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Test bank

Chapter 1: Leadership and management

1. According to Hunt (1991), which of the following is one of the four popular views on the relationships between management and leadership that pervades the literature?

a. Leaders are not managers

b. Leadership and management can be sharply differentiated to the extent of calling some people leaders and some people managers

c. Leadership is something that managers do best

d. Management is one of the roles of a leader

Ans: B

2. The word management is derived from which Latin word?

a. Annus, meaning year

b. Magnus, meaning great

c. Magister, meaning master

d. Manus, meaning hand

Ans: D

3. The word leadership is said to come from the old word ‘laeder’, meaning a road or path. What is the language origin of this word?

a. Anglo-Saxon

b. Norman

c. Old Norse

d. Germanic

Ans: A

4. Ford and Harding (2007) have argued that the attempt to differentiate leadership from management has led to…

a. The elevation of management

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b. The eradication of management

c. The denigration of management

d. The heroicisation of management

Ans: C

5. Grint (2005, 2008) associates management and leadership with the ability to solve different types of problems. Which of the following is the type of problem that leaders deal with?

a. Tame problems

b. Déjà vu problems

c. Wicked problems

d. Known problems

Ans: C

6. Kotter (1990) has suggested in his writing on leadership and change that leadership…

a. Creates useful change

b. Maintains change

c. Creates radical change

d. Implements change

Ans: A

7. Edwards et al. (2015) have drawn up a framework to distinguish leadership and management, using the following dichotomy of power…

a. Positional and Charismatic

b. Information and Positional

c. Environmental and Personal

d. Positional and Personal

Ans: D

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Chapter 2: Leadership competencies: Traits, personality, skills, styles and intelligences

1. The Great Man Theory is associated with which of the following approaches to studying leadership?

a. Skills

b. Intelligences

c. Styles

d. Traits

Ans: D

2. According to Northouse (2007), which of the following sets of five traits are recognised widely to be major leadership traits?

a. Perseverance, Resilience, Integrity, Empathy, Masculinity

b. Intelligence, Resilience, Determination, Integrity, Extroversion

c. Intelligence, Self-confidence, Determination, Integrity, Sociability

d. Extroversion, Intelligence, Self-confidence, Integrity, Resilience

Ans: C

3. What are the three core elements of Adair's Action Centred Leadership Model?

a. People, Task, Leader

b. Task, Team, Individual

c. Follower, Leader, Task

d. Team, Task, Leader

Ans: B

4. Oshagbemi and Gill (2004) provide evidence to suggest that different leadership styles are needed across different hierarchical levels. Which of the following styles was found to remain equally important and used across lower, middle and senior managerial levels?

a. Delegative

b. Directive

c. Participative

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d. Consultative

Ans: D

5. According to Katz (1974), what are the three core skills required from managers at different hierarchical levels?

a. Technical, Human, Conceptual

b. Human, Cognitive, Technical

c. Cognitive, Conceptual, Technical

d. Economic, Technical, Conceptual

Ans: A

6. Which types of leadership remains underexplored through research?

a. Leadership of Teams

b. Leadership in Organisations

c. Leadership of Organisations

d. Leadership at Executive Level

Ans: C

7. According to Gill (2006), what are the four key intelligences needed by a leader?

a. Emotional, Ethical, Cognitive, Spiritual

b. Cognitive, Spiritual, Emotional, Moral

c. Moral, Ethical, Cognitive, Spiritual

d. Cognitive, Emotional, Ethical, Technical

Ans: B

Chapter 3: Contingency and LMX theories of leadership

1. What is the predominant focus and purpose of early contingency theories? To explain and predict?

a. Strategic Leadership

b. Ethical Leadership

c. Effective Leadership

d. Sustainable Leadership

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Ans: C

2. What did early contingency theories suggest moderates leader effectiveness?

a. Leader Traits

b. Contextual Factors

c. Leader Behaviours

d. Follower Behaviours

Ans: B

3. Which of the following leader behaviours features in Hersey and Blanchard's (1971) situational leadership theory?

a. Supportive and directive behaviours

b. Delegating and supportive behaviours

c. Directive and consultative behaviours

d. Supportive and participative behaviours

Ans: A

4. What follower characteristic does Hersey and Blanchard's (1971) situational leadership theory suggest a leader has to adjust their behaviour to?

a. Subordinate readiness

b. Subordinate willingness

c. Subordinate maturity

d. Subordinate technical ability

Ans: C

5. What does LPC stand for in Fiedler's Contingency theory?

a. Low Performance Context

b. Least Preferred Co-worker

c. Low Power Context

d. Least Performing Co-worker

Ans: B

6. What is the key difference of the LPC contingency theory to other contingency theories?

a. Assumes situations cannot change

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