Organizational Leadership 2nd edition Bratton Test Bank

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Instructor Resource
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Test Bank

Chapter 1: The nature of leadership

1. *Organizational leadership is a process of influencing within an employment relationship involving ongoing human interaction with others wherein those others consent to achieve a goal.*

Which of the following statement describes the above definition incorrectly?

a. Leadership is influencing each other directly and indirectly within a formal structure of organization.

b. The influence process only applies to those with rankings in the organizational hierarchy.c. The aim of leadership is ultimately to reach a desired outcome, and its success is measured by the goal's effectiveness.

d. The style of leadership adopted is affected by the actions embedded in a system of both cooperation and structural conflict.

Ans: B

2. Leadership is different from management, and the following statements are true, except:

a. Leaders encourage empowerment, while Managers encourage compliance.

b. Leaders operate at an emotional level, seeking to appeal to followers' emotions, while Managers operate logically and value rationality.

c. Leaders are change agents associated with vuja de, while Managers are change agents associated with déjà vu.

d. Leaders encourage compliance, while Managers encourage empowerment.

Ans: D

3. How has the focus of research in leadership changed over the years?

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a. Trait > Charismatic/Transformational > Behaviour > Contingency > Shared/Distributed

b. Trait > Contingency > Charismatic/Transformational > Behaviour > Shared/Distributed

c. Trait > Behaviour > Contingency > Charismatic/Transformational > Shared/Distributed

d. Trait > Behaviour > Charismatic/Transformational > Contingency > Shared/Distributed

Ans: C

4. Why is it crucial to critique mainstream functionalist approach to leading people?

a. 'Glass ceiling' is only a myth created to explain why women cannot accelerate as fast as men in their career advancement.

b. To understand the real consequences of power for the people within and outside of the organizations.

c. Power operates only within the cooperation and does not affect society as a whole.

d. There exists such a thing as 'female' management behaviour.

Ans: B

5. The Employment Relationship is formed through the following, except:

a. Mutually advantageous transaction in a free market.

b. Unequal power relation formed within complex socioeconomic inequalities.

c. Negotiation over 'wage-effort' between parties with competing interests.

d. Partnership of employers and employees with different interests.

Ans: D

Chapter 2: Power and leadership

1. According to Weber's and Lukes' way of conceptualizing power, _____.

a. Power is found in everyday social practice

b. Power is visible, exercised when needed

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c. Power is imperceptible through everyday routines

d. Knowledge buttresses the web of power

Ans: B

2. French and Raven have focused on the potential ability of one individual to influence another within a certain social situation. This theory assumes _____.

a. Power relations in a broad sense, acknowledging the complexity and mixture of consensus and conflict

b. Power as a relational activity, rather than as a possession

c. Those with power induce the powerless to behave or believe as the former wish, without coercion

d. The particular 'resource' owned by the person that is applicable in one situation will have the same application in other scenarios

Ans: D

3. Abusive relationships between the leader and follower remain a critical issue, much more in today's organizations. What is the main contribution to this matter?

a. Obedience is the key

b. Fear of the leader

c. Society remains impartial about this

d. It is a norm that became part of the culture in the organization/society

Ans: A

4. Which of the following does not describe the relationship between power and the individuals who intend to harness it at their workplace?

a. Having power means you know how to 'play the game' at your workplace to achieve your goals, regardless of your own or your team's.

b. Power works most efficient and effective in a bureaucratic organization.

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c. Only certain individuals possess power in the organization.

d. To be able to manage someone, you would need to know them in and out as much as possible. HRM provides you with the necessary tools to achieve this.

Ans: C

5. Fleming and Spicer identified four sites of organizational power. Which of the following is not part of the four?

a. Family relations and religion are additional 'regulatory' forces

b. The organization itself becomes a vehicle to further interests or goals

c. Attempts to use extra-organizational spaces to engage in political activity and create change within the sector

d. How elites might compete to influence how an organization develops

Ans: A

Chapter 3: Culture and leadership

1. Which of the following correctly provides an example of a cultural dimension as per House et al.?

a. Town planning laws

b. Educational attainment guidelines

c. Gender egalitarianism

d. Gender in-group collectivism

Ans: C

2. What is organizational culture?

a. A phenomenon which is separate to and uninfluenced by national culture or broader social culture.

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b. A system of 'shared' values and beliefs, co-produced by leaders and followers, which seek to reinforce employee behaviour to achieve the organization's goals.

c. A three-level model with shared assumptions at the top, then shared values and finally artefacts.

d. A five-level model with structures and symbols, followed by ceremonies, language, shared values, shared assumptions.

Ans: B

3. Marcia is an academic researcher and her work focuses on the extent to which some organizations play a part in the socializing processes in which people acquire gender identities. She is writing a biography of herself for the university website. How would she best describe the perspective her work is written from?

a. Managerialist

b. Symbolic-interactionist

c. Social conflict

d. Feminist

Ans: D

4. How can organizational leaders sometimes seek to change or manage the culture of an organization?

a. Engage employees directly in the decision-making process such as group and team briefings, quality circles and problem-solving groups.

b. Let employees display their own individual and unique ideas and practices as and when they see fit, as long as they are happy.

c. Diminish employee voice.

d. Discourage employee group activities.

Ans: A

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