: Leader-Member Exchange
Learning Objective: 2.3 Illustrate the leader-member exchange (LMX) model with an example.
Difficulty Level: 1 Easy
Cognitive Domain: Knowledge
Question Type: MC

33. Which leadership theory is defined as, “the quality of the working relationship that is developed with each follower”?
a. Humble leadership
*b. LMX
c. Transactional leadership
d. Transformational leadership
Answer Location: Leader-Member Exchange
Learning Objective: 2.3 Illustrate the leader-member exchange (LMX) model with an example.
Difficulty Level: 2 Medium
Cognitive Domain: Knowledge
Question Type: MC

34. Griffin performs the duties of his job, but does not go above and beyond what is required. He is likely a part of which of his leader’s groups?
*a. Out-group
b. In-group
c. Control group
d. Discipline group
Answer Location: Leader-Member Exchange
Learning Objective: 2.3 Illustrate the leader-member exchange (LMX) model with an example.
Difficulty Level: 2 Medium
Cognitive Domain: Application
Question Type: MC

35. Alexis performs the duties of her job, and offers to take on extra work. She is likely a part of

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which of her leader's groups?
a. Out-group
*b. In-group
c. Control group
d. Discipline group
Answer Location: Leader-Member Exchange
Learning Objective: 2.3 Illustrate the leader-member exchange (LMX) model with an example.
Difficulty Level: 2 Medium
Cognitive Domain: Application
Question Type: MC

36. Which of the following is not a step in LMX development?
a. Role-taking
b. Role-making
*c. Role-faking
d. Role-routinization
Answer Location: Leader-Member Exchange
Learning Objective: 2.3 Illustrate the leader-member exchange (LMX) model with an example.
Difficulty Level: 2 Medium
Cognitive Domain: Comprehension
Question Type: MC

37. Which of the following is not one of the outcomes of being in a leader's in-group according to LMX theory?
a. More challenging work
b. Increased salaries
c. More promotions
*d. Lower organizational citizenship behaviors
Answer Location: Leader-Member Exchange
Learning Objective: 2.3 Illustrate the leader-member exchange (LMX) model with an example.
Difficulty Level: 2 Medium
Cognitive Domain: Comprehension
Question Type: MC

38. Ben is forming an overall assessment of his followers. Which step in LMX development is Ben undertaking?
a. Role-clarifying
b. Role-routinization
*c. Role-taking
d. Role-making
Answer Location: Leader-Member Exchange
Learning Objective: 2.3 Illustrate the leader-member exchange (LMX) model with an example.
Difficulty Level: 2 Medium
Cognitive Domain: Application
Question Type: MC

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39. Which of the following steps in LMX development occurs when mutual expectations of working relationships are established and follower's roles becomes clearer?
a. Role-clarifying
b. Role-routinization
c. Role-taking
*d. Role-making
Answer Location: Leader-Member Exchange
Learning Objective: 2.3 Illustrate the leader-member exchange (LMX) model with an example.
Difficulty Level: 2 Medium
Cognitive Domain: Comprehension
Question Type: MC

40. Which of the following steps in LMX development occurs when role become more stable and both the leader and follower know what to expect?
a. Role-clarifying
*b. Role-routinization
c. Role-taking
d. Role-making
Answer Location: Leader-Member Exchange
Learning Objective: 2.3 Illustrate the leader-member exchange (LMX) model with an example.
Difficulty Level: 2 Medium
Cognitive Domain: Comprehension
Question Type: MC

41. According to research on LMX theory, having high quality relationships with one's leader is positively related to _____.
a. higher performance
b. enhanced satisfaction
c. stronger commitment
*d. increased turnover intentions
Answer Location: Leader-Member Exchange
Learning Objective: 2.3 Illustrate the leader-member exchange (LMX) model with an example.
Difficulty Level: 1 Easy
Cognitive Domain: Knowledge
Question Type: MC

42. Chris wants to improve followers' outcomes such as performance, satisfaction, and commitment; one proven way to do so is to _____.
a. leave followers alone to focus on work only
*b. develop better relationships with followers
c. focus on customer satisfaction
d. engage in transactional leadership
Answer Location: Leader-Member Exchange
Learning Objective: 2.3 Illustrate the leader-member exchange (LMX) model with an example.
Difficulty Level: 2 Medium
Cognitive Domain: Application

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Question Type: MC

43. Simone recently read a Harvard Business Review article on 'managing your boss.' Which of the following is probably not a step discussed in the article?
*a. Flattery or ingratiation
b. Understand your boss
c. Understand yourself
d. Develop a working relationship with your boss
Answer Location: Leader-Member Exchange
Learning Objective: 2.3 Illustrate the leader-member exchange (LMX) model with an example.
Difficulty Level: 3 Hard
Cognitive Domain: Application
Question Type: MC

44. Marvin wants to "manage his boss," so he read about this process. One guideline he could follow is to
a. know your boss, but stay true to your own style
b. continually ask for follow-up, whether your boss is comfortable or not
*c. beware of other managers' styles, especially if they have a stake in the outcome of a project
d. you should not attempt to manage your boss as it is contrary to typical working relationships
Answer Location: Leader-Member Exchange
Learning Objective: 2.3 Illustrate the leader-member exchange (LMX) model with an example.
Difficulty Level: 2 Medium
Cognitive Domain: Application
Question Type: MC

45. In order to "manage your boss," it is important to _____.
a. become a 'pet' employee
b. flatter your boss
c. focus on your own expectations
*d. develop an effective working relationship
Answer Location: Leader-Member Exchange
Learning Objective: 2.3 Illustrate the leader-member exchange (LMX) model with an example.
Difficulty Level: 2 Medium
Cognitive Domain: Knowledge
Question Type: MC

46. To better "manage your boss," you should _____.
a. focus on faking your talents
*b. focus on what you can offer to him or her to be more effective
c. focus on your weaknesses
d. focus on how they take their coffee
Answer Location: Leader-Member Exchange
Learning Objective: 2.3 Illustrate the leader-member exchange (LMX) model with an example.
Difficulty Level: 2 Medium
Cognitive Domain: Comprehension

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Question Type: MC

47. Which of the following is not one of the follower reactions to authority discussed in the text?
*a. codependence
b. counterdependence
c. overdependence
d. interdependence
Answer Location: Leader-Member Exchange
Learning Objective: 2.3 Illustrate the leader-member exchange (LMX) model with an example.
Difficulty Level: 2 Medium
Cognitive Domain: Comprehension
Question Type: MC

48. The best type of follower reaction to authority is to be _____.
a. codependent
b. counterdependent
*c. interdependent
d. dependent
Answer Location: Leader-Member Exchange
Learning Objective: 2.3 Illustrate the leader-member exchange (LMX) model with an example.
Difficulty Level: 2 Medium
Cognitive Domain: Comprehension
Question Type: MC

49. Carmela resents authority. Her reaction to authority efforts would be described as _____.
a. codependent
*b. counterdependent
c. dependent
d. interdependent
Answer Location: Leader-Member Exchange
Learning Objective: 2.3 Illustrate the leader-member exchange (LMX) model with an example.
Difficulty Level: 2 Medium
Cognitive Domain: Application
Question Type: MC

50. Rick gives into his boss all of the time. His reaction to authority efforts would be described as _____.
a. codependent
b. counterdependent
c. interdependent
*d. overdependent
Answer Location: Leader-Member Exchange
Learning Objective: 2.3 Illustrate the leader-member exchange (LMX) model with an example.
Difficulty Level: 2 Medium
Cognitive Domain: Application

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Question Type: MC

51. In order to develop an effective working relationship with your boss, you should _____.
a. avoid unnecessary contact with your boss.
*b. be dependable and honest above all.
c. tell your boss what they want to hear, even if untrue.
d. undermine your coworkers.
Answer Location: Leader-Member Exchange
Learning Objective: 2.3 Illustrate the leader-member exchange (LMX) model with an example.
Difficulty Level: 2 Medium
Cognitive Domain: Comprehension
Question Type: MC

52. Which of the following is not a benefit of being a leader in the middle?
a. Linking pin between upper management and followers
b. Having more resources to exchange
*c. Knowing office gossip
d. Vision sharing and goal sharing
Answer Location: Leader-Member Exchange
Learning Objective: 2.3 Illustrate the leader-member exchange (LMX) model with an example.
Difficulty Level: 2 Medium
Cognitive Domain: Comprehension
Question Type: MC

53. Which of the following is not an advantage of career mentoring for the mentee?
a. Increased performance
b. More promotions
c. Higher salary
*d. Out-group membership
Answer Location: Leader-Member Exchange
Learning Objective: 2.3 Illustrate the leader-member exchange (LMX) model with an example.
Difficulty Level: 1 Easy
Cognitive Domain: Comprehension
Question Type: MC

54. Shane wants to find a mentor. A good first place to start is _____.
a. his subordinates
b. his co-workers
c. his chief executive officer (CEO).
*d. his boss
Answer Location: Leader-Member Exchange
Learning Objective: 2.3 Illustrate the leader-member exchange (LMX) model with an example.
Difficulty Level: 2 Medium
Cognitive Domain: Application
Question Type: MC

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55. Dwayne receives career advice from Susan. In this relationship Dwayne is best described as a _____.
*a. mentee
b. mentor
c. follower
d. manager
Answer Location: Leader-Member Exchange
Learning Objective: 2.3 Illustrate the leader-member exchange (LMX) model with an example.
Difficulty Level: 2 Medium
Cognitive Domain: Application
Question Type: MC

56. Dwayne receives career advice from Susan. In this relationship Susan is best describe as a _____.
a. mentee
*b. mentor
c. follower
d. manager
Answer Location: Leader-Member Exchange
Learning Objective: 2.3 Illustrate the leader-member exchange (LMX) model with an example.
Difficulty Level: 2 Medium
Cognitive Domain: Application
Question Type: MC

57. Mentors in the workplace provide which type of support for their mentees?
a. Academic support
b. Defensive support
*c. Career support
d. Financial support
Answer Location: Leader-Member Exchange
Learning Objective: 2.3 Illustrate the leader-member exchange (LMX) model with an example.
Difficulty Level: 1 Easy
Cognitive Domain: Comprehension
Question Type: MC

58. "The willingness to be vulnerable" is an often-cited definition of _____.
a. succorance
b. gullibility
c. neediness
*d. trust
Answer Location: The Importance of Trust
Learning Objective: 2.4 Explain why trust is important and how to repair it.
Difficulty Level: 2 Medium
Cognitive Domain: Comprehension
Question Type: MC

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59. Trust is best characterized as a(n) _____.
a. behavior
b. trait
*c. psychological state
d. activity
Answer Location: The Importance of Trust
Learning Objective: 2.4 Explain why trust is important and how to repair it.
Difficulty Level: 3 Hard
Cognitive Domain: Analysis
Question Type: MC

60. Which of the following is not part of the three-part view of trust?
a. Calculus-based trust
*b. Reward-based trust
c. Knowledge-based trust
d. Identification-based trust
Answer Location: The Importance of Trust
Learning Objective: 2.4 Explain why trust is important and how to repair it.
Difficulty Level: 2 Medium
Cognitive Domain: Analysis
Question Type: MC

61. Which of the following form of trust is based on keeping record of what another has done for you:
*a. calculus-based trust
b. position-based trust
c. knowledge-based trust
d. identification-based trust
Answer Location: The Importance of Trust
Learning Objective: 2.4 Explain why trust is important and how to repair it.
Difficulty Level: 2 Medium
Cognitive Domain: Analysis
Question Type: MC

62. Which of the following form of trust is grounded in how predictable the other person is?
A. Calculus-based trust
B. Position-based trust
*c. Knowledge-based trust
D. Identification-based trust
Answer Location: The Importance of Trust
Learning Objective: 2.4 Explain why trust is important and how to repair it.
Difficulty Level: 2 Medium
Cognitive Domain: Analysis
Question Type: MC

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63. Which of the following forms of trust is characterized by two individuals sharing goals and objectives?
a. calculus-based trust
b. position-based trust
c. knowledge-based trust
*d. identification-based trust
Answer Location: The Importance of Trust
Learning Objective: 2.4 Explain why trust is important and how to repair it.
Difficulty Level: 2 Medium
Cognitive Domain: Comprehension
Question Type: MC

64. Blake is new to MacroTech, Inc. Which of the following is not one of the recommended ways to proactively adapt to his new organization?
a. Manage his boss
b. Negotiate more job challenge
*c. Be pessimistic
d. Seek feedback
Answer Location: Research in Action
Learning Objective: 2.4 Explain why trust is important and how to repair it.
Difficulty Level: 1 Easy
Cognitive Domain: Application
Question Type: MC

65. Thelma wants to have the highest degree of trust with her subordinates. She should strive to develop _____.
a. calculus-based trust
b. personality-based trust
c. knowledge-based trust
*d. identification-based trust
Answer Location: The Importance of Trust
Learning Objective: 2.4 Explain why trust is important and how to repair it
Difficulty Level: 2 Medium
Cognitive Domain: Application
Question Type: MC

66. Eldrick is guilty of a transgression against his boss Elin. He should respond with a(n) _____.
*a. apology
b. excuse
c. incomplete explanation
d. denial
Answer Location: The Importance of Trust
Learning Objective: 2.4 Explain why trust is important and how to repair it
Difficulty Level: 2 Medium
Cognitive Domain: Application

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Question Type: MC

67. Which of the following is not one of the three questions to ask after a trust violation occurs?
a. Is the trustee innocent of committing the transgression?
*b. Did the trustee mean well by his or her actions?
c. Should the violation be attributed to the situation or the person?
d. Is the personal shortcoming fixable or is it an enduring characteristic of the trustee?
Answer Location: The Importance of Trust
Learning Objective: 2.4 Explain why trust is important and how to repair it.
Difficulty Level: 3 Hard
Cognitive Domain: Comprehension
Question Type: MC

68. Sheila wants to influence her followers. She should know that the source of influence is _____.
a. agreeableness
b. intelligence
*c. power
d. desire
Answer Location: Power and Influence
Learning Objective: 2.5 Compare and contrast power and influence, and provide an example of each.
Difficulty Level: 2 Medium
Cognitive Domain: Application
Question Type: MC

69. Which of the following is not included in position power?
a. Coercive power
b. Reward power
c. Legitimate power
*d. Referent power
Answer Location: Power and Influence
Learning Objective: 2.5 Compare and contrast power and influence, and provide an example of each.
Difficulty Level: 2 Medium
Cognitive Domain: Analysis
Question Type: MC

70. The authority to punish is known as which type of power?
a. Reward
*b. Coercive
c. Expert
d. Referent
Answer Location: Power and Influence
Learning Objective: 2.5 Compare and contrast power and influence, and provide an example of each.

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Difficulty Level: 2 Medium
Cognitive Domain: Knowledge
Question Type: MC

71. The authority to provide incentives is known as which type of power?
a. Expert
b. Coercive
*c. Reward
d. Referent
Answer Location: Power and Influence
Learning Objective: 2.5 Compare and contrast power and influence, and provide an example of each.
Difficulty Level: 2 Medium
Cognitive Domain: Knowledge
Question Type: MC

72. The authority to make a request and get a response due to the nature of the roles between two people is known as which type of power?
a. Coercive
*b. Legitimate
c. Reward
d. Expert
Answer Location: Power and Influence
Learning Objective: 2.5 Compare and contrast power and influence, and provide an example of each.
Difficulty Level: 2 Medium
Cognitive Domain: Knowledge
Question Type: MC

73. The ability to influence others due to knowledge or a special skill set is known as which type of power?
a. Reward
b. Coercive
c. Referent
*d. Expert
Answer Location: Power and Influence
Learning Objective: 2.5 Compare and contrast power and influence, and provide an example of each.
Difficulty Level: 2 Medium
Cognitive Domain: Knowledge
Question Type: MC

74. The ability to influence based upon others' identification with the individual and followers' desire to emulate them is known as which type of power?
a. Coercive
b. Legitimate

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*c. Referent
d. Expert
Answer Location: Power and Influence
Learning Objective: 2.5 Compare and contrast power and influence, and provide an example of each.
Difficulty Level: 2 Medium
Cognitive Domain: Knowledge
Question Type: MC

75. Which of the following is not one of the outcomes of an influence attempts as described in the book?
a. Commitment
*b. Regret
c. Compliance
d. Resistance
Answer Location: Power and Influence
Learning Objective: 2.5 Compare and contrast power and influence, and provide an example of each.
Difficulty Level: 1 Easy
Cognitive Domain: Comprehension
Question Type: MC

76. There is a range in each individual within which orders are acceptable without conscious questioning of their authority. This is called the _____.
*a. zone of indifference
b. zone of deference
c. zone of encouragement
d. zone of twilight
Answer Location: Power and Influence
Learning Objective: 2.5 Compare and contrast power and influence, and provide an example of each.
Difficulty Level: 2 Medium
Cognitive Domain: Knowledge
Question Type: MC

77. Zone of indifference is centered on which type of power?
a. Referent
b. Coercive
*c. Legitimate
d. Personal
Answer Location: Power and Influence
Learning Objective: 2.5 Compare and contrast power and influence, and provide an example of each.
Difficulty Level: 2 Medium
Cognitive Domain: Comprehension
Question Type: MC

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78. Which of the following is not one of the three lines of organizational power?
a. Lines of supply
*b. Lines of command
c. Lines of information
d. Lines of supply
Answer Location: Power and Influence
Learning Objective: 2.5 Compare and contrast power and influence, and provide an example of each.
Difficulty Level: 2 Medium
Cognitive Domain: Knowledge
Question Type: MC

79. Stephen read about Yukl's proactive influence tactics in his OB text. Which of the following is not among these influence tactics?
a. Consultation
b. Collaboration
c. Coalition tactics
*d. Coercion
Answer Location: Power and Influence
Learning Objective: 2.5 Compare and contrast power and influence, and provide an example of each
Difficulty Level: 2 Medium
Cognitive Domain: Application
Question Type: MC

80. Paul's boss attempts to influence him using demands, threats, frequent checking, and/or persistent reminders. His boss is using which influence tactic?
a. Apprising
b. Ingratiation
*c. Pressure
d. Exchange
Answer Location: Power and Influence
Learning Objective: 2.5 Compare and contrast power and influence, and provide an example of each.
Difficulty Level: 2 Medium
Cognitive Domain: Application
Question Type: MC

81. Claire's boss attempts to influence her by providing relevant resources and assistance. Her boss is using which influence tactics?
*a. Collaboration
b. Legitimating tactics
c. Consultation
d. Rational persuasion
Answer Location: Power and Influence

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Learning Objective: 2.5 Compare and contrast power and influence, and provide an example of each.
Difficulty Level: 2 Medium
Cognitive Domain: Application
Question Type: MC

82. Which of the following outcomes are associated with perception of organizational politics?
a. Decreased job satisfaction
*b. Lower turnover
c. Decreased performance
d. Increased anxiety and stress
Answer Location: Organizational Politics and Political Skill
Learning Objective: 2.6 Explain why political skill is important for a leader to be effective.
Difficulty Level: 3 Hard
Cognitive Domain: Comprehension
Question Type: MC

83. Gabi has an ability to effectively understand others at work and uses that knowledge to influence others to act in ways that enhance his personal objectives. Gabi is demonstrating _____.
a. humble leadership
b. mentorship
c. servant leadership
*d. political skill
Answer Location: Organizational Politics and Political Skill
Learning Objective: 2.6 Explain why political skill is important for a leader to be effective.
Difficulty Level: 2 Medium
Cognitive Domain: Application
Question Type: MC

84. Kim is a leader who promotes honesty, and acts based on her moral values and beliefs. Kim is demonstrating _____.
a. humble leadership
b. servant leadership
*c. ethical leadership
d. transformational leadership
Answer Location: Ethical Leadership
Learning Objective: 2.7 Describe ethical leadership, and explain its importance.
Difficulty Level: 2 Medium
Cognitive Domain: Application
Question Type: MC

85. Which of the following is not one of the four components of ethical leadership?
a. Moral sensitivity
b. Moral judgment
*c. Moral turpitude

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d. Moral motivation
Answer Location: Ethical Leadership
Learning Objective: 2.7 Describe ethical leadership, and explain its importance.
Difficulty Level: 2 Medium
Cognitive Domain: Analysis
Question Type: MC

86. David recognizes how his behavior impacts others. This is which component of ethical leadership?
*a. Moral sensitivity
b. Moral judgment
c. Moral motivation
d. Moral action
Answer Location: Ethical Leadership
Learning Objective: 2.7 Describe ethical leadership, and explain its importance.
Difficulty Level: 2 Medium
Cognitive Domain: Application
Question Type: MC

87. Donna demonstrates a need to do the right thing in all circumstances. This describes which component of ethical leadership?
a. Moral sensitivity
b. Moral judgment
*c. Moral motivation
d. Moral action
Answer Location: Ethical Leadership
Learning Objective: 2.7 Describe ethical leadership, and explain its importance.
Difficulty Level: 2 Medium
Cognitive Domain: Application
Question Type: MC

88. Dylan is adept at determining the right ethical decision. This describes which component of ethical leadership?
a. Moral sensitivity
*b. Moral judgment
c. Moral motivation
d. Moral action
Answer Location: Ethical Leadership
Learning Objective: 2.7 Describe ethical leadership, and explain its importance.
Difficulty Level: 2 Medium
Cognitive Domain: Application
Question Type: MC

89. Pamela is deeply aware of how one thinks, and behaves and is perceived by others as being aware of her own and others' values, knowledge, and strengths. Pamela can best be described as which type of leader?

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a. Servant leader
b. Humble leader
c. Transactional leader
*d. Authentic leader
Answer Location: Ethical Leadership
Learning Objective: 2.7 Describe ethical leadership, and explain its importance.
Difficulty Level: 2 Medium
Cognitive Domain: Application
Question Type: MC

90. Which of the following is not an element of authentic leadership?
*a. Others focused
b. Internalized moral perspective
c. Relational transparency
d. Balanced processing
Answer Location: Servant and Authentic Leadership
Learning Objective: 2.8 Compare and contrast authentic and servant leadership
Difficulty Level: 3 Hard
Cognitive Domain: Analysis
Question Type: MC

True or False

91. Leadership and management are one and the same.
a. True
*b. False
Answer Location: What is Leadership?
Learning Objective: 2.1 Define leadership, and explain the difference between being a manager and being a leader.
Difficulty Level: 1 Easy
Cognitive Domain: Knowledge
Question Type: TF

92. According to Bennis, a leader maintains while a manager develops.
a. True
*b. False
Answer Location: What is Leadership?
Learning Objective: 2.1 Define leadership, and explain the difference between being a manager and being a leader.
Difficulty Level: 2 Medium
Cognitive Domain: Comprehension
Question Type: TF

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93. According to Bennis a leader inspires trust.
*a. True
b. False
Answer Location: What is Leadership?
Learning Objective: 2.1 Define leadership, and explain the difference between being a manager and being a leader.
Difficulty Level: 1 Easy
Cognitive Domain: Knowledge
Question Type: TF

94. All organizations need managers, but not all organizations need leaders.
a. True
*b. False
Answer Location: What is Leadership?
Learning Objective: 2.1 Define leadership, and explain the difference between being a manager and being a leader.
Difficulty Level: 1 Easy
Cognitive Domain: Comprehension
Question Type: TF

95. According to situational leadership, a leader is the same all of the time regardless of the circumstances.
a. True
*b. False
Answer Location: What is Leadership?
Learning Objective: 2.1 Define leadership, and explain the difference between being a manager and being a leader.
Difficulty Level: 2 Medium
Cognitive Domain: Comprehension
Question Type: TF

96. Trust is unrelated to transactional leadership.
a. True
*b. False
Answer Location: Full Range Leadership Development
Learning Objective: 2.2 Compare the elements of transactional and transformational leadership
Difficulty Level: 2 Medium
Cognitive Domain: Comprehension
Question Type: TF

97. John is a low performing employee. In order to improve his performance his leader may use Management-by-Exception approaches.
*a. True
b. False
Answer Location: Full Range Leadership Development
Learning Objective: 2.2 Compare the elements of transactional and transformational leadership

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Difficulty Level: 3 Hard
Cognitive Domain: Application
Question Type: TF

98. According to meta-analytic results, transformational behaviors are positively and significantly related performance and productivity ratings of supervisors.
*a. True
b. False
Answer Location: Full Range Leadership Development
Learning Objective: 2.2 Compare the elements of transactional and transformational leadership
Difficulty Level: 2 Medium
Cognitive Domain: Analysis
Question Type: TF

99. One can be a transactional leader or a transformational leader, but never both.
a. True
*b. False
Answer Location: Full Range Leadership Development
Learning Objective: 2.2 Compare the elements of transactional and transformational leadership
Difficulty Level: 2 Medium
Cognitive Domain: Comprehension
Question Type: TF

100. According to LMX, leaders treat all followers the same.
a. True
*b. False
Answer Location: Leader-Member Exchange
Learning Objective: 2.3 Illustrate the leader-member exchange (LMX) model with an example.
Difficulty Level: 1 Easy
Cognitive Domain: Knowledge
Question Type: TF

101. Most followers are completely dependent on their boss.
a. True
*b. False
Answer Location: Leader-Member Exchange
Learning Objective: 2.3 Illustrate the leader-member exchange (LMX) model with an example.
Difficulty Level: 2 Medium
Cognitive Domain: Comprehension
Question Type: TF

102. Research has shown that an effective working relationship with the boss can permeate the entire organization.
*a. True
b. False
Answer Location: Leader-Member Exchange

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Learning Objective: 2.3: Illustrate the leader-member exchange (LMX) model with an example.
Difficulty Level: 3 Hard
Cognitive Domain: Comprehension
Question Type: TF

103. Excuses are never a part of repairing trust.
a. True
*b. False
Answer Location: The Importance of Trust
Learning Objective: 2.4 Explain why trust is important and how to repair it.
Difficulty Level: 2 Medium
Cognitive Domain: Comprehension
Question Type: TF

104. Power is the source of influence.
*a. True
b. False
Answer Location: Power and Influence
Learning Objective: 2.5 Compare and contrast power and influence, and provide an example of each.
Difficulty Level: 2 Medium
Cognitive Domain: Comprehension
Question Type: TF

105. Personal power is directly related to the position one holds.
a. True
*b. False
Answer Location: Power and Influence
Learning Objective: 2.5 Compare and contrast power and influence, and provide an example of each.
Difficulty Level: 2 Medium
Cognitive Domain: Comprehension
Question Type: TF

106. The servant leader is a servant first.
*a. True
b. False
Answer Location: Servant and Authentic Leadership
Learning Objective: 2.8 Compare and contrast authentic and servant leadership.
Difficulty Level: 2 Medium
Cognitive Domain: Comprehension
Question Type: TF

Essay

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107. Discuss the differences between leaders and managers.
*a. The manager is the day-to-day problem-solver, and the leader is focused on developing new approaches and options for the future. Leadership is about inspiring others to follow a vision. Managers are concerned with controlling the operations of the organization so things run efficiently. The manager imitates while the leader originates. The manager asks how and when; the leader asks what and why. The manager relies on control; the leader inspires trust.
Answer Location: What is Leadership?
Learning Objective: 2.1 Define leadership, and explain the difference between being a manager and being a leader.
Difficulty Level: 3 Hard
Cognitive Domain: Analysis
Question Type: ESS

108. Compare and contrast transformational and transactional leadership.
*a. Transactional leadership refers to behaviors that motivate followers through rewards and corrective actions. Transformational leadership refers to behaviors that mobilize extra effort from followers, and emphasizes change and articulating a new vision. Leadership is a continuum with transactional leadership as the foundation upon which transformational leadership is built. Leaders with either style must develop effective working relationships with followers.
Answer Location: Full Range Leadership Development
Learning Objective: 2.2 Compare the elements of transactional and transformational leadership
Difficulty Level: 3 Hard
Cognitive Domain: Analysis
Question Type: ESS

109. Discuss the four I's of transformational leadership.
*a. The four I's are idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. Idealized influence means being admired and respected by followers, and it is the core of this leadership component. Inspirational motivation means that leaders inspire others to work hard toward organizational goals by providing challenges. Intellectual stimulation occurs when leaders encourage innovation and new ideas. Individualized consideration means treating each follower as a unique person.
Answer Location: Full Range Leadership Development
Learning Objective: 2.2 Compare the elements of transactional and transformational leadership
Difficulty Level: 3 Hard
Cognitive Domain: Analysis
Question Type: ESS

110. Is LMX fair? Should leaders treat all followers alike?
*a. Leaders treat subordinates differently based upon their unique abilities and contributions to the work group and organization. Out-group members perform their job but don't go above and beyond and don't take on extra work. In-group members not only perform their job, but also go above and beyond, taking on more work and contributing more ideas. All subordinates likely should be given the opportunity to be in the in-group, but not all subordinates desire to be in the in-group.

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Answer Location: Leader-Member Exchange
Learning Objective: 2.3 Illustrate the leader-member exchange (LMX) model with an example.
Difficulty Level: 3 Hard
Cognitive Domain: Analysis
Question Type: ESS

111. Discuss guidelines in managing your boss.
*a. Managing your boss means you should try to understand your boss, understand yourself through self-assessment, and develop a compatible working relationship. It is not about flattering the boss or becoming a "pet" employee. It is a process of developing an effective working relationship based on mutual expectations.
Answer Location: Leader-Member Exchange
Learning Objective: 2.3 Illustrate the leader-member exchange (LMX) model with an example.
Difficulty Level: 3 Hard
Cognitive Domain: Analysis
Question Type: ESS

112. Discuss how the process to repair trust violations.
*a. To repair trust violations, ask the following questions: Is the trustee innocent or guilty of committing the transgression? If innocent, offer any available exonerating information. If the trustee is guilty of the transgression, should this be attributed to the situation or to the person? If guilty, an apology should follow. If the transgression is attributed at least in part to the person, is the personal shortcoming fixable or is it an enduring characteristic of the trustee? Promises may restore trust, but this would not work if the trustee lied in the process.
Answer Location: The Importance of Trust
Learning Objective: 2.4 Explain why trust is important and how to repair it.
Difficulty Level: 3 Hard
Cognitive Domain: Analysis
Question Type: ESS

113. Discuss ways to proactively adapt to a new organization.
*a. Ways to proactively adapt might be to seek information, to seek feedback, to manage your boss, to negotiate more job challenges, and to be positive.
Answer Location: Research in Action
Learning Objective: n/a
Difficulty Level: 3 Hard
Cognitive Domain: Analysis
Question Type: ESS

114. Compare and contrast the five sources of individual power.
*a. The five types of power are coercive, reward, legitimate, expert, and referent power. Coercive power is the authority to punish. Reward power is the authority to provide incentives or other things valued. Legitimate power is the authority to make a request and get a response due to the nature of roles between two people. These previous three sources of power are based on the position in the organization. The following two have no relationship to their position. Expert power is the ability to influence others due to knowledge or a special skill set. Referent power is

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the ability to influence based upon others' identification with the individual and followers' desire to emulate them.
Answer Location: Power and Influence
Learning Objective: 2.5 Compare and contrast power and influence, and provide an example of each.
Difficulty Level: 3 Hard
Cognitive Domain: Analysis
Question Type: ESS

115. Discuss differences between individual and organizational sources of power.
*a. Individual sources of power are coercive, reward, and legitimate power. These three are position-based. Expert and referent power are not position based. Organizational sources of power include lines of supply, of information, and of support. Lines of supply: leaders bring in the things that their group needs such as materials, money, and resources such as rewards and even prestige. Lines of information: Leaders need to know what is happening in the organization that may affect their group's goals. Lines of support: Leaders need to be able to innovate to have an impact on the organization.
Answer Location: Power and Influence
Learning Objective: 2.5 Compare and contrast power and influence, and provide an example of each.
Difficulty Level: 3 Hard
Cognitive Domain: Analysis
Question Type: ESS

116. Explain why political skill is important.
*a. Political skill is the ability to effectively understand others at work, and to use such knowledge to influence others to act in ways that enhance one's personal and/or organizational objectives. Political skill is essential for making all of the tactics and reciprocities described in the chapter work.
Answer Location: Organizational Politics and Political Skill
Learning Objective: 2.6 Explain why political skill is important for a leader to be effective.
Difficulty Level: 3 Hard
Cognitive Domain: Analysis
Question Type: ESS

117. Discuss negative consequences of perception of organizational politics and how to mitigate them.
*a. Perceptions of organizational politics have been associated with decreased job satisfaction, increased anxiety and stress, increased turnover, and reduced performance. To mitigate these consequences one can develop political skill and/or consider the ethical implications of organizational politics.
Answer Location: Organizational Politics and Political Skill
Learning Objective: 2.6 Explain why political skill is important for a leader to be effective.
Difficulty Level: 3 Hard
Cognitive Domain: Analysis
Question Type: ESS

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