Leadership - Research Findings Practice and Skills 11th edition DuBrin Test Bank

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Leadership-Research Findings Practice and Skills (11th)

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Total Questions: 249

Pool 1

Multiple Choice (70)

Q1. *[Multiple Choice] · Bloom's: Remember/Understand*

Which of the following is a representative definition of leadership?

a) A process in which an individual influences another individual to achieve a common goal

b) The ability to ensure mechanical compliance with directions and orders

c) An act that causes others to act in a shared direction ✓ correct

d) The art of influencing others by coercion to follow a line of action

Q2. *[Multiple Choice] · Bloom's: Apply*

Maria is the leader of a team of quality assurance inspectors. Over the past six months, Maria's team has allowed an unacceptable number of defective products to pass inspection. As a good leader, which of the following approaches should Maria take to improve her team's performance?

a) Personally supervise each team member throughout their shift and point out the mistakes they make.

b) Provide a personal demonstration of the latest, most-effective defect inspection method for the team. ✓ correct

c) Require mandatory overtime to ensure that team members have adequate time for their inspections.

d) Remind team members that inspectors who fail to catch defective products are subject to disciplinary action or dismissal.

Q3. *[Multiple Choice] · Bloom's: Apply*

Amari manages a team of corporate salespeople. Amari's company recently issued a new policy requiring salespeople to collect additional data about prospective clients. Collecting this data will be time consuming and is likely to be unpopular with salespeople who would rather focus on completing sales. Which of the following approaches is most likely to inspire Amari's salespeople to comply with the new policy on a consistent basis?

a) Revise the sales team's travel schedule to allow each salesperson more time with client.

b) Send an emailed message to each salesperson reminding them that failure to collect the additional data could result in disciplinary action.

c) Create a database to allow salespeople to quickly and easily enter client data.

d) Give a presentation on how the collected datawill allowthe company to identify promising clients and connect them with salespeople, thereby increasing the percentage of contacts that result in sales. ✓ correct

Q4. *[Multiple Choice] · Bloom's: Apply*

The vice president of a large product development firm needs to replace their recently retired new business development director who had led a group of over 50 team members and middle managers. Which of the following strategies is most likely to provide a suitable candidate?

a) Post the director position internally to employees in the retired director's group with more than five years of experience.

b) Post the position externally with a requirement for at least seven years of managerial experience.

c) Recruit candidates with previous experience leading business development groups of a similar size. ✓ correct

d) Recruit experienced product development candidates from competitor companies.

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Q5. *[Multiple Choice] · Bloom's: Analyze/Evaluate*

An experienced manager from a manufacturing firm recently accepted a new position as the leader of a multidisciplinary customer service team. Six months after the new manager started, the team members have grown frustrated because their new manager does not act on the suggestions they offer as subject matter experts. Customer satisfaction has dropped, and the new manager feels overwhelmed trying to issue competent directions to their subordinates. Which of the following best describes the problems that the manager and their team are having?

a) The manager did not acquire sufficient expertise in the different disciplines represented in their team prior to accepting the position.

b) The team members are not accustomed to accepting direction from a leader who does not have training in their field of expertise.

c) The nature of the multidisciplinary team requires collective leadership where individual team members serve as leaders when their expertise is most relevant. ✓ correct

d) The team members need training in how to perform in an environment in which leadership resides in the role of the manager.

Q6. *[Multiple Choice] · Bloom's: Apply*

Isabella accepted the position of shop director for a struggling local bakery. The bakery has strong revenue but limited profit because of high ongoing costs. She has some ideas for cost-cutting but is unsure how well they will work for the business. Which of the following strategies would best help Isabella decide which ideas to implement?

a) Research successful cost-reduction strategies for small food service industries.

b) Survey customers to determine what product lines could be discontinued.

c) Reduce the hours of operation to save building and equipment maintenance costs.

d) Brainstorm with the bakery staff to see which cost reduction ideas would be most effective. ✓ correct

Q7. *[Multiple Choice] · Bloom's: Apply*

Ahmed is the founder and CEO of a small, global consulting firm. The company's worldwide team members regularly exchange ideas by email and social media, but Ahmed would like to establish a way to communicate and share ideas more spontaneously. Which of the following actions would most likely help to achieve Ahmed's goal?

a) Require all team members to attend quarterly onsite face-to-face meetings at the company headquarters.

b) Start a blog on topics relevant to the company and invite team members to post comments.

c) Travel to each team member's location for a twice-yearly face-to-face meeting.

d) Establish regular drop-in hours on a video collaboration platform. ✓ correct

Q8. *[Multiple Choice] · Bloom's: Analyze/Evaluate*

Sophia was recently promoted to manager of the scheduling group after a twenty-year successful career as a team member. Although she does an excellent job training and mentoring her followers, she is not receptive to their suggestions for improvements to the scheduling procedures and software. Sophia personally developed the scheduling software during her time as a scheduling team member and feels that it is unimprovable. Which of the following aspects of leadership is Sophia neglecting?

a) Being an expert in whatever field her followers are working in

b) Planning and organizing her group's activities

c) Collaborating with her followers and promoting change ✓ correct

d) Inspiring and motivating her followers

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Q9. *[Multiple Choice] · Bloom's: Remember/Understand*

Which of the following is the definition of leadership as opposed to simply a desirable characteristic of someone in a managerial or leadership role?

a) The ability to communicate with people
b) The ability to delegate responsibility to others
c) The ability to maintain equilibrium in an organization
d) The ability to inspire people's confidence and gain their support ✓ correct

Q10. *[Multiple Choice] · Bloom's: Remember/Understand*

In their theoretical analysis of leadership, Gail T. Fairhurst and Mary Uhl-Bien explain that leadership is not a trait or behavior of an individual but rather _____.

a) a phenomenon generated in the interactions among people acting in a given setting ✓ correct
b) the result of how well followers adhere to their assigned roles
c) an emergent property of the different strata within an organization
d) a learned skill that can be easily performed with a little practice

Q11. *[Multiple Choice] · Bloom's: Analyze/Evaluate*

In a manufacturing facility, a group of experienced machine operators serve as mentors to newly hired operators to help the new operators acquire the skills to work safely and efficiently, thereby ensuring that the facility reaches its productivity goal. The actions of the experienced operators support which of the following assumptions regarding leadership?

a) Leadershipis restricted to those occupying the executive suite.
b) Leadershipcan be practiced at any level of an organization. ✓ correct
c) Leadershiponly pertains to those whose job title includes "manager" or "director."
d) Leadershipshould be practiced only when employees are performing below standard.

Q12. *[Multiple Choice] · Bloom's: Apply*

Sangeetha is part of the sales team at a large fashion design corporation. Even though she has not been given the designation team leader, most of the team members rely on Sangeetha for her opinions and suggestions on how to approach new customers and field queries regarding product quality. Sangeetha can be classified as which of the following types of leader?

a) Activist
b) Mentor
c) Spokesperson
d) Emergent ✓ correct

Q13. *[Multiple Choice] · Bloom's: Analyze/Evaluate*

Carlos owns a small architectural design firm. Recently, Carlos hired an electrician and a structural engineer to assess the safety and code-compliance of his designs. When Carlos defers to his employees' recommendations on issues of electrical and structural safety, he is rejecting which of the old paradigms of leadership?

a) Leadership is proactive.
b) Leadership resides in a single person or role. ✓ correct
c) Leadership continually evolves.
d) Leadership is a collective process.

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Q14. *[Multiple Choice] · Bloom's: Apply*

Kenji is a small business owner with four employees. What action could Kenji take that would be most effective for helping his employees improve the profitability of his business?

a) Update the business premises.
b) Update the employee handbook.
c) Create and share a business mission and values statement. ✓ correct
d) Organize rotating shifts to provide employees with more work hours.

Q15. *[Multiple Choice] · Bloom's: Analyze/Evaluate*

A military contractor supplies parts to the US Navy. The parts must conform to exacting military specifications that lay out the mandatory testing methods and acceptance criteria. Although the inspection team has no manager, they have been successful in ensuring that the US Navy has received acceptable parts for the past five years. This scenario supports which of the following definitions of "substitutes for leadership"?

a) Financial incentives that encourage people to work independently
b) Group members who are in charge when the leader is absent
c) Factors in the work setting that make leadership superfluous ✓ correct
d) Extra compensation offered to employees who are asked to supervise their own work

Q16. *[Multiple Choice] · Bloom's: Remember/Understand*

According to a survey by Duke University's Center for Leadership & Ethics, under what conditions will an executive's leadership influence organizational outcomes?

a) The organization's employees are paid what they feel they deserve.
b) The organization's employees feel that their work is intrinsically rewarding.
c) The organization fosters creativity at every level of the organization.
d) The executive is perceived to be responsible and inspirational. ✓ correct

Q17. *[Multiple Choice] · Bloom's: Remember/Understand*

Which of the following is NOT an accepted substitute for leadership in the modern work environment?

a) Strong professional norms
b) Work that has heavy deadline pressure ✓ correct
c) Work that is intrinsically satisfying
d) Closely knit teams of highly trained individuals

Q18. *[Multiple Choice] · Bloom's: Remember/Understand*

Which of the following questions is most effective for understanding the impact of leadership on performance?

a) "Under what conditions do leaders make a difference?" ✓ correct
b) "How well liked is the leader?"
c) "What company policies regulate leadership?"
d) "What is the firm's historic leadership structure?"

Q19. *[Multiple Choice] · Bloom's: Apply*

Phillipe is the director of a large group that sells specialty medical equipment to physicians and hospitals. Recently, sales revenues have been lower than expected. Which of the following motivational activities should Phillipe organize to help his salespeople improve their sales revenues?

a) Training sessions on the innovative features of the company's latest product offerings
b) Companywide meetings where top salespeople share their most effective sales tactics
c) Meetings with sales teams where Phillipe personally introduces the teams to satisfied physicians who use the company's equipment ✓ correct
d) A new commission schedule with minimum quotas and larger incentives for top sellers

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Q20. *[Multiple Choice] · Bloom's: Analyze/Evaluate*

Which of the following teams would benefit most from effective leadership?

a) A small electrical contracting firm with electricians installing wiring and equipment according to national codes

b) A newly formed team of recently graduated software engineers developing innovative products for an emerging market ✓ correct

c) A group of highly experienced production operators who recently redesigned their work area to maximize productivity and safety

d) A tightly knit sales team with consistently high sales revenues in challenging markets

Q21. *[Multiple Choice] · Bloom's: Analyze/Evaluate*

In which of the following businesses is the company's CEO likely to have the more influence on the company's performance?

a) A start-up developing innovative technology for a new market

b) A longstanding firm in an industry subject to a high level of changing government regulation

c) A real estate firm specializing in high-value, ocean-front properties in hurricane-prone areas.

d) A company with a highly trained workforce producing a product with steady demand in an industry with established codes and regulations. ✓ correct

Q22. *[Multiple Choice] · Bloom's: Remember/Understand*

Recent research on managerial succession supports which of the following conclusions?

a) A consistent relationship exists between who is in charge of an organization and how well the organization performed. ✓ correct

b) Incompetent leadership can be counterbalanced by certain factors in the work situation.

c) Workers who incorporate strong professional norms often require a minimal leadership.

d) Leadership roles are a subset of the managerial roles.

Q23. *[Multiple Choice] · Bloom's: Remember/Understand*

Which of the following is a reason why a leader would have only a minimal impact on an organization's performance?

a) The leaders has plenty of room to influence others despite several constraints.

b) Factors within a leader's control have a larger impact on business outcomes than those outside the leader's control.

c) Centralized leadership is the most efficientway to run theorganization.

d) The leader hasunilateral control over only a few resources. ✓ correct

Q24. *[Multiple Choice] · Bloom's: Analyze/Evaluate*

An article argues that a particular bank is unlikely to change its policies even though it has recently hired a new CEO. The article notes that all the CEOs of this bank have the same demographic and all attended Ivy League schools. This article's argument about leadership irrelevance is based on which idea?

a) The new CEO will act in a way similar to the previous CEOs. ✓ correct

b) The new CEO has unilateral control over only a few resources.

c) The bank uses information technology for many of its supervisory functions.

d) The new CEO is limited by obligations to Edmonton Bank's shareholders.

Q25. *[Multiple Choice] · Bloom's: Remember/Understand*

Which of the following leadership rolesis exemplified bya high-ranking managerwho mustspend some part of their time engaging in ceremonial activities?

a) Figurehead ✓ correct

b) Spokesperson

c) Negotiator

d) Inclusion Facilitator

Q26. *[Multiple Choice] · Bloom's: Remember/Understand*

Which of the following roles does a manager assume when they take the time to motivate team members and occasionally inspire large groups?

a) Coach ✓ correct
b) Spokesperson
c) Negotiator
d) Inclusion Facilitator

Q27. *[Multiple Choice] · Bloom's: Remember/Understand*

Which of the following roles does a manager assume when making a deliberate effort to ensure that all team members, group members, and other employees feel welcome?

a) Coach
b) Spokesperson
c) Negotiator
d) Inclusion facilitator ✓ correct

Q28. *[Multiple Choice] · Bloom's: Remember/Understand*

What leadership role does a manager assume when they are mainly concerned with shaping the future of the organization or a unit within the larger organization?

a) Spokesperson
b) Negotiator
c) Entrepreneur
d) Strategy developer ✓ correct

Q29. *[Multiple Choice] · Bloom's: Analyze/Evaluate*

The director of product marketing at a particular company was a great asset to their company during a recent period of political and economic uncertainty. Regardless of the latest regulatory changes or shifts in product supply, the director was able to use the changing situation to open new markets or regain the interest of former customers. This director can do which of the following?

a) Predict market trends
b) Tolerate ambiguity ✓ correct
c) Display appropriate personal conduct
d) Make change happen

Q30. *[Multiple Choice] · Bloom's: Remember/Understand*

A leader with tolerance for ambiguity is particularly proficient at profiting from which of the following types of information?

a) Quantitative
b) Inconsistent ✓ correct
c) Anecdotal
d) Graphical

Q31. *[Multiple Choice] · Bloom's: Apply*

A company president attends a groundbreaking ceremony for a new children's hospital located near the company’s headquarters. Which of the following best classifies the president’s role in this event?

a) Figurehead ✓ correct
b) Coach
c) Team leader
d) Spokesperson

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Q32. *[Multiple Choice] · Bloom's: Analyze/Evaluate*

During an all-hands meeting, a division manager described how the heroic efforts of a particular customer service agent secured a large customer order that measurably improved corporate profitability in that quarter. Which of the following leadership roles was the division manager assuming?

a) Figurehead
b) Coach and motivator ✓ correct
c) Team builder
d) Spokesperson

Q33. *[Multiple Choice] · Bloom's: Apply*

Middle manager Sara is engaged in the team builder role when she does which of the following?

a) Negotiates for a larger budget for her team
b) Represents her group at a company meeting
c) Holds a meeting to talk about team accomplishments ✓ correct
d) Helps the group solve a technical problem

Q34. *[Multiple Choice] · Bloom's: Apply*

Marketing vice president Sura is engaged in the strategy developer role when they do which of the following?

a) Take a key customer to lunch.
b) Coach an account executive on how to close a major sale.
c) Make a plan for enlarging the office.
d) Look for ideas in related industries that could help the company. ✓ correct

Q35. *[Multiple Choice] · Bloom's: Remember/Understand*

The modern organization is characterized by which of the following?

a) A reversal of roles between leaders and followers
b) An overthrow of authority by leaders
c) Competition between leaders and followers
d) Collaboration between leaders and followers ✓ correct

Q36. *[Multiple Choice] · Bloom's: Apply*

When the manager of a coffee shop speaks to customers to discover theirviews oncoffee bean sourcing and whether they would pay for more for coffee made from ethically-sourced beansthey are performing the leadership role of a(n) _____.

a) coach and motivator
b) team builder
c) entrepreneur ✓ correct
d) team player

Q37. *[Multiple Choice] · Bloom's: Apply*

The manager of an accounting department helps the CFO in framing the financial policies of the company. In this scenario, the manager is carrying out the leadership role of a(n) _____.

a) strategy developer ✓ correct
b) executor
c) spokesperson
d) figurehead

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Q38. *[Multiple Choice] · Bloom's: Apply*

When the workers in a workshop encounter operating difficulties or breakdowns while handling their machinery, they seek the help of Fiona, their floor manager, to fix or repair the machinery. In this scenario, Fiona is carrying out the leadership role of a(n) _____.

a) executor
b) figurehead
c) team builder
d) technical problem solver ✓ correct

Q39. *[Multiple Choice] · Bloom's: Analyze/Evaluate*

Camilla is a highly compensated senior team member at her accounting firm. She has over 30 years of experienceas an individual contributorand enjoys her work, particularly her role as the new employee trainer for her group. In addition to her work at the accounting firm, Camilla works part-time as a consultant to nonprofit organizations in her local area, earning added income and supporting causes she is passionate about. Camilla was recently offered a management position at the accounting firm. Which of the following leadership satisfactions is MOST likely to convince Camilla to accept the management position?

a) High income
b) Good opportunity for advancement
c) Respect and status ✓ correct
d) A chance to help others grow and develop

Q40. *[Multiple Choice] · Bloom's: Apply*

Matilda is a senior engineer at a large corporation. Lately, she has been frustrated by the difficulty that she and her teammates have had acquiring the equipment needed to advance several critical projects. Which of the following job roles would enable Matilda to provide the team with the equipment they need?

a) Purchasing agent
b) Senior accountant
c) Engineering team leader ✓ correct
d) Budget analyst

Q41. *[Multiple Choice] · Bloom's: Remember/Understand*

Which of the following is a leadership responsibility that is often a source of satisfaction?

a) The need to frequently solve problems involving people
b) The chance to pursue a wide variety of nonoverlapping goals
c) The need to prepare budgets and authorize expenses ✓ correct
d) The opportunity to rapidly replace valuable, departing employees

Q42. *[Multiple Choice] · Bloom's: Remember/Understand*

Which of the following is the LEAST likely to result in a leader experiencing job fatigue and burnout?

a) Duties that require around-the-clock attention
b) Responsibility for decisions that could negatively affect large numbers of people
c) The responsibility for large budgets and valuable resources ✓ correct
d) The need to engage in multi-level political byplay

Q43. *[Multiple Choice] · Bloom's: Remember/Understand*

Which of the following is a major source of satisfaction for a leader?

a) Being able to avoid the long hours typically worked by team members
b) Generous overtime pay
c) The ability to sidestep organizational politics
d) The chance to help others grow and develop ✓ correct

Q44. *[Multiple Choice] · Bloom's: Remember/Understand*

Which of the following is a potential disadvantage of being a leader?

a) Losing contact with paperwork and email
b) Isolation from problems involving people
c) Having fewer people to confide in about work-related problems ✓ correct
d) Being out of the loop in terms of company politics

Q45. *[Multiple Choice] · Bloom's: Remember/Understand*

Which of the followingarethe conflicting goals that most often frustrates leaders?

a) Controlling costs versus funding the group's needs
b) Granting followers the authority to act independently while keeping them aligned ✓ correct
c) Navigating the built-in conflicts between labor and management
d) Keeping followers simultaneously motivated and satisfied

Q46. *[Multiple Choice] · Bloom's: Analyze/Evaluate*

Kane recently accepted the position of CEO for a mid-sized consulting group owned by a private equity firm. The position included a significant increase in prestige and compensation compared to Kane's previous job. Currently, Kane's new group is performing well and meeting or exceeding their revenue and profit targets. Several of Kane's friends who are team members at another company say that Kane's professional career is now secure. Why might Kane disagree with this opinion?

a) Kane must work many hours of uncompensated overtime.
b) Kane does not have enough real authority to run their new group successfully.
c) Kane has few people with whom to share the frustrations of being in an executive position.
d) Kane's position is contingent on the continued success of their group. ✓ correct

Q47. *[Multiple Choice] · Bloom's: Apply*

Naomi is a senior member of her product testing group. One of her favorite parts of the job is training new technicians in safe and efficient shop practice. She was recently offered the position of manager of the group. Which of the following leadership satisfactions is most likely to encourage Naomi to accept the management position?

a) Respect and status
b) Higher salary
c) Mentoring duties ✓ correct
d) Access to inside company information

Q48. *[Multiple Choice] · Bloom's: Apply*

Rami is a team member at a consulting firm as well as the owner of a successful small business. Rami was offered the position of team leader for his group at the consulting firm. Which of the following challenges of leadership is most likely to cause Rami to turn down the offer?

a) Insufficient authority to carry out responsibilities
b) Excessive uncompensated overtime ✓ correct
c) Too many problems involving people
d) Too much organizational politics

Q49. *[Multiple Choice] · Bloom's: Remember/Understand*

In the basic framework for understanding leadership, group member characteristics and behavior are _____.

a) defined by whether a group is intrinsically motivated by their work
b) attributes that affect how effective the leadership attempt will be ✓ correct
c) aspects ofthe socioeconomic makeup of the employee pool
d) waysemployees deal with the external environment

Q50. *[Multiple Choice] · Bloom's: Remember/Understand*

In the framework for understanding leadership, the phrase “leadership effectiveness” refers to the leader doing which of the following?

a) Being impressive enough to get promoted

b) Attaining desirable outcomes such as productivity and satisfaction ✓ correct

c) Creating an attractive vision

d) Delegating decision-making responsibility to group members

Q51. *[Multiple Choice] · Bloom's: Apply*

Sakura’s outgoing, engaging personality is a great fit for her high-energy, innovative product development team. Which of the following could limit Sakura’s leadership effectiveness despite the good match between leader and group member characteristics?

a) Sakura’s insistence on weekly group brainstorming meetings

b) Sakura’s policy of publicly recognizing group members whose efforts significantly improved product reliability

c) New regulations that prohibit the use of certain raw materials in the products Sakura’s team is developing ✓ correct

d) The tendency of group members to research alternative part suppliers

Q52. *[Multiple Choice] · Bloom's: Apply*

Team leader Asa is coaching team member Florence, a recent graduate, in how to describe the potential corporate benefit of Florence’s latest scientific discovery in a pitch for increased project funding. To help Florence make a convincing argument, which of the following group member factors should Asa take into consideration?

a) Florence’s academic credentials

b) Florence’s compensation history

c) Florence’s experience conducting scientific research projects

d) Florence’s experience promoting projects in the business environment ✓ correct

Q53. *[Multiple Choice] · Bloom's: Apply*

Lucca is the vice president for a manufacturing firm that is closing a large production plant. The plant’s staff were all offered the choice of accepting a position at one of the company’s plants in another city or being laid off. As Lucca communicates with workers and plant managers, which of the following leader behaviors should he show to minimize negative consequences and ensure a smooth transition?

a) Provide objective, fact-based reasons for the plant closure and why it is essential for corporate survival.

b) Convey enthusiasm for the cost-savings and higher profitability that the plant closure will provide.

c) Express compassion for the displaced workers and clear direction on how the relocation and onboarding process will go. ✓ correct

d) Defer communication with displaced workers to their plant manager and supervisors.

Q54. *[Multiple Choice] · Bloom's: Apply*

A county school board requires funding for an outreach program to help disadvantaged students. Although all the board members collaborated on the program’s creation, one member must lead the effort to raise the necessary funding through private donations and a new local school tax. Which one of the following leader traits is the most important for the success of the funding effort?

a) Strategic planning skills

b) Critical thinking skills

c) An outgoing, charismatic personality ✓ correct

d) A compassionate, nonconfrontational personality

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Q55. *[Multiple Choice] · Bloom's: Remember/Understand*

Which of the following is a component of the general learning model applied to skill development in leadership?

a) Memorizing lists of great business leadership theories
b) Making cross-comparisons of leadership theories
c) Reading vision statements from annual reports
d) Conceptual information supported by examples of leaders in action ✓ correct

Q56. *[Multiple Choice] · Bloom's: Remember/Understand*

Which of the following explain why leadership skills require active practice?

a) Leadership is a hands-on skill.
b) Experiential exercises practiced in a classroom environment do not allow you to personalize leadership concepts.
c) Case studies of effective and ineffective leaders are difficult to relate to scenarios one is likely to encounter in practice.
d) Repeated practice in a natural setting is needed to integrate a leadership skill into one's mode of operation. ✓ correct

Q57. *[Multiple Choice] · Bloom's: Apply*

Carlos is a recent technical school graduate competing for a highly desirable apprenticeship position. Why might Carlos's leadership skills, obtained during years of work as retail manager, improve his chances of being selected for the apprenticeship?

a) Leadership skills are wanted mainly for high-ranking managers.
b) Leadership skills can be a liability for employees in jobs with a large hands-on component.
c) Leadership skills are sought in candidates for entry-level professions. ✓ correct
d) Leadership skills are most important in customer-facing jobs.

Q58. *[Multiple Choice] · Bloom's: Apply*

Inaya, a project manager, often seeks insights from her team members as well as her supervisor on how she is doing. Which method of skill development in leadership does Inaya use in this scenario?

a) Practice in natural settings
b) Feedback on skill utilization, or performance, from others ✓ correct
c) Conceptual information shown by examples of leaders in action
d) Experiential exercises

Q59. *[Multiple Choice] · Bloom's: Apply*

Maeva, a team leader, often reads biographies of effective leaders in her industry to better understand how to apply leadership concepts in the context of her workplace. What method of skill development in leadership does Maeva use in this scenario?

a) Practice in natural settings
b) Feedback on skill utilization, or performance, from others
c) Conceptual information shown by examples of leaders in action ✓ correct
d) Experiential exercises

Q60. *[Multiple Choice] · Bloom's: Remember/Understand*

The terms "isolates," "activists," and "diehards" describe the different levels of which characteristics of followers?

a) Intelligence and emotional maturity
b) Engagement with the leader and the group ✓ correct
c) Relevant job experience
d) Job relevant skills

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Q61. *[Multiple Choice] · Bloom's: Remember/Understand*

Which type of follower is completely detached and passively supports the status quo by not taking action to bring about changes?

a) Isolate ✓ correct
b) Activist
c) Bystander
d) Diehard

Q62. *[Multiple Choice] · Bloom's: Remember/Understand*

Which the following is the LEAST essential characteristic of an effective follower?

a) Rigorous adherence to management direction ✓ correct
b) Commitment to something beyond oneself
c) Desire to build competence
d) Independent and critical thinking

Q63. *[Multiple Choice] · Bloom's: Remember/Understand*

Which of the following is an effective way for a leader to collaborate with group members?

a) Make sure the group members get their yearly salary increases.
b) Make all the major decisions themselves.
c) Solicit input from the right group members. ✓ correct
d) Make the hierarchy as steep as possible.

Q64. *[Multiple Choice] · Bloom's: Remember/Understand*

According to Robert E. Kelley, which of the following is an essential quality of an effective follower?

a) Transparency
b) Skill utilization
c) Commitment ✓ correct
d) charisma

Q65. *[Multiple Choice] · Bloom's: Analyze/Evaluate*

In an effort to cut costs, a company drastically reduced the number of middle managers and reorganized employees into teams that report directly to senior leadership. For this change to be successful, it is essential that the team members have which trait of a good follower?

a) Focus
b) Self-management ✓ correct
c) Competence
d) Courage

Q66. *[Multiple Choice] · Bloom's: Apply*

Santiago has been a high performing team member at his company for the past 25 years. He is passionate about his company's financial success and reputation in the industry and is not afraid to report managers engaging in questionable behavior to fraud investigation team. Santiago could best be described as which type of follower?

a) Isolate
b) Participant
c) Bystander
d) Diehard ✓ correct

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Q67. *[Multiple Choice] · Bloom's: Analyze/Evaluate*

A government contractor has noticed an increase in money lost to fraudulent behavior by middle managers. This fraud could endanger the company's lucrative government contracts and expose the company executives to criminal charges. The executives have hired a professional fraud investigation team who will work with the company's employees. Which follower type would be most likely to volunteer to work with the fraud investigation team, even if doing so involved uncompensated overtime?

a) Participant
b) Bystander
c) Activist
d) Diehard ✓ correct

Q68. *[Multiple Choice] · Bloom's: Apply*

Zach is a team member who rarely offers input to his team leader. Zach follows orders passively and does not take an interest in his company's growth. As a follower, Zack is most likely to be a(n) _____.

a) diehard
b) activist
c) bystander
d) isolate ✓ correct

Q69. *[Multiple Choice] · Bloom's: Apply*

During meetings, Fernando pays attention to agenda items that directly impact his projects but spends the rest of the time checking personal text messages. As a follower, Fernando is most likely to be a(n) _____.

a) participant
b) activist
c) bystander ✓ correct
d) isolate

Q70. *[Multiple Choice] · Bloom's: Analyze/Evaluate*

During a team meeting, the team manager expresses disappointment with their team's productivity rate. Svetlana, a team member, speaks up and says that the team's current project is particularly difficult for the team and, in spite of this difficulty, they have not compromised on the quality of their work. Which quality of a good follower is Svetlana displaying in this scenario?

a) Courage ✓ correct
b) Competence
c) Commitment
d) Self-management

True/False (10)

Q71. *[True/False] · Bloom's: Remember/Understand*

Leadership involves maintaining the status quo, not creating change.

a) true
b) false ✓ correct

Correct answer: False

Q72. *[True/False] · Bloom's: Remember/Understand*

Leadership can be defined as the ability to direct actions and ensure compliance from the people needed to achieve organizational goals.

a) true
b) false ✓ correct

Correct answer: False

Q73. *[True/False] · Bloom's: Remember/Understand*

In a hyperconnected, networked age, competition becomes more important than collaboration.

a) true

b) false ✓ correct

Correct answer: False

Q74. *[True/False] · Bloom's: Remember/Understand*

A change of leadership is a frequent remedy for major organizational problems.

a) true ✓ correct

b) false

Correct answer: True

Q75. *[True/False] · Bloom's: Remember/Understand*

In their roles as executors, leaders translate plans into reality.

a) true ✓ correct

b) false

Correct answer: True

Q76. *[True/False] · Bloom's: Remember/Understand*

Once you become a leader, the opportunities for advancement decrease.

a) true

b) false ✓ correct

Correct answer: False

Q77. *[True/False] · Bloom's: Remember/Understand*

Onechallengeof holding a leadership position is the large number of people problems you need to solve on a regular basis.

a) true ✓ correct

b) false

Correct answer: True

Q78. *[True/False] · Bloom's: Remember/Understand*

Leadership occurs at many levels within an organization.

a) true ✓ correct

b) false

Correct answer: True

Q79. *[True/False] · Bloom's: Remember/Understand*

You cannot learn leadership skill simply by reading and studying a book.

a) true ✓ correct

b) false

Correct answer: True

Q80. *[True/False] · Bloom's: Remember/Understand*

Effective leaders and followers share many of the same qualities.

a) true ✓ correct

b) false

Correct answer: True

Essay (3)

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Q81. *[Essay] · Bloom's: Analyze/Evaluate*

Simone believes that her manager, Manuella, does not play a significant role in Simone's organizational performance. She feels that it is her own skills and interest in the job that affect her performance. Explain Simone's argument against the importance of leadership and what Manuella should do to demonstrate the various roles that a leader carries out.

Suggested answer: *The anti-leadership argument holds that the impact of the leader on organizational outcomes is smaller than the impact of forces within the situation.*

At times, as Simone feel, competent leadership is not necessary, and incompetent leadership can be counterbalanced by certain factors in the work situation. Under these circumstances, leadership is of little consequence to the performance and satisfaction of team members. According to this viewpoint, many organizations have substitutes for leadership. Such substitutes are factors in the work environment that provide guidance and incentives to perform, making the leader's role almost superfluous.
1. Closely knit teams of highly trained individuals: When members of a cohesive, highly trained group are focused on a goal, they may require almost no leadership to accomplish their task.
2. Intrinsic satisfaction: Employees who are engaged in work they find strongly self-motivating, or intrinsically satisfying, require a minimum of leadership. Part of the reason is that the task itself grabs the worker's attention and energy. The worker may require little leadership as long as the task is proceeding smoothly.
3. Professional norms: Workers who incorporate strong professional norms often require a minimum of supervision and leadership. A group of certified professional accountants may not need visionary leadership to inspire them to do an honest job of auditing the books of a client or advising against tax fraud.

As a manager and a leader, Manuella carries out many roles. Mintzberg and other researchers identified eleven roles that can be classified as part of the leadership function of management:
1. Figurehead.
2. Spokesperson.
3. Negotiator.
4. Coach and motivator.
5. Team builder.
6. Team player.
7. Inclusion facilitator
8. Technical problem solver.
9. Entrepreneur.
10. Strategy developer.
11. Executor.
Even as the manager of highly skilled and motivated workers like Simone, Manuella demonstrates leadership in her roles as a negotiator, strategy developer, problem solver, executor, figurehead, and a spokesperson. She can choose any of these roles to demonstrate the relevance of leadership in organizational performance.

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Q82. *[Essay] · Bloom's: Analyze/Evaluate*

Enriquewas recently promoted as a team leader. Since his promotion,Enriquefeels overworked and stressed. He feels that he is responsible for solving problems over which he has no control.Enriquespeaks to his supervisor about his frustrations and seeks advice regarding the roles of a team leader and how to derive satisfaction from them. What isEnriqueexperiencing? If you wereEnriquesupervisor, what advice would you give him?

Suggested answer: *Enriqueappears to be experiencing the frustrations of being a leader. These include too much uncompensated overtime, facing a perform-or-perish mentality, and not having enough authority to carry out responsibility.*

Enriquesupervisor should talk to him about the satisfactions of being a leader, such as respect from group members and increased status, increased opportunities for advancement, and a chance to help others grow and develop. Other satisfactions include a feeling of power and prestige, higher income, receiving more inside information, and an opportunity to control money and other resources.

Enriquesupervisor should also talk to him about the various roles he might play as a team leader. These roles include being a spokesperson and negotiator on behalf of the team as well as upper management, being a coach and motivator to his team members, and helping his team solve technical problems.

Q83. *[Essay] · Bloom's: Analyze/Evaluate*

Collette, a manager, implements a process for tracking productivity and rewards productive team members with additional perks. Some team members respond enthusiastically to these measures, offering additional input on how productivity can be improved. Others just play along, with some of them expressing their support only as long as they are rewarded for their work. If you were in Colette's position, how would you classify the team members based on their reception of the new initiative? What approaches would you take with each category of followers?

Suggested answer: *Barbara Kellerman offers a typology that helps explain how followers differ from one another. She focuses on the defining factor of the level of engagement with the leader or group to arrive at five types of followers. Three types of followers are described in the scenario:*
1. Isolates are completely detached and passively support the status quo by not taking action to bring about changes. In this case, the people who played along with the new plans are most likely classified as isolates. They do not care much about their leaders and just do their job without taking an interest in the overall organization. If Colette wants these team members to be more involved, he must carefully coach them. However, sometimes, firing isolates is the only option.
2. Bystanders are free riders who are typically detached when it fits their self-interests. In this case, those who support Colette's measures as long as they receive rewards can be classified as bystanders. Bystanders have low internal motivation, so Colette has to work hard to find the right motivators to spark them into action.
3. Participants show enough engagement to invest some of their own time and money to make a difference, such as taking the initiative to learn a new technology that would help the group. Those team members who offer new ideas to improve productivity are likely to be considered participants. Participants are sometimes for, and sometimes against, the leader and the company. The leader has to review their work and attitudes carefully to determine whether the participant is being constructive. Participants are also regarded as active followers who make a major contribution to the mission of the group.

Pool 2

Multiple Choice (70)

Q84. *[Multiple Choice] · Bloom's: Remember/Understand*

Which of the following is a representative definition of leadership?

a) A process in which an individual influences another individual to achieve a common goal
b) The ability to ensure mechanical compliance with directions and orders
c) An act that causes others to act in a shared direction ✓ correct
d) The art of influencing others by coercion to follow a line of action

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Q85. *[Multiple Choice] · Bloom's: Apply*

Maria is the leader of a team of quality assurance inspectors. Over the past six months, Maria's team has allowed an unacceptable number of defective products to pass inspection. As a good leader, which of the following approaches should Maria take to improve her team's performance?

a) Personally supervise each team member throughout their shift and point out the mistakes they make.

b) Provide a personal demonstration of the latest, most-effective defect inspection method for the team. ✓ correct

c) Require mandatory overtime to ensure that team members have adequate time for their inspections.

d) Remind team members that inspectors who fail to catch defective products are subject to disciplinary action or dismissal.

Q86. *[Multiple Choice] · Bloom's: Apply*

Amari manages a team of corporate salespeople. Amari's company recently issued a new policy requiring salespeople to collect additional data about prospective clients. Collecting this data will be time consuming and is likely to be unpopular with salespeople who would rather focus on completing sales. Which of the following approaches is most likely to inspire Amari's salespeople to comply with the new policy on a consistent basis?

a) Revise the sales team's travel schedule to allow each salesperson more time with client.

b) Send an emailed message to each salesperson reminding them that failure to collect the additional data could result in disciplinary action.

c) Create a database to allow salespeople to quickly and easily enter client data.

d) Give a presentation on how the collected datawill allowthe company to identify promising clients and connect them with salespeople, thereby increasing the percentage of contacts that result in sales. ✓ correct

Q87. *[Multiple Choice] · Bloom's: Apply*

The vice president of a large product development firm needs to replace their recently retired new business development director who had led a group of over 50 team members and middle managers. Which of the following strategies is most likely to provide a suitable candidate?

a) Post the director position internally to employees in the retired director's group with more than five years of experience.

b) Post the position externally with a requirement for at least seven years of managerial experience.

c) Recruit candidates with previous experience leading business development groups of a similar size. ✓ correct

d) Recruit experienced product development candidates from competitor companies.

Q88. *[Multiple Choice] · Bloom's: Analyze/Evaluate*

An experienced manager from a manufacturing firm recently accepted a new position as the leader of a multidisciplinary customer service team. Six months after the new manager started, the team members have grown frustrated because their new manager does not act on the suggestions they offer as subject matter experts. Customer satisfaction has dropped, and the new manager feels overwhelmed trying to issue competent directions to their subordinates. Which of the following best describes the problems that the manager and their team are having?

a) The manager did not acquire sufficient expertise in the different disciplines represented in their team prior to accepting the position.

b) The team members are not accustomed to accepting direction from a leader who does not have training in their field of expertise.

c) The nature of the multidisciplinary team requires collective leadership where individual team members serve as leaders when their expertise is most relevant. ✓ correct

d) The team members need training in how to perform in an environment in which leadership resides in the role of the manager.

Q89. *[Multiple Choice] · Bloom's: Apply*

Isabella accepted the position of shop director for a struggling local bakery. The bakery has strong revenue but limited profit because of high ongoing costs. She has some ideas for cost-cutting but is unsure how well they will work for the business. Which of the following strategies would best help Isabella decide which ideas to implement?

a) Research successful cost-reduction strategies for small food service industries.
b) Survey customers to determine what product lines could be discontinued.
c) Reduce the hours of operation to save building and equipment maintenance costs.
d) Brainstorm with the bakery staff to see which cost reduction ideas would be most effective. ✓ correct

Q90. *[Multiple Choice] · Bloom's: Apply*

Ahmed is the founder and CEO of a small, global consulting firm. The company's worldwide team members regularly exchange ideas by email and social media, but Ahmed would like to establish a way to communicate and share ideas more spontaneously. Which of the following actions would most likely help to achieve Ahmed's goal?

a) Require all team members to attend quarterly onsite face-to-face meetings at the company headquarters.
b) Start a blog on topics relevant to the company and invite team members to post comments.
c) Travel to each team member's location for a twice-yearly face-to-face meeting.
d) Establish regular drop-in hours on a video collaboration platform. ✓ correct

Q91. *[Multiple Choice] · Bloom's: Analyze/Evaluate*

Sophia was recently promoted to manager of the scheduling group after a twenty-year successful career as a team member. Although she does an excellent job training and mentoring her followers, she is not receptive to their suggestions for improvements to the scheduling procedures and software. Sophia personally developed the scheduling software during her time as a scheduling team member and feels that it is unimprovable. Which of the following aspects of leadership is Sophia neglecting?

a) Being an expert in whatever field her followers are working in
b) Planning and organizing her group's activities
c) Collaborating with her followers and promoting change ✓ correct
d) Inspiring and motivating her followers

Q92. *[Multiple Choice] · Bloom's: Remember/Understand*

Which of the following is the definition of leadership as opposed to simply a desirable characteristic of someone in a managerial or leadership role?

a) The ability to communicate with people
b) The ability to delegate responsibility to others
c) The ability to maintain equilibrium in an organization
d) The ability to inspire people's confidence and gain their support ✓ correct

Q93. *[Multiple Choice] · Bloom's: Remember/Understand*

In their theoretical analysis of leadership, Gail T. Fairhurst and Mary Uhl-Bien explain that leadership is not a trait or behavior of an individual but rather _____.

a) a phenomenon generated in the interactions among people acting in a given setting ✓ correct
b) the result of how well followers adhere to their assigned roles
c) an emergent property of the different strata within an organization
d) a learned skill that can be easily performed with a little practice

Q94. *[Multiple Choice] · Bloom's: Analyze/Evaluate*

In a manufacturing facility, a group of experienced machine operators serve as mentors to newly hired operators to help the new operators acquire the skills to work safely and efficiently, thereby ensuring that the facility reaches its productivity goal. The actions of the experienced operators support which of the following assumptions regarding leadership?

a) Leadershipis restricted to those occupying the executive suite.
b) Leadershipcan be practiced at any level of an organization. ✓ correct
c) Leadershiponly pertains to those whose job title includes “manager” or “director.”
d) Leadershipshould be practiced only when employees are performing below standard.

Q95. *[Multiple Choice] · Bloom's: Apply*

Sangeetha is part of the sales team at a large fashion design corporation. Even though she has not been given the designation team leader, most of the team members rely on Sangeetha for her opinions and suggestions on how to approach new customers and field queries regarding product quality. Sangeetha can be classified as which of the following types of leader?

a) Activist
b) Mentor
c) Spokesperson
d) Emergent ✓ correct

Q96. *[Multiple Choice] · Bloom's: Analyze/Evaluate*

Carlos owns a small architectural design firm. Recently, Carlos hired an electrician and a structural engineer to assess the safety and code-compliance of his designs. When Carlos defers to his employees’ recommendations on issues of electrical and structural safety, he is rejecting which of the old paradigms of leadership?

a) Leadership is proactive.
b) Leadership resides in a single person or role. ✓ correct
c) Leadership continually evolves.
d) Leadership is a collective process.

Q97. *[Multiple Choice] · Bloom's: Apply*

Kenji is a small business owner with four employees. What action could Kenji take that would be most effective for helping his employees improve the profitability of his business?

a) Update the business premises.
b) Update the employee handbook.
c) Create and share a business mission and values statement. ✓ correct
d) Organize rotating shifts to provide employees with more work hours.

Q98. *[Multiple Choice] · Bloom's: Analyze/Evaluate*

A military contractor supplies parts to the US Navy. The parts must conform to exacting military specifications that lay out the mandatory testing methods and acceptance criteria. Although the inspection team has no manager, they have been successful in ensuring that the US Navy has received acceptable parts for the past five years. This scenario supports which of the following definitions of “substitutes for leadership”?

a) Financial incentives that encourage people to work independently
b) Group members who are in charge when the leader is absent
c) Factors in the work setting that make leadership superfluous ✓ correct
d) Extra compensation offered to employees who are asked to supervise their own work

Q99. *[Multiple Choice] · Bloom's: Remember/Understand*

According to a survey by Duke University's Center for Leadership & Ethics, under what conditions will an executive's leadership influence organizational outcomes?

a) The organization's employees are paid what they feel they deserve.
b) The organization's employees feel that their work is intrinsically rewarding.
c) The organization fosters creativity at every level of the organization.
d) The executive is perceived to be responsible and inspirational. ✓ correct

Q100. *[Multiple Choice] · Bloom's: Remember/Understand*

Which of the following is NOT an accepted substitute for leadership in the modern work environment?

a) Strong professional norms
b) Work that has heavy deadline pressure ✓ correct
c) Work that is intrinsically satisfying
d) Closely knit teams of highly trained individuals

Q101. *[Multiple Choice] · Bloom's: Remember/Understand*

Which of the following questions is most effective for understanding the impact of leadership on performance?

a) "Under what conditions do leaders make a difference?" ✓ correct
b) "How well liked is the leader?"
c) "What company policies regulate leadership?"
d) "What is the firm's historic leadership structure?"

Q102. *[Multiple Choice] · Bloom's: Apply*

Phillipe is the director of a large group that sells specialty medical equipment to physicians and hospitals. Recently, sales revenues have been lower than expected. Which of the following motivational activities should Phillipe organize to help his salespeople improve their sales revenues?

a) Training sessions on the innovative features of the company's latest product offerings
b) Companywide meetings where top salespeople share their most effective sales tactics
c) Meetings with sales teams where Phillipe personally introduces the teams to satisfied physicians who use the company's equipment ✓ correct
d) A new commission schedule with minimum quotas and larger incentives for top sellers

Q103. *[Multiple Choice] · Bloom's: Analyze/Evaluate*

Which of the following teams would benefit most from effective leadership?

a) A small electrical contracting firm with electricians installing wiring and equipment according to national codes
b) A newly formed team of recently graduated software engineers developing innovative products for an emerging market ✓ correct
c) A group of highly experienced production operators who recently redesigned their work area to maximize productivity and safety
d) A tightly knit sales team with consistently high sales revenues in challenging markets

Q104. *[Multiple Choice] · Bloom's: Analyze/Evaluate*

In which of the following businesses is the company's CEO likely to have the more influence on the company's performance?

a) A start-up developing innovative technology for a new market
b) A longstanding firm in an industry subject to a high level of changing government regulation
c) A real estate firm specializing in high-value, ocean-front properties in hurricane-prone areas.
d) A company with a highly trained workforce producing a product with steady demand in an industry with established codes and regulations. ✓ correct

Q105. *[Multiple Choice] · Bloom's: Remember/Understand*

Recent research on managerial succession supports which of the following conclusions?

a) A consistent relationship exists between who is in charge of an organization and how well the organization performed. ✓ correct

b) Incompetent leadership can be counterbalanced by certain factors in the work situation.

c) Workers who incorporate strong professional norms often require a minimal leadership.

d) Leadership roles are a subset of the managerial roles.

Q106. *[Multiple Choice] · Bloom's: Remember/Understand*

Which of the following is a reason why a leader would have only a minimal impact on an organization's performance?

a) The leaders has plenty of room to influence others despite several constraints.

b) Factors within a leader's control have a larger impact on business outcomes than those outside the leader's control.

c) Centralized leadership is the most efficientway to run theorganization.

d) The leader hasunilateral control over only a few resources. ✓ correct

Q107. *[Multiple Choice] · Bloom's: Analyze/Evaluate*

An article argues that a particular bank is unlikely to change its policies even though it has recently hired a new CEO. The article notes that all the CEOs of this bank have the same demographic and all attended Ivy League schools. This article's argument about leadership irrelevance is based on which idea?

a) The new CEO will act in a way similar to the previous CEOs. ✓ correct

b) The new CEO has unilateral control over only a few resources.

c) The bank uses information technology for many of its supervisory functions.

d) The new CEO is limited by obligations to Edmonton Bank's shareholders.

Q108. *[Multiple Choice] · Bloom's: Remember/Understand*

Which of the following leadership rolesis exemplified bya high-ranking managerwho mustspend some part of their time engaging in ceremonial activities?

a) Figurehead ✓ correct

b) Spokesperson

c) Negotiator

d) Inclusion Facilitator

Q109. *[Multiple Choice] · Bloom's: Remember/Understand*

Which of the following roles does a manager assume when they take the time to motivate team members and occasionally inspire large groups?

a) Coach ✓ correct

b) Spokesperson

c) Negotiator

d) Inclusion Facilitator

Q110. *[Multiple Choice] · Bloom's: Remember/Understand*

Which of the following roles does a manager assume when making a deliberate effort to ensure that all team members, group members, and other employees feel welcome?

a) Coach

b) Spokesperson

c) Negotiator

d) Inclusion facilitator ✓ correct

Q111. *[Multiple Choice] · Bloom's: Remember/Understand*

What leadership role does a manager assume when they are mainly concerned with shaping the future of the organization or a unit within the larger organization?

a) Spokesperson
b) Negotiator
c) Entrepreneur
d) Strategy developer ✓ correct

Q112. *[Multiple Choice] · Bloom's: Analyze/Evaluate*

The director of product marketing at a particular company was a great asset to their company during a recent period of political and economic uncertainty. Regardless of the latest regulatory changes or shifts in product supply, the director was able to use the changing situation to open new markets or regain the interest of former customers. This director can do which of the following?

a) Predict market trends
b) Tolerate ambiguity ✓ correct
c) Display appropriate personal conduct
d) Make change happen

Q113. *[Multiple Choice] · Bloom's: Remember/Understand*

A leader with tolerance for ambiguity is particularly proficient at profiting from which of the following types of information?

a) Quantitative
b) Inconsistent ✓ correct
c) Anecdotal
d) Graphical

Q114. *[Multiple Choice] · Bloom's: Apply*

A company president attends a groundbreaking ceremony for a new children's hospital located near the company's headquarters. Which of the following best classifies the president's role in this event?

a) Figurehead ✓ correct
b) Coach
c) Team leader
d) Spokesperson

Q115. *[Multiple Choice] · Bloom's: Analyze/Evaluate*

During an all-hands meeting, a division manager described how the heroic efforts of a particular customer service agent secured a large customer order that measurably improved corporate profitability in that quarter. Which of the following leadership roles was the division manager assuming?

a) Figurehead
b) Coach and motivator ✓ correct
c) Team builder
d) Spokesperson

Q116. *[Multiple Choice] · Bloom's: Apply*

Middle manager Sara is engaged in the team builder role when she does which of the following?

a) Negotiates for a larger budget for her team
b) Represents her group at a company meeting
c) Holds a meeting to talk about team accomplishments ✓ correct
d) Helps the group solve a technical problem

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Q117. *[Multiple Choice] · Bloom's: Apply*

Marketing vice president Sura is engaged in the strategy developer role when they do which of the following?

a) Take a key customer to lunch.
b) Coach an account executive on how to close a major sale.
c) Make a plan for enlarging the office.
d) Look for ideas in related industries that could help the company. ✓ correct

Q118. *[Multiple Choice] · Bloom's: Remember/Understand*

The modern organization is characterized by which of the following?

a) A reversal of roles between leaders and followers
b) An overthrow of authority by leaders
c) Competition between leaders and followers
d) Collaboration between leaders and followers ✓ correct

Q119. *[Multiple Choice] · Bloom's: Apply*

When the manager of a coffee shop speaks to customers to discover theirviews oncoffee bean sourcing and whether they would pay for more for coffee made from ethically-sourced beansthey are performing the leadership role of a(n) _____.

a) coach and motivator
b) team builder
c) entrepreneur ✓ correct
d) team player

Q120. *[Multiple Choice] · Bloom's: Apply*

The manager of an accounting department helps the CFO in framing the financial policies of the company. In this scenario, the manager is carrying out the leadership role of a(n) _____.

a) strategy developer ✓ correct
b) executor
c) spokesperson
d) figurehead

Q121. *[Multiple Choice] · Bloom's: Apply*

When the workers in a workshop encounter operating difficulties or breakdowns while handling their machinery, they seek the help of Fiona, their floor manager, to fix or repair the machinery. In this scenario, Fiona is carrying out the leadership role of a(n) _____.

a) executor
b) figurehead
c) team builder
d) technical problem solver ✓ correct

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Q122. *[Multiple Choice] · Bloom's: Analyze/Evaluate*

Camilla is a highly compensated senior team member at her accounting firm. She has over 30 years of experienceas an individual contributorand enjoys her work, particularly her role as the new employee trainer for her group. In addition to her work at the accounting firm, Camilla works part-time as a consultant to nonprofit organizations in her local area, earning added income and supporting causes she is passionate about. Camilla was recently offered a management position at the accounting firm. Which of the following leadership satisfactions is MOST likely to convince Camilla to accept the management position?

a) High income
b) Good opportunity for advancement
c) Respect and status ✓ correct
d) A chance to help others grow and develop

Q123. *[Multiple Choice] · Bloom's: Apply*

Matilda is a senior engineer at a large corporation. Lately, she has been frustrated by the difficulty that she and her teammates have had acquiring the equipment needed to advance several critical projects. Which of the following job roles would enable Matilda to provide the team with the equipment they need?

a) Purchasing agent
b) Senior accountant
c) Engineering team leader ✓ correct
d) Budget analyst

Q124. *[Multiple Choice] · Bloom's: Remember/Understand*

Which of the following is a leadership responsibility that is often a source of satisfaction?

a) The need to frequently solve problems involving people
b) The chance to pursue a wide variety of nonoverlapping goals
c) The need to prepare budgets and authorize expenses ✓ correct
d) The opportunity to rapidly replace valuable, departing employees

Q125. *[Multiple Choice] · Bloom's: Remember/Understand*

Which of the following is the LEAST likely to result in a leader experiencing job fatigue and burnout?

a) Duties that require around-the-clock attention
b) Responsibility for decisions that could negatively affect large numbers of people
c) The responsibility for large budgets and valuable resources ✓ correct
d) The need to engage in multi-level political byplay

Q126. *[Multiple Choice] · Bloom's: Remember/Understand*

Which of the following is a major source of satisfaction for a leader?

a) Being able to avoid the long hours typically worked by team members
b) Generous overtime pay
c) The ability to sidestep organizational politics
d) The chance to help others grow and develop ✓ correct

Q127. *[Multiple Choice] · Bloom's: Remember/Understand*

Which of the following is a potential disadvantage of being a leader?

a) Losing contact with paperwork and email
b) Isolation from problems involving people
c) Having fewer people to confide in about work-related problems ✓ correct
d) Being out of the loop in terms of company politics

Q128. *[Multiple Choice] · Bloom's: Remember/Understand*

Which of the followingarethe conflicting goals that most often frustrates leaders?

a) Controlling costs versus funding the group's needs

b) Granting followers the authority to act independently while keeping them aligned ✓ correct

c) Navigating the built-in conflicts between labor and management

d) Keeping followers simultaneously motivated and satisfied

Q129. *[Multiple Choice] · Bloom's: Analyze/Evaluate*

Kane recently accepted the position of CEO for a mid-sized consulting group owned by a private equity firm. The position included a significant increase in prestige and compensation compared to Kane's previous job. Currently, Kane's new group is performing well and meeting or exceeding their revenue and profit targets. Several of Kane's friends who are team members at another company say that Kane's professional career is now secure. Why might Kane disagree with this opinion?

a) Kane must work many hours of uncompensated overtime.

b) Kane does not have enough real authority to run their new group successfully.

c) Kane has few people with whom to share the frustrations of being in an executive position.

d) Kane's position is contingent on the continued success of their group. ✓ correct

Q130. *[Multiple Choice] · Bloom's: Apply*

Naomi is a senior member of her product testing group. One of her favorite parts of the job is training new technicians in safe and efficient shop practice. She was recently offered the position of manager of the group. Which of the following leadership satisfactions is most likely to encourage Naomi to accept the management position?

a) Respect and status

b) Higher salary

c) Mentoring duties ✓ correct

d) Access to inside company information

Q131. *[Multiple Choice] · Bloom's: Apply*

Rami is a team member at a consulting firm as well as the owner of a successful small business. Rami was offered the position of team leader for his group at the consulting firm. Which of the following challenges of leadership is most likely to cause Rami to turn down the offer?

a) Insufficient authority to carry out responsibilities

b) Excessive uncompensated overtime ✓ correct

c) Too many problems involving people

d) Too much organizational politics

Q132. *[Multiple Choice] · Bloom's: Remember/Understand*

In the basic framework for understanding leadership, group member characteristics and behavior are _____.

a) defined by whether a group is intrinsically motivated by their work

b) attributes that affect how effective the leadership attempt will be ✓ correct

c) aspects ofthe socioeconomic makeup of the employee pool

d) waysemployees deal with the external environment

Q133. *[Multiple Choice] · Bloom's: Remember/Understand*

In the framework for understanding leadership, the phrase “leadership effectiveness” refers to the leader doing which of the following?

a) Being impressive enough to get promoted

b) Attaining desirable outcomes such as productivity and satisfaction ✓ correct

c) Creating an attractive vision

d) Delegating decision-making responsibility to group members

Q134. *[Multiple Choice] · Bloom's: Apply*

Sakura’s outgoing, engaging personality is a great fit for her high-energy, innovative product development team. Which of the following could limit Sakura’s leadership effectiveness despite the good match between leader and group member characteristics?

a) Sakura’s insistence on weekly group brainstorming meetings

b) Sakura’s policy of publicly recognizing group members whose efforts significantly improved product reliability

c) New regulations that prohibit the use of certain raw materials in the products Sakura’s team is developing ✓ correct

d) The tendency of group members to research alternative part suppliers

Q135. *[Multiple Choice] · Bloom's: Apply*

Team leader Asa is coaching team member Florence, a recent graduate, in how to describe the potential corporate benefit of Florence’s latest scientific discovery in a pitch for increased project funding. To help Florence make a convincing argument, which of the following group member factors should Asa take into consideration?

a) Florence’s academic credentials

b) Florence’s compensation history

c) Florence’s experience conducting scientific research projects

d) Florence’s experience promoting projects in the business environment ✓ correct

Q136. *[Multiple Choice] · Bloom's: Apply*

Lucca is the vice president for a manufacturing firm that is closing a large production plant. The plant’s staff were all offered the choice of accepting a position at one of the company’s plants in another city or being laid off. As Lucca communicates with workers and plant managers, which of the following leader behaviors should he show to minimize negative consequences and ensure a smooth transition?

a) Provide objective, fact-based reasons for the plant closure and why it is essential for corporate survival.

b) Convey enthusiasm for the cost-savings and higher profitability that the plant closure will provide.

c) Express compassion for the displaced workers and clear direction on how the relocation and onboarding process will go. ✓ correct

d) Defer communication with displaced workers to their plant manager and supervisors.

Q137. *[Multiple Choice] · Bloom's: Apply*

A county school board requires funding for an outreach program to help disadvantaged students. Although all the board members collaborated on the program’s creation, one member must lead the effort to raise the necessary funding through private donations and a new local school tax. Which one of the following leader traits is the most important for the success of the funding effort?

a) Strategic planning skills

b) Critical thinking skills

c) An outgoing, charismatic personality ✓ correct

d) A compassionate, nonconfrontational personality

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Q138. *[Multiple Choice] · Bloom's: Remember/Understand*

Which of the following is a component of the general learning model applied to skill development in leadership?

a) Memorizing lists of great business leadership theories
b) Making cross-comparisons of leadership theories
c) Reading vision statements from annual reports
d) Conceptual information supported by examples of leaders in action ✓ correct

Q139. *[Multiple Choice] · Bloom's: Remember/Understand*

Which of the following explain why leadership skills require active practice?

a) Leadership is a hands-on skill.
b) Experiential exercises practiced in a classroom environment do not allow you to personalize leadership concepts.
c) Case studies of effective and ineffective leaders are difficult to relate to scenarios one is likely to encounter in practice.
d) Repeated practice in a natural setting is needed to integrate a leadership skill into one's mode of operation. ✓ correct

Q140. *[Multiple Choice] · Bloom's: Apply*

Carlos is a recent technical school graduate competing for a highly desirable apprenticeship position. Why might Carlos's leadership skills, obtained during years of work as retail manager, improve his chances of being selected for the apprenticeship?

a) Leadership skills are wanted mainly for high-ranking managers.
b) Leadership skills can be a liability for employees in jobs with a large hands-on component.
c) Leadership skills are sought in candidates for entry-level professions. ✓ correct
d) Leadership skills are most important in customer-facing jobs.

Q141. *[Multiple Choice] · Bloom's: Apply*

Inaya, a project manager, often seeks insights from her team members as well as her supervisor on how she is doing. Which method of skill development in leadership does Inaya use in this scenario?

a) Practice in natural settings
b) Feedback on skill utilization, or performance, from others ✓ correct
c) Conceptual information shown by examples of leaders in action
d) Experiential exercises

Q142. *[Multiple Choice] · Bloom's: Apply*

Maeva, a team leader, often reads biographies of effective leaders in her industry to better understand how to apply leadership concepts in the context of her workplace. What method of skill development in leadership does Maeva use in this scenario?

a) Practice in natural settings
b) Feedback on skill utilization, or performance, from others
c) Conceptual information shown by examples of leaders in action ✓ correct
d) Experiential exercises

Q143. *[Multiple Choice] · Bloom's: Remember/Understand*

The terms "isolates," "activists," and "diehards" describe the different levels of which characteristics of followers?

a) Intelligence and emotional maturity
b) Engagement with the leader and the group ✓ correct
c) Relevant job experience
d) Job relevant skills

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Q144. *[Multiple Choice] · Bloom's: Remember/Understand*

Which type of follower is completely detached and passively supports the status quo by not taking action to bring about changes?

a) Isolate ✓ correct
b) Activist
c) Bystander
d) Diehard

Q145. *[Multiple Choice] · Bloom's: Remember/Understand*

Which the following is the LEAST essential characteristic of an effective follower?

a) Rigorous adherence to management direction ✓ correct
b) Commitment to something beyond oneself
c) Desire to build competence
d) Independent and critical thinking

Q146. *[Multiple Choice] · Bloom's: Remember/Understand*

Which of the following is an effective way for a leader to collaborate with group members?

a) Make sure the group members get their yearly salary increases.
b) Make all the major decisions themselves.
c) Solicit input from the right group members. ✓ correct
d) Make the hierarchy as steep as possible.

Q147. *[Multiple Choice] · Bloom's: Remember/Understand*

According to Robert E. Kelley, which of the following is an essential quality of an effective follower?

a) Transparency
b) Skill utilization
c) Commitment ✓ correct
d) charisma

Q148. *[Multiple Choice] · Bloom's: Analyze/Evaluate*

In an effort to cut costs, a company drastically reduced the number of middle managers and reorganized employees into teams that report directly to senior leadership. For this change to be successful, it is essential that the team members have which trait of a good follower?

a) Focus
b) Self-management ✓ correct
c) Competence
d) Courage

Q149. *[Multiple Choice] · Bloom's: Apply*

Santiago has been a high performing team member at his company for the past 25 years. He is passionate about his company's financial success and reputation in the industry and is not afraid to report managers engaging in questionable behavior to fraud investigation team. Santiago could best be described as which type of follower?

a) Isolate
b) Participant
c) Bystander
d) Diehard ✓ correct

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Q150. *[Multiple Choice] · Bloom's: Analyze/Evaluate*

A government contractor has noticed an increase in money lost to fraudulent behavior by middle managers. This fraud could endanger the company's lucrative government contracts and expose the company executives to criminal charges. The executives have hired a professional fraud investigation team who will work with the company's employees. Which follower type would be most likely to volunteer to work with the fraud investigation team, even if doing so involved uncompensated overtime?

a) Participant
b) Bystander
c) Activist
d) Diehard ✓ correct

Q151. *[Multiple Choice] · Bloom's: Apply*

Zach is a team member who rarely offers input to his team leader. Zach follows orders passively and does not take an interest in his company's growth. As a follower, Zack is most likely to be a(n) _____.

a) diehard
b) activist
c) bystander
d) isolate ✓ correct

Q152. *[Multiple Choice] · Bloom's: Apply*

During meetings, Fernando pays attention to agenda items that directly impact his projects but spends the rest of the time checking personal text messages. As a follower, Fernando is most likely to be a(n) _____.

a) participant
b) activist
c) bystander ✓ correct
d) isolate

Q153. *[Multiple Choice] · Bloom's: Analyze/Evaluate*

During a team meeting, the team manager expresses disappointment with their team's productivity rate. Svetlana, a team member, speaks up and says that the team's current project is particularly difficult for the team and, in spite of this difficulty, they have not compromised on the quality of their work. Which quality of a good follower is Svetlana displaying in this scenario?

a) Courage ✓ correct
b) Competence
c) Commitment
d) Self-management

True/False (10)

Q154. *[True/False] · Bloom's: Remember/Understand*

Leadership involves maintaining the status quo, not creating change.

a) true
b) false ✓ correct

Correct answer: False

Q155. *[True/False] · Bloom's: Remember/Understand*

Leadership can be defined as the ability to direct actions and ensure compliance from the people needed to achieve organizational goals.

a) true
b) false ✓ correct

Correct answer: False

Q156. *[True/False] · Bloom's: Remember/Understand*

In a hyperconnected, networked age, competition becomes more important than collaboration.

a) true

b) false ✓ correct

Correct answer: False

Q157. *[True/False] · Bloom's: Remember/Understand*

A change of leadership is a frequent remedy for major organizational problems.

a) true ✓ correct

b) false

Correct answer: True

Q158. *[True/False] · Bloom's: Remember/Understand*

In their roles as executors, leaders translate plans into reality.

a) true ✓ correct

b) false

Correct answer: True

Q159. *[True/False] · Bloom's: Remember/Understand*

Once you become a leader, the opportunities for advancement decrease.

a) true

b) false ✓ correct

Correct answer: False

Q160. *[True/False] · Bloom's: Remember/Understand*

Onechallengeof holding a leadership position is the large number of people problems you need to solve on a regular basis.

a) true ✓ correct

b) false

Correct answer: True

Q161. *[True/False] · Bloom's: Remember/Understand*

Leadership occurs at many levels within an organization.

a) true ✓ correct

b) false

Correct answer: True

Q162. *[True/False] · Bloom's: Remember/Understand*

You cannot learn leadership skill simply by reading and studying a book.

a) true ✓ correct

b) false

Correct answer: True

Q163. *[True/False] · Bloom's: Remember/Understand*

Effective leaders and followers share many of the same qualities.

a) true ✓ correct

b) false

Correct answer: True

Essay (3)

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Q164. *[Essay] · Bloom's: Analyze/Evaluate*

Simone believes that her manager, Manuella, does not play a significant role in Simone's organizational performance. She feels that it is her own skills and interest in the job that affect her performance. Explain Simone's argument against the importance of leadership and what Manuella should do to demonstrate the various roles that a leader carries out.

Suggested answer: *The anti-leadership argument holds that the impact of the leader on organizational outcomes is smaller than the impact of forces within the situation.*

At times, as Simone feel, competent leadership is not necessary, and incompetent leadership can be counterbalanced by certain factors in the work situation. Under these circumstances, leadership is of little consequence to the performance and satisfaction of team members. According to this viewpoint, many organizations have substitutes for leadership. Such substitutes are factors in the work environment that provide guidance and incentives to perform, making the leader's role almost superfluous.
1. Closely knit teams of highly trained individuals: When members of a cohesive, highly trained group are focused on a goal, they may require almost no leadership to accomplish their task.
2. Intrinsic satisfaction: Employees who are engaged in work they find strongly self-motivating, or intrinsically satisfying, require a minimum of leadership. Part of the reason is that the task itself grabs the worker's attention and energy. The worker may require little leadership as long as the task is proceeding smoothly.
3. Professional norms: Workers who incorporate strong professional norms often require a minimum of supervision and leadership. A group of certified professional accountants may not need visionary leadership to inspire them to do an honest job of auditing the books of a client or advising against tax fraud.

As a manager and a leader, Manuella carries out many roles. Mintzberg and other researchers identified eleven roles that can be classified as part of the leadership function of management:
1. Figurehead.
2. Spokesperson.
3. Negotiator.
4. Coach and motivator.
5. Team builder.
6. Team player.
7. Inclusion facilitator
8. Technical problem solver.
9. Entrepreneur.
10. Strategy developer.
11. Executor.
Even as the manager of highly skilled and motivated workers like Simone, Manuella demonstrates leadership in her roles as a negotiator, strategy developer, problem solver, executor, figurehead, and a spokesperson. She can choose any of these roles to demonstrate the relevance of leadership in organizational performance.

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Q165. *[Essay] · Bloom's: Analyze/Evaluate*

Enriquewas recently promoted as a team leader. Since his promotion,Enriquefeels overworked and stressed. He feels that he is responsible for solving problems over which he has no control.Enriquespeaks to his supervisor about his frustrations and seeks advice regarding the roles of a team leader and how to derive satisfaction from them. What isEnriqueexperiencing? If you wereEnriquesupervisor, what advice would you give him?

Suggested answer: *Enriqueappears to be experiencing the frustrations of being a leader. These include too much uncompensated overtime, facing a perform-or-perish mentality, and not having enough authority to carry out responsibility.*

Enriquesupervisor should talk to him about the satisfactions of being a leader, such as respect from group members and increased status, increased opportunities for advancement, and a chance to help others grow and develop. Other satisfactions include a feeling of power and prestige, higher income, receiving more inside information, and an opportunity to control money and other resources.

Enriquesupervisor should also talk to him about the various roles he might play as a team leader. These roles include being a spokesperson and negotiator on behalf of the team as well as upper management, being a coach and motivator to his team members, and helping his team solve technical problems.

Q166. *[Essay] · Bloom's: Analyze/Evaluate*

Collette, a manager, implements a process for tracking productivity and rewards productive team members with additional perks. Some team members respond enthusiastically to these measures, offering additional input on how productivity can be improved. Others just play along, with some of them expressing their support only as long as they are rewarded for their work. If you were in Colette's position, how would you classify the team members based on their reception of the new initiative? What approaches would you take with each category of followers?

Suggested answer: *Barbara Kellerman offers a typology that helps explain how followers differ from one another. She focuses on the defining factor of the level of engagement with the leader or group to arrive at five types of followers. Three types of followers are described in the scenario:*
1. Isolates are completely detached and passively support the status quo by not taking action to bring about changes. In this case, the people who played along with the new plans are most likely classified as isolates. They do not care much about their leaders and just do their job without taking an interest in the overall organization. If Colette wants these team members to be more involved, he must carefully coach them. However, sometimes, firing isolates is the only option.
2. Bystanders are free riders who are typically detached when it fits their self-interests. In this case, those who support Colette's measures as long as they receive rewards can be classified as bystanders. Bystanders have low internal motivation, so Colette has to work hard to find the right motivators to spark them into action.
3. Participants show enough engagement to invest some of their own time and money to make a difference, such as taking the initiative to learn a new technology that would help the group. Those team members who offer new ideas to improve productivity are likely to be considered participants. Participants are sometimes for, and sometimes against, the leader and the company. The leader has to review their work and attitudes carefully to determine whether the participant is being constructive. Participants are also regarded as active followers who make a major contribution to the mission of the group.

Pool 3

Other (83)

Q167. *[Other]*

Leadership involves maintaining the status quo, not creating change.

True

False

a) True
b) False

Q168. *[Other]*

Leadership can be defined as the ability to direct actions and ensure compliance from the people needed to achieve organizational goals.

True

False

a) True
b) False

Q169. *[Other]*

In a hyperconnected, networked age, competition becomes more important than collaboration.

True

False

a) True
b) False

Q170. *[Other]*

A change of leadership is a frequent remedy for major organizational problems.

True

False

a) True
b) False

Q171. *[Other]*

In their roles as executors, leaders translate plans into reality.

True

False

a) True
b) False

Q172. *[Other]*

Once you become a leader, the opportunities for advancement decrease.

True

False

a) True
b) False

Q173. *[Other]*

Onechallengeof holding a leadership position is the large number of people problems you need to solve on a regular basis.

True

False

a) True
b) False

Q174. *[Other]*

Leadership occurs at many levels within an organization.

True

False

a) True
b) False

Q175. *[Other]*

You cannot learn leadership skill simply by reading and studying a book.

True

False

a) True
b) False

Q176. *[Other]*

Effective leaders and followers share many of the same qualities.

True

False

a) True
b) False

Q177. *[Other]*

Which of the following is a representative definition of leadership?

A process in which an individual influences another individual to achieve a common goal

The ability to ensure mechanical compliance with directions and orders

An act that causes others to act in a shared direction

The art of influencing others by coercion to follow a line of action

a) A process in which an individual influences another individual to achieve a common goal
b) The ability to ensure mechanical compliance with directions and orders
c) An act that causes others to act in a shared direction
d) The art of influencing others by coercion to follow a line of action

Q178. *[Other]*

Maria is the leader of a team of quality assurance inspectors. Over the past six months, Maria's team has allowed an unacceptable number of defective products to pass inspection. As a good leader, which of the following approaches should Maria take to improve her team's performance?

Personally supervise each team member throughout their shift and point out the mistakes they make.

Provide a personal demonstration of the latest, most-effective defect inspection method for the team.

Require mandatory overtime to ensure that team members have adequate time for their inspections.

Remind team members that inspectors who fail to catch defective products are subject to disciplinary action or dismissal.

a) Personally supervise each team member throughout their shift and point out the mistakes they make.
b) Provide a personal demonstration of the latest, most-effective defect inspection method for the team.
c) Require mandatory overtime to ensure that team members have adequate time for their inspections.
d) Remind team members that inspectors who fail to catch defective products are subject to disciplinary action or dismissal.

Q179. *[Other]*

Amari manages a team of corporate salespeople. Amari's company recently issued a new policy requiring salespeople to collect additional data about prospective clients. Collecting this data will be time consuming and is likely to be unpopular with salespeople who would rather focus on completing sales. Which of the following approaches is most likely to inspire Amari's salespeople to comply with the new policy on a consistent basis?

Revise the sales team's travel schedule to allow each salesperson more time with client.

Send an emailed message to each salesperson reminding them that failure to collect the additional data could result in disciplinary action.

Create a database to allow salespeople to quickly and easily enter client data.

Give a presentation on how the collected datawill allowthe company to identify promising clients and connect them with salespeople, thereby increasing the percentage of contacts that result in sales.

a) Revise the sales team's travel schedule to allow each salesperson more time with client.
b) Send an emailed message to each salesperson reminding them that failure to collect the additional data could result in disciplinary action.
c) Create a database to allow salespeople to quickly and easily enter client data.
d) Give a presentation on how the collected datawill allowthe company to identify promising clients and connect them with salespeople, thereby increasing the percentage of contacts that result in sales.

Q180. *[Other]*

The vice president of a large product development firm needs to replace their recently retired new business development director who had led a group of over 50 team members and middle managers. Which of the following strategies is most likely to provide a suitable candidate?

Post the director position internally to employees in the retired director's group with more than five years of experience.

Post the position externally with a requirement for at least seven years of managerial experience.

Recruit candidates with previous experience leading business development groups of a similar size.

Recruit experienced product development candidates from competitor companies.

a) Post the director position internally to employees in the retired director's group with more than five years of experience.
b) Post the position externally with a requirement for at least seven years of managerial experience.
c) Recruit candidates with previous experience leading business development groups of a similar size.
d) Recruit experienced product development candidates from competitor companies.

Q181. *[Other]*

An experienced manager from a manufacturing firm recently accepted a new position as the leader of a multidisciplinary customer service team. Six months after the new manager started, the team members have grown frustrated because their new manager does not act on the suggestions they offer as subject matter experts. Customer satisfaction has dropped, and the new manager feels overwhelmed trying to issue competent directions to their subordinates. Which of the following best describes the problems that the manager and their team are having?

The manager did not acquire sufficient expertise in the different disciplines represented in their team prior to accepting the position.

The team members are not accustomed to accepting direction from a leader who does not have training in their field of expertise.

The nature of the multidisciplinary team requires collective leadership where individual team members serve as leaders when their expertise is most relevant.

The team members need training in how to perform in an environment in which leadership resides in the role of the manager.

a) The manager did not acquire sufficient expertise in the different disciplines represented in their team prior to accepting the position.
b) The team members are not accustomed to accepting direction from a leader who does not have training in their field of expertise.
c) The nature of the multidisciplinary team requires collective leadership where individual team members serve as leaders when their expertise is most relevant.
d) The team members need training in how to perform in an environment in which leadership resides in the role of the manager.

Q182. *[Other]*

Isabella accepted the position of shop director for a struggling local bakery. The bakery has strong revenue but limited profit because of high ongoing costs. She has some ideas for cost-cutting but is unsure how well they will work for the business. Which of the following strategies would best help Isabella decide which ideas to implement?

Research successful cost-reduction strategies for small food service industries.

Survey customers to determine what product lines could be discontinued.

Reduce the hours of operation to save building and equipment maintenance costs.

Brainstorm with the bakery staff to see which cost reduction ideas would be most effective.

a) Research successful cost-reduction strategies for small food service industries.
b) Survey customers to determine what product lines could be discontinued.
c) Reduce the hours of operation to save building and equipment maintenance costs.
d) Brainstorm with the bakery staff to see which cost reduction ideas would be most effective.

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Q183. *[Other]*

Ahmed is the founder and CEO of a small, global consulting firm. The company's worldwide team members regularly exchange ideas by email and social media, but Ahmed would like to establish a way to communicate and share ideas more spontaneously. Which of the following actions would most likely help to achieve Ahmed's goal?

Require all team members to attend quarterly onsite face-to-face meetings at the company headquarters.

Start a blog on topics relevant to the company and invite team members to post comments.

Travel to each team member's location for a twice-yearly face-to-face meeting.

Establish regular drop-in hours on a video collaboration platform.

a) Require all team members to attend quarterly onsite face-to-face meetings at the company headquarters.
b) Start a blog on topics relevant to the company and invite team members to post comments.
c) Travel to each team member's location for a twice-yearly face-to-face meeting.
d) Establish regular drop-in hours on a video collaboration platform.

Q184. *[Other]*

Sophia was recently promoted to manager of the scheduling group after a twenty-year successful career as a team member. Although she does an excellent job training and mentoring her followers, she is not receptive to their suggestions for improvements to the scheduling procedures and software. Sophia personally developed the scheduling software during her time as a scheduling team member and feels that it is unimprovable. Which of the following aspects of leadership is Sophia neglecting?

Being an expert in whatever field her followers are working in

Planning and organizing her group's activities

Collaborating with her followers and promoting change

Inspiring and motivating her followers

a) Being an expert in whatever field her followers are working in
b) Planning and organizing her group's activities
c) Collaborating with her followers and promoting change
d) Inspiring and motivating her followers

Q185. *[Other]*

Which of the following is the definition of leadership as opposed to simply a desirable characteristic of someone in a managerial or leadership role?

The ability to communicate with people

The ability to delegate responsibility to others

The ability to maintain equilibrium in an organization

The ability to inspire people's confidence and gain their support

a) The ability to communicate with people
b) The ability to delegate responsibility to others
c) The ability to maintain equilibrium in an organization
d) The ability to inspire people's confidence and gain their support

Q186. *[Other]*

In their theoretical analysis of leadership, Gail T. Fairhurst and Mary Uhl-Bien explain that leadership is not a trait or behavior of an individual but rather _____.

a phenomenon generated in the interactions among people acting in a given setting

the result of how well followers adhere to their assigned roles

an emergent property of the different strata within an organization

a learned skill that can be easily performed with a little practice

a) a phenomenon generated in the interactions among people acting in a given setting
b) the result of how well followers adhere to their assigned roles
c) an emergent property of the different strata within an organization
d) a learned skill that can be easily performed with a little practice

Q187. *[Other]*

In a manufacturing facility, a group of experienced machine operators serve as mentors to newly hired operators to help the new operators acquire the skills to work safely and efficiently, thereby ensuring that the facility reaches its productivity goal. The actions of the experienced operators support which of the following assumptions regarding leadership?

Leadershipis restricted to those occupying the executive suite.

Leadershipcan be practiced at any level of an organization.

Leadershiponly pertains to those whose job title includes "manager" or "director."

Leadershipshould be practiced only when employees are performing below standard.

a) Leadershipis restricted to those occupying the executive suite.
b) Leadershipcan be practiced at any level of an organization.
c) Leadershiponly pertains to those whose job title includes "manager" or "director."
d) Leadershipshould be practiced only when employees are performing below standard.

Q188. *[Other]*

Sangeetha is part of the sales team at a large fashion design corporation. Even though she has not been given the designation team leader, most of the team members rely on Sangeetha for her opinions and suggestions on how to approach new customers and field queries regarding product quality. Sangeetha can be classified as which of the following types of leader?

Activist

Mentor

Spokesperson

Emergent

a) Activist
b) Mentor
c) Spokesperson
d) Emergent

Q189. *[Other]*

Carlos owns a small architectural design firm. Recently, Carlos hired an electrician and a structural engineer to assess the safety and code-compliance of his designs. When Carlos defers to his employees' recommendations on issues of electrical and structural safety, he is rejecting which of the old paradigms of leadership?

Leadership is proactive.

Leadership resides in a single person or role.

Leadership continually evolves.

Leadership is a collective process.

a) Leadership is proactive.
b) Leadership resides in a single person or role.
c) Leadership continually evolves.
d) Leadership is a collective process.

Q190. *[Other]*

Kenji is a small business owner with four employees. What action could Kenji take that would be most effective for helping his employees improve the profitability of his business?

Update the business premises.

Update the employee handbook.

Create and share a business mission and values statement.

Organize rotating shifts to provide employees with more work hours.

a) Update the business premises.
b) Update the employee handbook.
c) Create and share a business mission and values statement.
d) Organize rotating shifts to provide employees with more work hours.

Q191. *[Other]*

A military contractor supplies parts to the US Navy. The parts must conform to exacting military specifications that lay out the mandatory testing methods and acceptance criteria. Although the inspection team has no manager, they have been successful in ensuring that the US Navy has received acceptable parts for the past five years. This scenario supports which of the following definitions of “substitutes for leadership”?

Financial incentives that encourage people to work independently

Group members who are in charge when the leader is absent

Factors in the work setting that make leadership superfluous

Extra compensation offered to employees who are asked to supervise their own work

a) Financial incentives that encourage people to work independently
b) Group members who are in charge when the leader is absent
c) Factors in the work setting that make leadership superfluous
d) Extra compensation offered to employees who are asked to supervise their own work

Q192. *[Other]*

According to a survey by Duke University’s Center for Leadership & Ethics, under what conditions will an executive’s leadership influence organizational outcomes?

The organization’s employees are paid what they feel they deserve.

The organization’s employees feel that their work is intrinsically rewarding.

The organization fosters creativity at every level of the organization.

The executive is perceived to be responsible and inspirational.

a) The organization’s employees are paid what they feel they deserve.
b) The organization’s employees feel that their work is intrinsically rewarding.
c) The organization fosters creativity at every level of the organization.
d) The executive is perceived to be responsible and inspirational.

Q193. *[Other]*
Which of the following is NOT an accepted substitute for leadership in the modern work environment?

Strong professional norms

Work that has heavy deadline pressure

Work that is intrinsically satisfying

Closely knit teams of highly trained individuals

a) Strong professional norms
b) Work that has heavy deadline pressure
c) Work that is intrinsically satisfying
d) Closely knit teams of highly trained individuals

Q194. *[Other]*
Which of the following questions is most effective for understanding the impact of leadership on performance?

“Under what conditions do leaders make a difference?”

“How well liked is the leader?”

“What company policies regulate leadership?”

“What is the firm’s historic leadership structure?”

a) “Under what conditions do leaders make a difference?”
b) “How well liked is the leader?”
c) “What company policies regulate leadership?”
d) “What is the firm’s historic leadership structure?”

Q195. *[Other]*
Phillipe is the director of a large group that sells specialty medical equipment to physicians and hospitals. Recently, sales revenues have been lower than expected. Which of the following motivational activities should Phillipe organize to help his salespeople improve their sales revenues?

Training sessions on the innovative features of the company’s latest product offerings

Companywide meetings where top salespeople share their most effective sales tactics

Meetings with sales teams where Phillipe personally introduces the teams to satisfied physicians who use the company’s equipment

A new commission schedule with minimum quotas and larger incentives for top sellers

a) Training sessions on the innovative features of the company’s latest product offerings
b) Companywide meetings where top salespeople share their most effective sales tactics
c) Meetings with sales teams where Phillipe personally introduces the teams to satisfied physicians who use the company’s equipment
d) A new commission schedule with minimum quotas and larger incentives for top sellers

Q196. *[Other]*

Which of the following teams would benefit most from effective leadership?

A small electrical contracting firm with electricians installing wiring and equipment according to national codes

A newly formed team of recently graduated software engineers developing innovative products for an emerging market

A group of highly experienced production operators who recently redesigned their work area to maximize productivity and safety

A tightly knit sales team with consistently high sales revenues in challenging markets

a) A small electrical contracting firm with electricians installing wiring and equipment according to national codes

b) A newly formed team of recently graduated software engineers developing innovative products for an emerging market

c) A group of highly experienced production operators who recently redesigned their work area to maximize productivity and safety

d) A tightly knit sales team with consistently high sales revenues in challenging markets

Q197. *[Other]*

In which of the following businesses is the company's CEO likely to have the more influence on the company's performance?

A start-up developing innovative technology for a new market

A longstanding firm in an industry subject to a high level of changing government regulation

A real estate firm specializing in high-value, ocean-front properties in hurricane-prone areas.

A company with a highly trained workforce producing a product with steady demand in an industry with established codes and regulations.

a) A start-up developing innovative technology for a new market

b) A longstanding firm in an industry subject to a high level of changing government regulation

c) A real estate firm specializing in high-value, ocean-front properties in hurricane-prone areas.

d) A company with a highly trained workforce producing a product with steady demand in an industry with established codes and regulations.

Q198. *[Other]*

Recent research on managerial succession supports which of the following conclusions?

A consistent relationship exists between who is in charge of an organization and how well the organization performed.

Incompetent leadership can be counterbalanced by certain factors in the work situation.

Workers who incorporate strong professional norms often require a minimal leadership.

Leadership roles are a subset of the managerial roles.

a) A consistent relationship exists between who is in charge of an organization and how well the organization performed.
b) Incompetent leadership can be counterbalanced by certain factors in the work situation.
c) Workers who incorporate strong professional norms often require a minimal leadership.
d) Leadership roles are a subset of the managerial roles.

Q199. *[Other]*

Which of the following is a reason why a leader would have only a minimal impact on an organization's performance?

The leaders has plenty of room to influence others despite several constraints.

Factors within a leader's control have a larger impact on business outcomes than those outside the leader's control.

Centralized leadership is the most efficientway to run theorganization.

The leader hasunilateral control over only a few resources.

a) The leaders has plenty of room to influence others despite several constraints.
b) Factors within a leader's control have a larger impact on business outcomes than those outside the leader's control.
c) Centralized leadership is the most efficientway to run theorganization.
d) The leader hasunilateral control over only a few resources.

Q200. *[Other]*
An article argues that a particular bank is unlikely to change its policies even though it has recently hired a new CEO. The article notes that all the CEOs of this bank have the same demographic and all attended Ivy League schools. This article's argument about leadership irrelevance is based on which idea?

The new CEO will act in a way similar to the previous CEOs.

The new CEO has unilateral control over only a few resources.

The bank uses information technology for many of its supervisory functions.

The new CEO is limited by obligations to Edmonton Bank's shareholders.

a) The new CEO will act in a way similar to the previous CEOs.
b) The new CEO has unilateral control over only a few resources.
c) The bank uses information technology for many of its supervisory functions.
d) The new CEO is limited by obligations to Edmonton Bank's shareholders.

Q201. *[Other]*
Which of the following leadership rolesis exemplified bya high-ranking managerwho mustspend some part of their time engaging in ceremonial activities?

Figurehead

Spokesperson

Negotiator

Inclusion Facilitator

a) Figurehead
b) Spokesperson
c) Negotiator
d) Inclusion Facilitator

Q202. *[Other]*
Which of the following roles does a manager assume when they take the time to motivate team members and occasionally inspire large groups?

Coach

Spokesperson

Negotiator

Inclusion Facilitator

a) Coach
b) Spokesperson
c) Negotiator
d) Inclusion Facilitator

Q203. *[Other]*

Which of the following roles does a manager assume when making a deliberate effort to ensure that all team members, group members, and other employees feel welcome?

Coach

Spokesperson

Negotiator

Inclusion facilitator

a) Coach
b) Spokesperson
c) Negotiator
d) Inclusion facilitator

Q204. *[Other]*

What leadership role does a manager assume when they are mainly concerned with shaping the future of the organization or a unit within the larger organization?

Spokesperson

Negotiator

Entrepreneur

Strategy developer

a) Spokesperson
b) Negotiator
c) Entrepreneur
d) Strategy developer

Q205. *[Other]*

The director of product marketing at a particular company was a great asset to their company during a recent period of political and economic uncertainty. Regardless of the latest regulatory changes or shifts in product supply, the director was able to use the changing situation to open new markets or regain the interest of former customers. This director can do which of the following?

Predict market trends

Tolerate ambiguity

Display appropriate personal conduct

Make change happen

a) Predict market trends
b) Tolerate ambiguity
c) Display appropriate personal conduct
d) Make change happen

Q206. *[Other]*

A leader with tolerance for ambiguity is particularly proficient at profiting from which of the following types of information?

Quantitative

Inconsistent

Anecdotal

Graphical

a) Quantitative
b) Inconsistent
c) Anecdotal
d) Graphical

Q207. *[Other]*

A company president attends a groundbreaking ceremony for a new children's hospital located near the company's headquarters. Which of the following best classifies the president's role in this event?

Figurehead

Coach

Team leader

Spokesperson

a) Figurehead
b) Coach
c) Team leader
d) Spokesperson

Q208. *[Other]*

During an all-hands meeting, a division manager described how the heroic efforts of a particular customer service agent secured a large customer order that measurably improved corporate profitability in that quarter. Which of the following leadership roles was the division manager assuming?

Figurehead

Coach and motivator

Team builder

Spokesperson

a) Figurehead
b) Coach and motivator
c) Team builder
d) Spokesperson

Q209. *[Other]*

Middle manager Sara is engaged in the team builder role when she does which of the following?

Negotiates for a larger budget for her team

Represents her group at a company meeting

Holds a meeting to talk about team accomplishments

Helps the group solve a technical problem

a) Negotiates for a larger budget for her team
b) Represents her group at a company meeting
c) Holds a meeting to talk about team accomplishments
d) Helps the group solve a technical problem

Q210. *[Other]*

Marketing vice president Sura is engaged in the strategy developer role when they do which of the following?

Take a key customer to lunch.

Coach an account executive on how to close a major sale.

Make a plan for enlarging the office.

Look for ideas in related industries that could help the company.

a) Take a key customer to lunch.
b) Coach an account executive on how to close a major sale.
c) Make a plan for enlarging the office.
d) Look for ideas in related industries that could help the company.

Q211. *[Other]*

The modern organization is characterized by which of the following?

A reversal of roles between leaders and followers

An overthrow of authority by leaders

Competition between leaders and followers

Collaboration between leaders and followers

a) A reversal of roles between leaders and followers
b) An overthrow of authority by leaders
c) Competition between leaders and followers
d) Collaboration between leaders and followers

Q212. *[Other]*

When the manager of a coffee shop speaks to customers to discover theirviews oncoffee bean sourcing and whether they would pay for more for coffee made from ethically-sourced beansthey are performing the leadership role of a(n) _____.

coach and motivator

team builder

entrepreneur

team player

a) coach and motivator
b) team builder
c) entrepreneur
d) team player

Q213. *[Other]*

The manager of an accounting department helps the CFO in framing the financial policies of the company. In this scenario, the manager is carrying out the leadership role of a(n) _____.

strategy developer

executor

spokesperson

figurehead

a) strategy developer
b) executor
c) spokesperson
d) figurehead

Q214. *[Other]*

When the workers in a workshop encounter operating difficulties or breakdowns while handling their machinery, they seek the help of Fiona, their floor manager, to fix or repair the machinery. In this scenario, Fiona is carrying out the leadership role of a(n) _____.

executor

figurehead

team builder

technical problem solver

a) executor
b) figurehead
c) team builder
d) technical problem solver

Q215. *[Other]*

Camilla is a highly compensated senior team member at her accounting firm. She has over 30 years of experienceas an individual contributorand enjoys her work, particularly her role as the new employee trainer for her group. In addition to her work at the accounting firm, Camilla works part-time as a consultant to nonprofit organizations in her local area, earning added income and supporting causes she is passionate about. Camilla was recently offered a management position at the accounting firm. Which of the following leadership satisfactions is MOST likely to convince Camilla to accept the management position?

High income

Good opportunity for advancement

Respect and status

A chance to help others grow and develop

a) High income
b) Good opportunity for advancement
c) Respect and status
d) A chance to help others grow and develop

Q216. *[Other]*

Matilda is a senior engineer at a large corporation. Lately, she has been frustrated by the difficulty that she and her teammates have had acquiring the equipment needed to advance several critical projects. Which of the following job roles would enable Matilda to provide the team with the equipment they need?

Purchasing agent

Senior accountant

Engineering team leader

Budget analyst

a) Purchasing agent
b) Senior accountant
c) Engineering team leader
d) Budget analyst

Q217. *[Other]*

Which of the following is a leadership responsibility that is often a source of satisfaction?

The need to frequently solve problems involving people

The chance to pursue a wide variety of nonoverlapping goals

The need to prepare budgets and authorize expenses

The opportunity to rapidly replace valuable, departing employees

a) The need to frequently solve problems involving people
b) The chance to pursue a wide variety of nonoverlapping goals
c) The need to prepare budgets and authorize expenses
d) The opportunity to rapidly replace valuable, departing employees

Q218. *[Other]*

Which of the following is the LEAST likely to result in a leader experiencing job fatigue and burnout?

Duties that require around-the-clock attention

Responsibility for decisions that could negatively affect large numbers of people

The responsibility for large budgets and valuable resources

The need to engage in multi-level political byplay

a) Duties that require around-the-clock attention
b) Responsibility for decisions that could negatively affect large numbers of people
c) The responsibility for large budgets and valuable resources
d) The need to engage in multi-level political byplay

Q219. *[Other]*

Which of the following is a major source of satisfaction for a leader?

Being able to avoid the long hours typically worked by team members

Generous overtime pay

The ability to sidestep organizational politics

The chance to help others grow and develop

a) Being able to avoid the long hours typically worked by team members
b) Generous overtime pay
c) The ability to sidestep organizational politics
d) The chance to help others grow and develop

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Q220. *[Other]*

Which of the following is a potential disadvantage of being a leader?

Losing contact with paperwork and email

Isolation from problems involving people

Having fewer people to confide in about work-related problems

Being out of the loop in terms of company politics

a) Losing contact with paperwork and email
b) Isolation from problems involving people
c) Having fewer people to confide in about work-related problems
d) Being out of the loop in terms of company politics

Q221. *[Other]*

Which of the followingarethe conflicting goals that most often frustrates leaders?

Controlling costs versus funding the group's needs

Granting followers the authority to act independently while keeping them aligned

Navigating the built-in conflicts between labor and management

Keeping followers simultaneously motivated and satisfied

a) Controlling costs versus funding the group's needs
b) Granting followers the authority to act independently while keeping them aligned
c) Navigating the built-in conflicts between labor and management
d) Keeping followers simultaneously motivated and satisfied

Q222. *[Other]*

Kane recently accepted the position of CEO for a mid-sized consulting group owned by a private equity firm. The position included a significant increase in prestige and compensation compared to Kane's previous job. Currently, Kane's new group is performing well and meeting or exceeding their revenue and profit targets. Several of Kane's friends who are team members at another company say that Kane's professional career is now secure. Why might Kane disagree with this opinion?

Kane must work many hours of uncompensated overtime.

Kane does not have enough real authority to run their new group successfully.

Kane has few people with whom to share the frustrations of being in an executive position.

Kane's position is contingent on the continued success of their group.

a) Kane must work many hours of uncompensated overtime.
b) Kane does not have enough real authority to run their new group successfully.
c) Kane has few people with whom to share the frustrations of being in an executive position.
d) Kane's position is contingent on the continued success of their group.

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Q223. *[Other]*

Naomi is a senior member of her product testing group. One of her favorite parts of the job is training new technicians in safe and efficient shop practice. She was recently offered the position of manager of the group. Which of the following leadership satisfactions is most likely to encourage Naomi to accept the management position?

Respect and status

Higher salary

Mentoring duties

Access to inside company information

a) Respect and status
b) Higher salary
c) Mentoring duties
d) Access to inside company information

Q224. *[Other]*

Rami is a team member at a consulting firm as well as the owner of a successful small business. Rami was offered the position of team leader for his group at the consulting firm. Which of the following challenges of leadership is most likely to cause Rami to turn down the offer?

Insufficient authority to carry out responsibilities

Excessive uncompensated overtime

Too many problems involving people

Too much organizational politics

a) Insufficient authority to carry out responsibilities
b) Excessive uncompensated overtime
c) Too many problems involving people
d) Too much organizational politics

Q225. *[Other]*

In the basic framework for understanding leadership, group member characteristics and behavior are _____.

defined by whether a group is intrinsically motivated by their work

attributes that affect how effective the leadership attempt will be

aspects ofthe socioeconomic makeup of the employee pool

waysemployees deal with the external environment

a) defined by whether a group is intrinsically motivated by their work
b) attributes that affect how effective the leadership attempt will be
c) aspects ofthe socioeconomic makeup of the employee pool
d) waysemployees deal with the external environment

Q226. *[Other]*

In the framework for understanding leadership, the phrase “leadership effectiveness” refers to the leader doing which of the following?

Being impressive enough to get promoted

Attaining desirable outcomes such as productivity and satisfaction

Creating an attractive vision

Delegating decision-making responsibility to group members

a) Being impressive enough to get promoted
b) Attaining desirable outcomes such as productivity and satisfaction
c) Creating an attractive vision
d) Delegating decision-making responsibility to group members

Q227. *[Other]*

Sakura’s outgoing, engaging personality is a great fit for her high-energy, innovative product development team. Which of the following could limit Sakura’s leadership effectiveness despite the good match between leader and group member characteristics?

Sakura’s insistence on weekly group brainstorming meetings

Sakura’s policy of publicly recognizing group members whose efforts significantly improved product reliability

New regulations that prohibit the use of certain raw materials in the products Sakura’s team is developing

The tendency of group members to research alternative part suppliers

a) Sakura’s insistence on weekly group brainstorming meetings
b) Sakura’s policy of publicly recognizing group members whose efforts significantly improved product reliability
c) New regulations that prohibit the use of certain raw materials in the products Sakura’s team is developing
d) The tendency of group members to research alternative part suppliers

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Q228. *[Other]*

Team leader Asa is coaching team member Florence, a recent graduate, in how to describe the potential corporate benefit of Florence's latest scientific discovery in a pitch for increased project funding. To help Florence make a convincing argument, which of the following group member factors should Asa take into consideration?

Florence's academic credentials

Florence's compensation history

Florence's experience conducting scientific research projects

Florence's experience promoting projects in the business environment

a) Florence's academic credentials
b) Florence's compensation history
c) Florence's experience conducting scientific research projects
d) Florence's experience promoting projects in the business environment

Q229. *[Other]*

Lucca is the vice president for a manufacturing firm that is closing a large production plant. The plant's staff were all offered the choice of accepting a position at one of the company's plants in another city or being laid off. As Lucca communicates with workers and plant managers, which of the following leader behaviors should he show to minimize negative consequences and ensure a smooth transition?

Provide objective, fact-based reasons for the plant closure and why it is essential for corporate survival.

Convey enthusiasm for the cost-savings and higher profitability that the plant closure will provide.

Express compassion for the displaced workers and clear direction on how the relocation and onboarding process will go.

Defer communication with displaced workers to their plant manager and supervisors.

a) Provide objective, fact-based reasons for the plant closure and why it is essential for corporate survival.
b) Convey enthusiasm for the cost-savings and higher profitability that the plant closure will provide.
c) Express compassion for the displaced workers and clear direction on how the relocation and onboarding process will go.
d) Defer communication with displaced workers to their plant manager and supervisors.

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Q230. *[Other]*

A county school board requires funding for an outreach program to help disadvantaged students. Although all the board members collaborated on the program's creation, one member must lead the effort to raise the necessary funding through private donations and a new local school tax. Which one of the following leader traits is the most important for the success of the funding effort?

Strategic planning skills

Critical thinking skills

An outgoing, charismatic personality

A compassionate, nonconfrontational personality

a) Strategic planning skills
b) Critical thinking skills
c) An outgoing, charismatic personality
d) A compassionate, nonconfrontational personality

Q231. *[Other]*

Which of the following is a component of the general learning model applied to skill development in leadership?

Memorizing lists of great business leadership theories

Making cross-comparisons of leadership theories

Reading vision statements from annual reports

Conceptual information supported by examples of leaders in action

a) Memorizing lists of great business leadership theories
b) Making cross-comparisons of leadership theories
c) Reading vision statements from annual reports
d) Conceptual information supported by examples of leaders in action

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Q232. *[Other]*

Which of the following explain why leadership skills require active practice?

Leadership is a hands-on skill.

Experiential exercises practiced in a classroom environment do not allow you to personalize leadership concepts.

Case studies of effective and ineffective leaders are difficult to relate to scenarios one is likely to encounter in practice.

Repeated practice in a natural setting is needed to integrate a leadership skill into one's mode of operation.

a) Leadership is a hands-on skill.
b) Experiential exercises practiced in a classroom environment do not allow you to personalize leadership concepts.
c) Case studies of effective and ineffective leaders are difficult to relate to scenarios one is likely to encounter in practice.
d) Repeated practice in a natural setting is needed to integrate a leadership skill into one's mode of operation.

Q233. *[Other]*

Carlos is a recent technical school graduate competing for a highly desirable apprenticeship position. Why might Carlos's leadership skills, obtained during years of work as retail manager, improve his chances of being selected for the apprenticeship?

Leadership skills are wanted mainly for high-ranking managers.

Leadership skills can be a liability for employees in jobs with a large hands-on component.

Leadership skills are sought in candidates for entry-level professions.

Leadership skills are most important in customer-facing jobs.

a) Leadership skills are wanted mainly for high-ranking managers.
b) Leadership skills can be a liability for employees in jobs with a large hands-on component.
c) Leadership skills are sought in candidates for entry-level professions.
d) Leadership skills are most important in customer-facing jobs.

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Q234. *[Other]*

Inaya, a project manager, often seeks insights from her team members as well as her supervisor on how she is doing. Which method of skill development in leadership does Inaya use in this scenario?

Practice in natural settings

Feedback on skill utilization, or performance, from others

Conceptual information shown by examples of leaders in action

Experiential exercises

a) Practice in natural settings
b) Feedback on skill utilization, or performance, from others
c) Conceptual information shown by examples of leaders in action
d) Experiential exercises

Q235. *[Other]*

Maeva, a team leader, often reads biographies of effective leaders in her industry to better understand how to apply leadership concepts in the context of her workplace. What method of skill development in leadership does Maeva use in this scenario?

Practice in natural settings

Feedback on skill utilization, or performance, from others

Conceptual information shown by examples of leaders in action

Experiential exercises

a) Practice in natural settings
b) Feedback on skill utilization, or performance, from others
c) Conceptual information shown by examples of leaders in action
d) Experiential exercises

Q236. *[Other]*

The terms “isolates,” “activists,” and “diehards” describe the different levels of which characteristics of followers?

Intelligence and emotional maturity

Engagement with the leader and the group

Relevant job experience

Job relevant skills

a) Intelligence and emotional maturity
b) Engagement with the leader and the group
c) Relevant job experience
d) Job relevant skills

Q237. *[Other]*

Which type of follower is completely detached and passively supports the status quo by not taking action to bring about changes?

Isolate

Activist

Bystander

Diehard

a) Isolate
b) Activist
c) Bystander
d) Diehard

Q238. *[Other]*

Which the following is the LEAST essential characteristic of an effective follower?

Rigorous adherence to management direction

Commitment to something beyond oneself

Desire to build competence

Independent and critical thinking

a) Rigorous adherence to management direction
b) Commitment to something beyond oneself
c) Desire to build competence
d) Independent and critical thinking

Q239. *[Other]*

Which of the following is an effective way for a leader to collaborate with group members?

Make sure the group members get their yearly salary increases.

Make all the major decisions themselves.

Solicit input from the right group members.

Make the hierarchy as steep as possible.

a) Make sure the group members get their yearly salary increases.
b) Make all the major decisions themselves.
c) Solicit input from the right group members.
d) Make the hierarchy as steep as possible.

Q240. *[Other]*

According to Robert E. Kelley, which of the following is an essential quality of an effective follower?

Transparency

Skill utilization

Commitment

charisma

- **a)** Transparency
- **b)** Skill utilization
- **c)** Commitment
- **d)** charisma

Q241. *[Other]*

In an effort to cut costs, a company drastically reduced the number of middle managers and reorganized employees into teams that report directly to senior leadership. For this change to be successful, it is essential that the team members have which trait of a good follower?

Focus

Self-management

Competence

Courage

- **a)** Focus
- **b)** Self-management
- **c)** Competence
- **d)** Courage

Q242. *[Other]*

Santiago has been a high performing team member at his company for the past 25 years. He is passionate about his company's financial success and reputation in the industry and is not afraid to report managers engaging in questionable behavior to fraud investigation team. Santiago could best be described as which type of follower?

Isolate

Participant

Bystander

Diehard

- **a)** Isolate
- **b)** Participant
- **c)** Bystander
- **d)** Diehard

Q243. *[Other]*

A government contractor has noticed an increase in money lost to fraudulent behavior by middle managers. This fraud could endanger the company's lucrative government contracts and expose the company executives to criminal charges. The executives have hired a professional fraud investigation team who will work with the company's employees. Which follower type would be most likely to volunteer to work with the fraud investigation team, even if doing so involved uncompensated overtime?

Participant

Bystander

Activist

Diehard

a) Participant
b) Bystander
c) Activist
d) Diehard

Q244. *[Other]*

Zach is a team member who rarely offers input to his team leader. Zach follows orders passively and does not take an interest in his company's growth. As a follower, Zack is most likely to be a(n) _____.

diehard

activist

bystander

isolate

a) diehard
b) activist
c) bystander
d) isolate

Q245. *[Other]*

During meetings, Fernando pays attention to agenda items that directly impact his projects but spends the rest of the time checking personal text messages. As a follower, Fernando is most likely to be a(n) _____.

participant

activist

bystander

isolate

a) participant
b) activist
c) bystander
d) isolate

Q246. *[Other]*

During a team meeting, the team manager expresses disappointment with their team's productivity rate. Svetlana, a team member, speaks up and says that the team's current project is particularly difficult for the team and, in spite of this difficulty, they have not compromised on the quality of their work. Which quality of a good follower is Svetlana displaying in this scenario?

Courage

Competence

Commitment

Self-management

a) Courage
b) Competence
c) Commitment
d) Self-management

Q247. *[Other]*

Simone believes that her manager, Manuella, does not play a significant role in Simone's organizational performance. She feels that it is her own skills and interest in the job that affect her performance. Explain Simone's argument against the importance of leadership and what Manuella should do to demonstrate the various roles that a leader carries out.

Q248. *[Other]*

Enriquewas recently promoted as a team leader. Since his promotion,Enriquefeels overworked and stressed. He feels that he is responsible for solving problems over which he has no control.Enriquespeaks to his supervisor about his frustrations and seeks advice regarding the roles of a team leader and how to derive satisfaction from them. What isEnriqueexperiencing? If you wereEnriquesupervisor, what advice would you give him?

Q249. *[Other]*

Collette, a manager, implements a process for tracking productivity and rewards productive team members with additional perks. Some team members respond enthusiastically to these measures, offering additional input on how productivity can be improved. Others just play along, with some of them expressing their support only as long as they are rewarded for their work. If you were in Colette's position, how would you classify the team members based on their reception of the new initiative? What approaches would you take with each category of followers?

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Chapter 1

1. Leadership involves maintaining the status quo, not creating change.
   a. True
   b. False

ANSWER:	False
RATIONALE:	Leadership is said to deal with change, inspiration, motivation, and influence. Leadership is more likely to create change than maintain the status quo.
POINTS:	1
DIFFICULTY:	Easy
QUESTION TYPE:	True / False
HAS VARIABLES:	False
LEARNING OBJECTIVES:	LEAD.DUBR.27.1.1 - Explain the meaning of leadership and how it differs from management.
TOPICS:	1.1 The Meaning of Leadership
KEYWORDS:	Bloom's: Remember/Understand
DATE CREATED:	1/10/2026 5:09 AM
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2. Leadership can be defined as the ability to direct actions and ensure compliance from the people needed to achieve organizational goals.
   a. True
   b. False

ANSWER:	False
RATIONALE:	A leader inspires confidence and support, while a manager has the responsibility for planning, organizing, directing, and controlling.
POINTS:	1
DIFFICULTY:	Easy
QUESTION TYPE:	True / False
HAS VARIABLES:	False
LEARNING OBJECTIVES:	LEAD.DUBR.27.1.1 - Explain the meaning of leadership and how it differs from management.
TOPICS:	1.1 The Meaning of Leadership
KEYWORDS:	Bloom's: Remember/Understand
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3. In a hyperconnected, networked age, competition becomes more important than collaboration.
   a. True
   b. False

ANSWER:	False
RATIONALE:	In a hyperconnected, networked age, collaboration becomes more important than competition. Successful leaders harness and make the most of ideas, talent, and resources from across boundaries of all kinds.
POINTS:	1
DIFFICULTY:	Easy
QUESTION TYPE:	True / False
HAS VARIABLES:	False
LEARNING OBJECTIVES:	LEAD.DUBR.27.1.1 - Explain the meaning of leadership and how it differs from management.
TOPICS:	1.1 The Meaning of Leadership
KEYWORDS:	Bloom's: Remember/Understand
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4. A change of leadership is a frequent remedy for major organizational problems.
   a. True
   b. False

ANSWER:	True
RATIONALE:	A frequent antidote to major organizational problems is to replace the leader in the hope that the newly appointed leader will reverse performance problems.
POINTS:	1
DIFFICULTY:	Easy
QUESTION TYPE:	True / False
HAS VARIABLES:	False
LEARNING OBJECTIVES:	LEAD.DUBR.27.1.2 - Characterize how leadership influences organizational performance.
TOPICS:	1.2 The Impact of Leadership on Organizational Performance
KEYWORDS:	Bloom's: Remember/Understand
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5. In their roles as executors, leaders translate plans into reality.
   a. True
   b. False

ANSWER:	True
RATIONALE:	In carrying out the executor role, the leader makes things happen, often helping translate plans into reality by helping develop action plans, and holding people accountable to ensure that productive work is accomplished.
POINTS:	1
DIFFICULTY:	Easy
QUESTION TYPE:	True / False
HAS VARIABLES:	False
LEARNING OBJECTIVES:	LEAD.DUBR.27.1.3 - Pinpoint several important leadership roles.
TOPICS:	1.3 Leadership Roles
KEYWORDS:	Bloom's: Remember/Understand
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6. Once you become a leader, the opportunities for advancement decrease.
   a. True
   b. False

ANSWER:	False
RATIONALE:	Obtaining a leadership position is a vital first step for career advancement in many organizations. Staff or individual contributor positions help broaden a person's professional experience, but most executives rise through a managerial path.
POINTS:	1
DIFFICULTY:	Easy
QUESTION TYPE:	True / False
HAS VARIABLES:	False
LEARNING OBJECTIVES:	LEAD.DUBR.27.1.4 - Identify the major satisfactions and frustrations associated with the leadership role.
TOPICS:	1.4 The Satisfactions and Frustrations of Being a Leader
KEYWORDS:	Bloom's: Remember/Understand
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7. One challenge of holding a leadership position is the large number of people problems you need to solve on a regular basis.
   a. True
   b. False

ANSWER:	True
RATIONALE:	A major frustration facing a leader is the number of human resource problems requiring action. If you do not like dealing with people problems, you are not suited for a leadership or management position.
POINTS:	1
DIFFICULTY:	Easy
QUESTION TYPE:	True / False
HAS VARIABLES:	False
LEARNING OBJECTIVES:	LEAD.DUBR.27.1.4 - Identify the major satisfactions and frustrations associated with the leadership role.
TOPICS:	1.4 The Satisfactions and Frustrations of Being a Leader
KEYWORDS:	Bloom's: Remember/Understand
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8. Leadership occurs at many levels within an organization.
   a. True
   b. False

ANSWER:	True
RATIONALE:	The leader interacts with group members one at a time and with the group as a whole. At the same time, leadership takes place in the context of the organization and the external environment.
POINTS:	1
DIFFICULTY:	Easy
QUESTION TYPE:	True / False
HAS VARIABLES:	False
LEARNING OBJECTIVES:	LEAD.DUBR.27.1.5 - Describe a framework for understanding leadership.
TOPICS:	1.4 A Framework for Understanding Leadership
KEYWORDS:	Bloom's: Remember/Understand
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9. You cannot learn leadership skill simply by reading and studying a book.
   a. True
   b. False

ANSWER:	True
RATIONALE:	The leader interacts with group members one at a time and with the group as a whole. At the same time, leadership takes place in the context of the organization and the external environment.
POINTS:	1
DIFFICULTY:	Easy
QUESTION TYPE:	True / False
HAS VARIABLES:	False
LEARNING OBJECTIVES:	LEAD.DUBR.27.1.6 - Cite how leadership skills can be developed.
TOPICS:	1.6 Skill Development in Leadership
KEYWORDS:	Bloom's: Remember/Understand
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10. Effective leaders and followers share many of the same qualities.
    a. True
    b. False

ANSWER:	True
RATIONALE:	Another way of framing the qualities of effective followers is to say that such followers display the personal characteristics and qualities of leaders.
POINTS:	1
DIFFICULTY:	Easy
QUESTION TYPE:	True / False
HAS VARIABLES:	False
LEARNING OBJECTIVES:	LEAD.DUBR.27.1.7 - Pinpoint several traits, behaviors, and attitudes of a successful follower.
TOPICS:	1.7 Followership: Being an Effective Group Member
KEYWORDS:	Bloom's: Remember/Understand
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11. Which of the following is a representative definition of leadership?
    a. A process in which an individual influences another individual to achieve a common goal
    b. The ability to ensure mechanical compliance with directions and orders
    c. An act that causes others to act in a shared direction
    d. The art of influencing others by coercion to follow a line of action

ANSWER:	c
RATIONALE:	Leadership is generally defined as a process in which an individual (the leader) influences a group (not just another, single individual) to achieve a common goal. Leadership can also be thought of as the influential increment above and beyond ensuring mechanical compliance with direction and orders. Leadership is defined as actions that cause others to act in a shared direction but involves persuasion and example rather than coercion.
POINTS:	1
DIFFICULTY:	Easy
QUESTION TYPE:	Multiple Choice
HAS VARIABLES:	False
LEARNING OBJECTIVES:	LEAD.DUBR.27.1.1 - Explain the meaning of leadership and how it differs from management.
TOPICS:	The Meaning of Leadership
KEYWORDS:	Bloom's: Remember/Understand
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12. Maria is the leader of a team of quality assurance inspectors. Over the past six months, Maria's team has allowed an unacceptable number of defective products to pass inspection. As a good leader, which of the following approaches should Maria take to improve her team's performance?
    a. Personally supervise each team member throughout their shift and point out the mistakes they make.
    b. Provide a personal demonstration of the latest, most-effective defect inspection method for the team.
    c. Require mandatory overtime to ensure that team members have adequate time for their inspections.
    d. Remind team members that inspectors who fail to catch defective products are subject to disciplinary action or dismissal.

ANSWER:	b
RATIONALE:	Actions such as close supervision, scheduling, and discipline are more appropriate for management than leadership. The demonstration of effective inspection methods provides the team with inspiration, support, and a personal example – all of which are actions appropriate for leadership.
POINTS:	1
DIFFICULTY:	Moderate
QUESTION TYPE:	Multiple Choice
HAS VARIABLES:	False
LEARNING OBJECTIVES:	LEAD.DUBR.27.1.1 - Explain the meaning of leadership and how it differs from management.
TOPICS:	The Meaning of Leadership
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13. Amari manages a team of corporate salespeople. Amari's company recently issued a new policy requiring salespeople to collect additional data about prospective clients. Collecting this data will be time consuming and is likely to be unpopular with salespeople who would rather focus on completing sales. Which of the following approaches is most likely to inspire Amari's salespeople to comply with the new policy on a consistent basis?
    a. Revise the sales team's travel schedule to allow each salesperson more time with client.
    b. Send an emailed message to each salesperson reminding them that failure to collect the additional data could result in disciplinary action.
    c. Create a database to allow salespeople to quickly and easily enter client data.
    d. Give a presentation on how the collected data will allow the company to identify promising clients and connect them with salespeople, thereby increasing the percentage of contacts that result in sales.

ANSWER:	d
RATIONALE:	Reorganizing the travel schedule and creating a database are procedural and organizational steps appropriate for managers supporting their team members, but are unlikely, in and of themselves, to inspire the salespeople to comply with the new policy. Reminding the sales team of the mandatory nature of the data collection policy and potential negative consequences of noncompliance is coercive, not persuasive, and will likely only inspire short-term, inconsistent compliance. Explaining how the new policy benefits the salespeople is likely to inspire consist ongoing compliance.
POINTS:	1
DIFFICULTY:	Moderate
QUESTION TYPE:	Multiple Choice
HAS VARIABLES:	False
LEARNING OBJECTIVES:	LEAD.DUBR.27.1.1 - Explain the meaning of leadership and how it differs from management.
TOPICS:	The Meaning of Leadership
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14. The vice president of a large product development firm needs to replace their recently retired new business development director who had led a group of over 50 team members and middle managers. Which of the following strategies is most likely to provide a suitable candidate?
    a. Post the director position internally to employees in the retired director's group with more than five years of experience.
    b. Post the position externally with a requirement for at least seven years of managerial experience.
    c. Recruit candidates with previous experience leading business development groups of a similar size.
    d. Recruit experienced product development candidates from competitor companies.

ANSWER:	c
RATIONALE:	Because the new business development director position is a high-level leadership position, it requires a vast range of leadership skills that can only be acquired with appropriate training and relevant experience. The experience needed to lead the company's New Business Development group cannot be reliably obtained simply by working in the group for five years, or through multiple years of general management experience in a similar (competitor) company. A candidate who can demonstrate success leading another business development group is likely to have the necessary leadership skills.
POINTS:	1
DIFFICULTY:	Moderate
QUESTION TYPE:	Multiple Choice
HAS VARIABLES:	False
LEARNING OBJECTIVES:	LEAD.DUBR.27.1.1 - Explain the meaning of leadership and how it differs from management.
TOPICS:	The Meaning of Leadership
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15. An experienced manager from a manufacturing firm recently accepted a new position as the leader of a multidisciplinary customer service team. Six months after the new manager started, the team members have grown frustrated because their new manager does not act on the suggestions they offer as subject matter experts. Customer satisfaction has dropped, and the new manager feels overwhelmed trying to issue competent directions to their subordinates. Which of the following best describes the problems that the manager and their team are having?
    a. The manager did not acquire sufficient expertise in the different disciplines represented in their team prior to accepting the position.
    b. The team members are not accustomed to accepting direction from a leader who does not have training in their field of expertise.
    c. The nature of the multidisciplinary team requires collective leadership where individual team members serve as leaders when their expertise is most relevant.
    d. The team members need training in how to perform in an environment in which leadership resides in the role of the manager.

ANSWER:	c
RATIONALE:	Leadership roles in teams are collaborative, with individuals serving, often informally, as leaders when their expertise warrants. The new manager of this multidisciplinary team is following the older paradigm of leadership residing in one person, themselves, and, in so doing, is forgoing the essential contributions of their team members. Without these contributions, the manager is overwhelmed, and unable to ensure that customer needs are met.
POINTS:	1
DIFFICULTY:	Difficult
QUESTION TYPE:	Multiple Choice
HAS VARIABLES:	False
LEARNING OBJECTIVES:	LEAD.DUBR.27.1.1 - Explain the meaning of leadership and how it differs from management.
TOPICS:	The Meaning of Leadership
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16. Isabella accepted the position of shop director for a struggling local bakery. The bakery has strong revenue but limited profit because of high ongoing costs. She has some ideas for cost-cutting but is unsure how well they will work for the business. Which of the following strategies would best help Isabella decide which ideas to implement?
    a. Research successful cost-reduction strategies for small food service industries.
    b. Survey customers to determine what product lines could be discontinued.
    c. Reduce the hours of operation to save building and equipment maintenance costs.
    d. Brainstorm with the bakery staff to see which cost reduction ideas would be most effective.

ANSWER:	d
RATIONALE:	While industry standard strategies for efficiency optimization are a good place to start, they are general and not applicable for all businesses. Streamlining product offerings and reducing business hours would reduce costs but might also reduce revenue. Collaboration with the existing staff is the best way to determine the specific cost-cutting strategies that will be effective for a particular business.
POINTS:	1
DIFFICULTY:	Moderate
QUESTION TYPE:	Multiple Choice
HAS VARIABLES:	False
LEARNING OBJECTIVES:	LEAD.DUBR.27.1.1 - Explain the meaning of leadership and how it differs from management.
TOPICS:	The Meaning of Leadership
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17. Ahmed is the founder and CEO of a small, global consulting firm. The company's worldwide team members regularly exchange ideas by email and social media, but Ahmed would like to establish a way to communicate and share ideas more spontaneously. Which of the following actions would most likely help to achieve Ahmed's goal?
    a. Require all team members to attend quarterly onsite face-to-face meetings at the company headquarters.
    b. Start a blog on topics relevant to the company and invite team members to post comments.
    c. Travel to each team member's location for a twice-yearly face-to-face meeting.
    d. Establish regular drop-in hours on a video collaboration platform.

ANSWER:	d
RATIONALE:	Given the global nature of Ahmed's company, physical meetings, while useful for face-to-face interaction, do not allow for spontaneous communication. A blog post from Ahmed with an invitation for comments by team members would allow team members to react spontaneously to Ahmed's ideas but would not allow them to initiate their own ideas. The drop-in hours on a video collaboration platform provides a virtual open-door office that worldwide team members can use to discuss ideas or concerns spontaneously and face to face.
POINTS:	1
DIFFICULTY:	Moderate
QUESTION TYPE:	Multiple Choice
HAS VARIABLES:	False
LEARNING OBJECTIVES:	LEAD.DUBR.27.1.1 - Explain the meaning of leadership and how it differs from management.
TOPICS:	The Meaning of Leadership
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18. Sophia was recently promoted to manager of the scheduling group after a twenty-year successful career as a team member. Although she does an excellent job training and mentoring her followers, she is not receptive to their suggestions for improvements to the scheduling procedures and software. Sophia personally developed the scheduling software during her time as a scheduling team member and feels that it is unimprovable. Which of the following aspects of leadership is Sophia neglecting?

a. Being an expert in whatever field her followers are working in

b. Planning and organizing her group's activities

c. Collaborating with her followers and promoting change

d. Inspiring and motivating her followers

ANSWER:	c
RATIONALE:	Leadership is said to deal with change, inspiration, motivation, and influence. In contrast, management deals more with maintaining equilibrium and the status quo. Leadership is often regarded as a partnership or collaboration between leaders and group members. By disallowing changes to the software, Sophia is refusing to collaborate with her followers and is maintaining the status quo.
POINTS:	1
DIFFICULTY:	Difficult
QUESTION TYPE:	Multiple Choice
HAS VARIABLES:	False
LEARNING OBJECTIVES:	LEAD.DUBR.27.1.1 - Explain the meaning of leadership and how it differs from management.
TOPICS:	The Meaning of Leadership
KEYWORDS:	Bloom's: Analyze/Evaluate
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19. Which of the following is the definition of leadership as opposed to simply a desirable characteristic of someone in a managerial or leadership role?
    a. The ability to communicate with people
    b. The ability to delegate responsibility to others
    c. The ability to maintain equilibrium in an organization
    d. The ability to inspire people's confidence and gain their support

ANSWER:	d
RATIONALE:	The common characteristic of leaders is their ability to inspire and stimulate others to achieve worthwhile goals. Therefore, leadership can be defined as the ability to inspire confidence and support among the people who are needed to achieve organizational goals.
POINTS:	1
DIFFICULTY:	Easy
QUESTION TYPE:	Multiple Choice
HAS VARIABLES:	False
LEARNING OBJECTIVES:	LEAD.DUBR.27.1.1 - Explain the meaning of leadership and how it differs from management.
TOPICS:	The Meaning of Leadership
KEYWORDS:	Bloom's: Remember/Understand
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20. In their theoretical analysis of leadership, Gail T. Fairhurst and Mary Uhl-Bien explain that leadership is not a trait or behavior of an individual but rather _____.
    a. a phenomenon generated in the interactions among people acting in a given setting
    b. the result of how well followers adhere to their assigned roles
    c. an emergent property of the different strata within an organization
    d. a learned skill that can be easily performed with a little practice

ANSWER:	a
RATIONALE:	In "The Meaning of Leadership" Fairhurst and Uhl-Bien explain that leadership is not a trait or behavior of an individual but rather a phenomenon generated in the interactions among people in a given setting. The social actions between and among people enable them to work together in a meaningful way to produce leadership outcomes.
POINTS:	1
DIFFICULTY:	Easy
QUESTION TYPE:	Multiple Choice
HAS VARIABLES:	False
LEARNING OBJECTIVES:	LEAD.DUBR.27.1.1 - Explain the meaning of leadership and how it differs from management.
TOPICS:	The Meaning of Leadership
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21. In a manufacturing facility, a group of experienced machine operators serve as mentors to newly hired operators to help the new operators acquire the skills to work safely and efficiently, thereby ensuring that the facility reaches its productivity goal. The actions of the experienced operators support which of the following assumptions regarding leadership?

    a. Leadership is restricted to those occupying the executive suite.

    b. Leadership can be practiced at any level of an organization.

    c. Leadership only pertains to those whose job title includes “manager” or “director.”

    d. Leadership should be practiced only when employees are performing below standard.

ANSWER:	b
RATIONALE:	Leadership is not restricted to people in high level positions or with titles like “manager” or “director” that are typically associated with leadership. Leadership is needed at all levels of an organization and can be practiced to some extent by people, like the experienced machine operators, who do not hold a formal leadership position.
POINTS:	1
DIFFICULTY:	Difficult
QUESTION TYPE:	Multiple Choice
HAS VARIABLES:	False
LEARNING OBJECTIVES:	LEAD.DUBR.27.1.1 - Explain the meaning of leadership and how it differs from management.
TOPICS:	The Meaning of Leadership
KEYWORDS:	Bloom's: Analyze/Evaluate
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22. Sangeetha is part of the sales team at a large fashion design corporation. Even though she has not been given the designation team leader, most of the team members rely on Sangeetha for her opinions and suggestions on how to approach new customers and field queries regarding product quality. Sangeetha can be classified as which of the following types of leader?

a. Activist

b. Mentor

c. Spokesperson

d. Emergent

ANSWER:	d
RATIONALE:	Emergent leaders are group members who significantly influence other group members even though they have not been assigned formal authority.
POINTS:	1
DIFFICULTY:	Moderate
QUESTION TYPE:	Multiple Choice
HAS VARIABLES:	False
LEARNING OBJECTIVES:	LEAD.DUBR.27.1.1 - Explain the meaning of leadership and how it differs from management.
TOPICS:	The Meaning of Leadership
KEYWORDS:	Bloom's: Apply
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23. Carlos owns a small architectural design firm. Recently, Carlos hired an electrician and a structural engineer to assess the safety and code-compliance of his designs. When Carlos defers to his employees' recommendations on issues of electrical and structural safety, he is rejecting which of the old paradigms of leadership?

a. Leadership is proactive.

b. Leadership resides in a single person or role.

c. Leadership continually evolves.

d. Leadership is a collective process.

ANSWER:	b
RATIONALE:	According to Nick Petrie, "There is a transition occurring from the old paradigm in which leadership resided in a person or role, to a new one in which leadership is a collective process that is spread throughout networks of people." When Carlos defers to his employees' judgment, he is distributing the leadership authority rather than maintaining it in his person or role as the company owner.
POINTS:	1
DIFFICULTY:	Difficult
QUESTION TYPE:	Multiple Choice
HAS VARIABLES:	False
LEARNING OBJECTIVES:	LEAD.DUBR.27.1.1 - Explain the meaning of leadership and how it differs from management.
TOPICS:	The Meaning of Leadership
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24. Kenji is a small business owner with four employees. What action could Kenji take that would be most effective for helping his employees improve the profitability of his business?
    a. Update the business premises.
    b. Update the employee handbook.
    c. Create and share a business mission and values statement.
    d. Organize rotating shifts to provide employees with more work hours.

ANSWER:	c
RATIONALE:	Small business owners usually set the leadership tone for their organizations. A primary source of influence is that owners develop a mission or set of values by which they operate their company. The values, in turn, often lead to policies or guidelines that contribute to organization success, such as establishing quality and ethical standards.
POINTS:	1
DIFFICULTY:	Moderate
QUESTION TYPE:	Multiple Choice
HAS VARIABLES:	False
LEARNING OBJECTIVES:	LEAD.DUBR.27.1.2 - Characterize how leadership influences organizational performance.
TOPICS:	The Impact of Leadership on Organizational Performance
KEYWORDS:	Bloom's: Apply
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25. A military contractor supplies parts to the US Navy. The parts must conform to exacting military specifications that lay out the mandatory testing methods and acceptance criteria. Although the inspection team has no manager, they have been successful in ensuring that the US Navy has received acceptable parts for the past five years. This scenario supports which of the following definitions of "substitutes for leadership"?

a. Financial incentives that encourage people to work independently

b. Group members who are in charge when the leader is absent

c. Factors in the work setting that make leadership superfluous

d. Extra compensation offered to employees who are asked to supervise their own work

ANSWER:	c
RATIONALE:	Substitutes for leadership refer to factors in the work environment that provide guidance and incentives to perform, making the leader's role almost superfluous.
POINTS:	1
DIFFICULTY:	Difficult
QUESTION TYPE:	Multiple Choice
HAS VARIABLES:	False
LEARNING OBJECTIVES:	LEAD.DUBR.27.1.2 - Characterize how leadership influences organizational performance.
TOPICS:	The Impact of Leadership on Organizational Performance
KEYWORDS:	Bloom's: Analyze/Evaluate
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26. According to a survey by Duke University's Center for Leadership & Ethics, under what conditions will an executive's leadership influence organizational outcomes?
    a. The organization's employees are paid what they feel they deserve.
    b. The organization's employees feel that their work is intrinsically rewarding.
    c. The organization fosters creativity at every level of the organization.
    d. The executive is perceived to be responsible and inspirational.

ANSWER:	d
RATIONALE:	The Center on Leadership & Ethics at Duke University conducted a survey about executive leadership based on 205 executives from public and private companies. One of the issues explored was whether leadership actions can affect performance. It was concluded that they can indeed, but only if the leader is perceived to be responsible and inspirational. Factors such as compensation, intrinsic work satisfaction, and the organization's overall encouragement of employee creativity are not directly dependent on executive leadership.
POINTS:	1
DIFFICULTY:	Easy
QUESTION TYPE:	Multiple Choice
HAS VARIABLES:	False
LEARNING OBJECTIVES:	LEAD.DUBR.27.1.2 - Characterize how leadership influences organizational performance.
TOPICS:	The Impact of Leadership on Organizational Performance
KEYWORDS:	Bloom's: Remember/Understand
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27. Which of the following is NOT an accepted substitute for leadership in the modern work environment?
    a. Strong professional norms
    b. Work that has heavy deadline pressure
    c. Work that is intrinsically satisfying
    d. Closely knit teams of highly trained individuals

ANSWER:	b
RATIONALE:	Closely knit teams of highly trained individuals, intrinsic satisfaction, and professional norms are the three primary substitutes for leadership in the modern work environment. Deadline pressure alone does not serve as an adequate substitute for leadership.
POINTS:	1
DIFFICULTY:	Easy
QUESTION TYPE:	Multiple Choice
HAS VARIABLES:	False
LEARNING OBJECTIVES:	LEAD.DUBR.27.1.2 - Characterize how leadership influences organizational performance.
TOPICS:	The Impact of Leadership on Organizational Performance
KEYWORDS:	Bloom's: Remember/Understand
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28. Which of the following questions is most effective for understanding the impact of leadership on performance?
    a. “Under what conditions do leaders make a difference?”
    b. “How well liked is the leader?”
    c. “What company policies regulate leadership?”
    d. “What is the firm’s historic leadership structure?”

ANSWER:	a
RATIONALE:	A useful perspective on whether leadership makes a difference is to ask the right question, as framed by J. Richard Hackman and Ruth Wageman. Instead of asking if leaders make a difference, we should be asking under what conditions leaders make a difference.
POINTS:	1
DIFFICULTY:	Easy
QUESTION TYPE:	Multiple Choice
HAS VARIABLES:	False
LEARNING OBJECTIVES:	LEAD.DUBR.27.1.2 - Characterize how leadership influences organizational performance.
TOPICS:	The Impact of Leadership on Organizational Performance
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29. Phillipe is the director of a large group that sells specialty medical equipment to physicians and hospitals. Recently, sales revenues have been lower than expected. Which of the following motivational activities should Phillipe organize to help his salespeople improve their sales revenues?
    a. Training sessions on the innovative features of the company's latest product offerings
    b. Companywide meetings where top salespeople share their most effective sales tactics
    c. Meetings with sales teams where Phillipe personally introduces the teams to satisfied physicians who use the company's equipment
    d. A new commission schedule with minimum quotas and larger incentives for top sellers

ANSWER:	c
RATIONALE:	A series of studies conducted by Adam Grant revealed that the combined influence of interacting with a company leader and meeting with an internal beneficiary led to sales employees attaining more sales and higher revenues than those who received standard training and incentives.
POINTS:	1
DIFFICULTY:	Moderate
QUESTION TYPE:	Multiple Choice
HAS VARIABLES:	False
LEARNING OBJECTIVES:	LEAD.DUBR.27.1.2 - Characterize how leadership influences organizational performance.
TOPICS:	The Impact of Leadership on Organizational Performance
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30. Which of the following teams would benefit most from effective leadership?
    a. A small electrical contracting firm with electricians installing wiring and equipment according to national codes
    b. A newly formed team of recently graduated software engineers developing innovative products for an emerging market
    c. A group of highly experienced production operators who recently redesigned their work area to maximize productivity and safety
    d. A tightly knit sales team with consistently high sales revenues in challenging markets

ANSWER:	b
RATIONALE:	Many organizations have substitutes for leadership that provide guidance and incentives to perform, making the leader's role almost superfluous. These include close-knit teams of highly qualified individuals, work that provides intrinsic satisfaction, and professional norms. The team of newly graduated software engineers are novices in a field with developing professional norms and, therefore, do not have the benefit of industry standards or a tight-knit working group to serve as a substitute for leadership.
POINTS:	1
DIFFICULTY:	Difficult
QUESTION TYPE:	Multiple Choice
HAS VARIABLES:	False
LEARNING OBJECTIVES:	LEAD.DUBR.27.1.2 - Characterize how leadership influences organizational performance.
TOPICS:	The Impact of Leadership on Organizational Performance
KEYWORDS:	Bloom's: Analyze/Evaluate
NOTES:	Digital story: Lead
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31. In which of the following businesses is the company's CEO likely to have the more influence on the company's performance?
    a. A start-up developing innovative technology for a new market
    b. A longstanding firm in an industry subject to a high level of changing government regulation
    c. A real estate firm specializing in high-value, ocean-front properties in hurricane-prone areas.
    d. A company with a highly trained workforce producing a product with steady demand in an industry with established codes and regulations.

ANSWER:	d
RATIONALE:	Leaders often face circumstances that strongly limit their ability to influence organizational performance. Among them are a high failure rate of new ventures, uncontrollable environmental forces, bureaucratic norms that regulate the organization, and the tendency of many people not to do what a leader wants or expects. Of the scenarios given, the company with a highly trained workforce in a stable industry has the fewest opportunities for situations to arise over which the CEO has no control.
POINTS:	1
DIFFICULTY:	Difficult
QUESTION TYPE:	Multiple Choice
HAS VARIABLES:	False
LEARNING OBJECTIVES:	LEAD.DUBR.27.1.2 - Characterize how leadership influences organizational performance.
TOPICS:	The Impact of Leadership on Organizational Performance
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32. Recent research on managerial succession supports which of the following conclusions?
    a. A consistent relationship exists between who is in charge of an organization and how well the organization performed.
    b. Incompetent leadership can be counterbalanced by certain factors in the work situation.
    c. Workers who incorporate strong professional norms often require a minimal leadership.
    d. Leadership roles are a subset of the managerial roles.

ANSWER:	a
RATIONALE:	An overview of research on managerial succession over a recent twenty-year period provides more support for the idea that leadership has an impact on organizational performance. A consistent relationship was found between who is in charge and how well an organization performed as measured by a variety of indicators.
POINTS:	1
DIFFICULTY:	Easy
QUESTION TYPE:	Multiple Choice
HAS VARIABLES:	False
LEARNING OBJECTIVES:	LEAD.DUBR.27.1.2 - Characterize how leadership influences organizational performance.
TOPICS:	The Impact of Leadership on Organizational Performance
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33. Which of the following is a reason why a leader would have only a minimal impact on an organization's performance?
    a. The leaders has plenty of room to influence others despite several constraints.
    b. Factors within a leader's control have a larger impact on business outcomes than those outside the leader's control.
    c. Centralized leadership is the most efficient way to run the organization.
    d. The leader has unilateral control over only a few resources.

ANSWER:	d
RATIONALE:	Factors outside the leader's control have a larger impact on business outcomes than do leadership actions. One of the arguments in favor of this view is that high-level leaders have unilateral control over only a few resources. Leaders have more impact on organizational performance when there are minimal constraints on their influence on others in the organization, there are few factors that impact the business that are outside the leader's control, and the organization requires centralized leadership for efficient and effective operation.
POINTS:	1
DIFFICULTY:	Easy
QUESTION TYPE:	Multiple Choice
HAS VARIABLES:	False
LEARNING OBJECTIVES:	LEAD.DUBR.27.1.2 - Characterize how leadership influences organizational performance.
TOPICS:	The Impact of Leadership on Organizational Performance
KEYWORDS:	Bloom's: Remember/Understand
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34. An article argues that a particular bank is unlikely to change its policies even though it has recently hired a new CEO. The article notes that all the CEOs of this bank have the same demographic and all attended Ivy League schools. This article's argument about leadership irrelevance is based on which idea?
    a. The new CEO will act in a way similar to the previous CEOs.
    b. The new CEO has unilateral control over only a few resources.
    c. The bank uses information technology for many of its supervisory functions.
    d. The new CEO is limited by obligations to Edmonton Bank's shareholders.

ANSWER:	a
RATIONALE:	One aspect of leader irrelevance is that firms tend to choose new organizational leaders whose values are compatible with those of the firm. The leaders therefore act in ways similar to previous leaders.
POINTS:	1
DIFFICULTY:	Difficult
QUESTION TYPE:	Multiple Choice
HAS VARIABLES:	False
LEARNING OBJECTIVES:	LEAD.DUBR.27.1.2 - Characterize how leadership influences organizational performance.
TOPICS:	The Impact of Leadership on Organizational Performance
KEYWORDS:	Bloom's: Analyze/Evaluate
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35. Which of the following leadership roles is exemplified by a high-ranking manager who must spend some part of their time engaging in ceremonial activities?
    a. Figurehead
    b. Spokesperson
    c. Negotiator
    d. Inclusion Facilitator

ANSWER:	a
RATIONALE:	Leaders, particularly high-ranking managers, spend part of their time engaging in ceremonial activities—that is, acting as a figurehead.
POINTS:	1
DIFFICULTY:	Easy
QUESTION TYPE:	Multiple Choice
HAS VARIABLES:	False
LEARNING OBJECTIVES:	LEAD.DUBR.27.1.3 - Pinpoint several important leadership roles.
TOPICS:	Leadership Roles
KEYWORDS:	Bloom's: Remember/Understand
NOTES:	Digital story: Engage
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36. Which of the following roles does a manager assume when they take the time to motivate team members and occasionally inspire large groups?
    a. Coach
    b. Spokesperson
    c. Negotiator
    d. Inclusion Facilitator

ANSWER:	a
RATIONALE:	An effective leader takes the time to coach and motivate team members, and sometimes to inspire large groups of people inside the organization. The role of coach and motivator is one of the identified eleven roles that can be classified as part of the leadership function of management.
POINTS:	1
DIFFICULTY:	Easy
QUESTION TYPE:	Multiple Choice
HAS VARIABLES:	False
LEARNING OBJECTIVES:	LEAD.DUBR.27.1.3 - Pinpoint several important leadership roles.
TOPICS:	Leadership Roles
KEYWORDS:	Bloom's: Remember/Understand
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37. Which of the following roles does a manager assume when making a deliberate effort to ensure that all team members, group members, and other employees feel welcome?
    a. Coach
    b. Spokesperson
    c. Negotiator
    d. Inclusion facilitator

ANSWER:	d
RATIONALE:	A manager or leader assuming the role of an inclusion facilitator makes a deliberate effort to ensure that all team members, group members, or other employees feel included and welcome within the organization. They may accomplish this by seeking to build a demographically and culturally diverse workforce, taking a personal interest in each member of the group or team, or encouraging team or group members to take the initiative to make sure that all coworkers are made to feel like "one of the gang."
POINTS:	1
DIFFICULTY:	Easy
QUESTION TYPE:	Multiple Choice
HAS VARIABLES:	False
LEARNING OBJECTIVES:	LEAD.DUBR.27.1.3 - Pinpoint several important leadership roles.
TOPICS:	Leadership Roles
KEYWORDS:	Bloom's: Remember/Understand
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38. What leadership role does a manager assume when they are mainly concerned with shaping the future of the organization or a unit within the larger organization?
    a. Spokesperson
    b. Negotiator
    c. Entrepreneur
    d. Strategy developer

ANSWER:	d
RATIONALE:	Top-level managers develop strategy, usually assisted by input from others throughout the organization. Carrying out the strategy developer role enables the manager to practice strategic leadership. The strategist role is concerned with shaping the future of the organization, or a unit within the larger organization.
POINTS:	1
DIFFICULTY:	Easy
QUESTION TYPE:	Multiple Choice
HAS VARIABLES:	False
LEARNING OBJECTIVES:	LEAD.DUBR.27.1.3 - Pinpoint several important leadership roles.
TOPICS:	Leadership Roles
KEYWORDS:	Bloom's: Remember/Understand
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39. The director of product marketing at a particular company was a great asset to their company during a recent period of political and economic uncertainty. Regardless of the latest regulatory changes or shifts in product supply, the director was able to use the changing situation to open new markets or regain the interest of former customers. This director can do which of the following?

a. Predict market trends

b. Tolerate ambiguity

c. Display appropriate personal conduct

d. Make change happen

ANSWER:	b
RATIONALE:	The ability to tolerate and thrive from ambiguity has gained importance as a trait and behavior for leaders because of the complexity of problems in workplace, in this case changing government policy and supply chains, makes clear-cut answers elusive.
POINTS:	1
DIFFICULTY:	Difficult
QUESTION TYPE:	Multiple Choice
HAS VARIABLES:	False
LEARNING OBJECTIVES:	LEAD.DUBR.27.1.3 - Pinpoint several important leadership roles.
TOPICS:	Leadership Roles
KEYWORDS:	Bloom's: Analyze/Evaluate
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40. A leader with tolerance for ambiguity is particularly proficient at profiting from which of the following types of information?
    a. Quantitative
    b. Inconsistent
    c. Anecdotal
    d. Graphical

ANSWER:	b
RATIONALE:	Tolerating ambiguity means being able to accept and profit from vague, uncertain, or inconsistent information or situations.
POINTS:	1
DIFFICULTY:	Easy
QUESTION TYPE:	Multiple Choice
HAS VARIABLES:	False
LEARNING OBJECTIVES:	LEAD.DUBR.27.1.3 - Pinpoint several important leadership roles.
TOPICS:	Leadership Roles
KEYWORDS:	Bloom's: Remember/Understand
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41. A company president attends a groundbreaking ceremony for a new children's hospital located near the company's headquarters. Which of the following best classifies the president's role in this event?
    a. Figurehead
    b. Coach
    c. Team leader
    d. Spokesperson

ANSWER:	a
RATIONALE:	Four specific behaviors fit the figurehead role of a leader: entertaining clients or customers as an official representative of the organization, making oneself available to outsiders as a representative of the organization, serving as an official representative of the organization at gatherings outside the organization, and escorting official visitors.
POINTS:	1
DIFFICULTY:	Moderate
QUESTION TYPE:	Multiple Choice
HAS VARIABLES:	False
LEARNING OBJECTIVES:	LEAD.DUBR.27.1.3 - Pinpoint several important leadership roles.
TOPICS:	Leadership Roles
KEYWORDS:	Bloom's: Apply
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42. During an all-hands meeting, a division manager described how the heroic efforts of a particular customer service agent secured a large customer order that measurably improved corporate profitability in that quarter. Which of the following leadership roles was the division manager assuming?

a. Figurehead

b. Coach and motivator

c. Team builder

d. Spokesperson

ANSWER:	b
RATIONALE:	An effective leader takes the time to coach and motivate team members, and sometimes to inspire large groups of people inside the organization. This role includes five specific behaviors. One of them is recognizing team members' achievements.
POINTS:	1
DIFFICULTY:	Difficult
QUESTION TYPE:	Multiple Choice
HAS VARIABLES:	False
LEARNING OBJECTIVES:	LEAD.DUBR.27.1.3 - Pinpoint several important leadership roles.
TOPICS:	Leadership Roles
KEYWORDS:	Bloom's: Analyze/Evaluate
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43. Middle manager Sara is engaged in the team builder role when she does which of the following?
    a. Negotiates for a larger budget for her team
    b. Represents her group at a company meeting
    c. Holds a meeting to talk about team accomplishments
    d. Helps the group solve a technical problem

ANSWER:	c
RATIONALE:	A key aspect of a leader's role is to build an effective team. Activities contributing to team builder role include ensuring that team members are recognized for their accomplishments, initiating activities that contribute to group morale, and holding periodic staff meetings to encourage team members to talk about their accomplishments, problems, and concerns.
POINTS:	1
DIFFICULTY:	Moderate
QUESTION TYPE:	Multiple Choice
HAS VARIABLES:	False
LEARNING OBJECTIVES:	LEAD.DUBR.27.1.3 - Pinpoint several important leadership roles.
TOPICS:	Leadership Roles
KEYWORDS:	Bloom's: Apply
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44. Marketing vice president Sura is engaged in the strategy developer role when they do which of the following?
    a. Take a key customer to lunch.
    b. Coach an account executive on how to close a major sale.
    c. Make a plan for enlarging the office.
    d. Look for ideas in related industries that could help the company.

ANSWER:	d
RATIONALE:	Top-level managers engage in strategy development, usually assisted by input from others throughout the organization. The strategist role is concerned with shaping the future of the organization, or a unit within the larger organization. Sura's search for helpful ideas in related industries is a strategic development effort.
POINTS:	1
DIFFICULTY:	Moderate
QUESTION TYPE:	Multiple Choice
HAS VARIABLES:	False
LEARNING OBJECTIVES:	LEAD.DUBR.27.1.3 - Pinpoint several important leadership roles.
TOPICS:	Leadership Roles
KEYWORDS:	Bloom's: Apply
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45. The modern organization is characterized by which of the following?
    a. A reversal of roles between leaders and followers
    b. An overthrow of authority by leaders
    c. Competition between leaders and followers
    d. Collaboration between leaders and followers

ANSWER:	d
RATIONALE:	In the modern organization, effective leadership means widespread collaboration in obtaining ideas, rather than the heroic leader doing all the innovation. According to this point of view, instead of centralizing leadership in the hands of a few, authority and power are shared, and people lead themselves.
POINTS:	1
DIFFICULTY:	Easy
QUESTION TYPE:	Multiple Choice
HAS VARIABLES:	False
LEARNING OBJECTIVES:	LEAD.DUBR.27.1.3 - Pinpoint several important leadership roles.
TOPICS:	Leadership Roles
KEYWORDS:	Bloom's: Remember/Understand
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46. When the manager of a coffee shop speaks to customers to discover their views on coffee bean sourcing and whether they would pay for more for coffee made from ethically-sourced beans they are performing the leadership role of a(n) _____.

a. coach and motivator

b. team builder

c. entrepreneur

d. team player

ANSWER:	c
RATIONALE:	Talking with customers or others in the organization to keep aware of changing needs and requirements, as this manager is doing in this scenario, is one of the three entrepreneurial leadership role activities.
POINTS:	1
DIFFICULTY:	Moderate
QUESTION TYPE:	Multiple Choice
HAS VARIABLES:	False
LEARNING OBJECTIVES:	LEAD.DUBR.27.1.3 - Pinpoint several important leadership roles.
TOPICS:	Leadership Roles
KEYWORDS:	Bloom's: Apply
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47. The manager of an accounting department helps the CFO in framing the financial policies of the company. In this scenario, the manager is carrying out the leadership role of a(n) _____.

a. strategy developer

b. executor

c. spokesperson

d. figurehead

ANSWER:	a
RATIONALE:	The strategy developer role is concerned with shaping the future of the organization, or a unit within the larger organization. Specific activities involved in this role include helping develop organizational policies. When the accounting manager helps frame the financial policies, they are involved in the role of a strategy developer.
POINTS:	1
DIFFICULTY:	Moderate
QUESTION TYPE:	Multiple Choice
HAS VARIABLES:	False
LEARNING OBJECTIVES:	LEAD.DUBR.27.1.3 - Pinpoint several important leadership roles.
TOPICS:	Leadership Roles
KEYWORDS:	Bloom's: Apply
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48. When the workers in a workshop encounter operating difficulties or breakdowns while handling their machinery, they seek the help of Fiona, their floor manager, to fix or repair the machinery. In this scenario, Fiona is carrying out the leadership role of a(n) _____.

a. executor

b. figurehead

c. team builder

d. technical problem solver

ANSWER:	d
RATIONALE:	As a technical problem solver, supervisors and middle managers perform individual contributor tasks on a regular basis, such as making sales calls or repairing machinery.
POINTS:	1
DIFFICULTY:	Moderate
QUESTION TYPE:	Multiple Choice
HAS VARIABLES:	False
LEARNING OBJECTIVES:	LEAD.DUBR.27.1.3 - Pinpoint several important leadership roles.
TOPICS:	Leadership Roles
KEYWORDS:	Bloom's: Apply
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49. Camilla is a highly compensated senior team member at her accounting firm. She has over 30 years of experience as an individual contributor and enjoys her work, particularly her role as the new employee trainer for her group. In addition to her work at the accounting firm, Camilla works part-time as a consultant to nonprofit organizations in her local area, earning added income and supporting causes she is passionate about. Camilla was recently offered a management position at the accounting firm. Which of the following leadership satisfactions is MOST likely to convince Camilla to accept the management position?

a. High income

b. Good opportunity for advancement

c. Respect and status

d. A chance to help others grow and develop

ANSWER:	c
RATIONALE:	Leaders frequently enjoy a higher status than people who are not occupying a leadership role. As a highly compensated, late-career emergent leader with a satisfying side business, the high income, advancement opportunities, and coaching/mentoring satisfactions of leadership are unlikely to be appealing enough to Camilla offset the inherent frustrations of a leadership position. The respect and status of a leadership position is something she does not have in her current situation.
POINTS:	1
DIFFICULTY:	Difficult
QUESTION TYPE:	Multiple Choice
HAS VARIABLES:	False
LEARNING OBJECTIVES:	LEAD.DUBR.27.1.4 - Identify the major satisfactions and frustrations associated with the leadership role.
TOPICS:	The Satisfactions and Frustrations of Being a Leader
KEYWORDS:	Bloom's: Analyze/Evaluate
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50. Matilda is a senior engineer at a large corporation. Lately, she has been frustrated by the difficulty that she and her teammates have had acquiring the equipment needed to advance several critical projects. Which of the following job roles would enable Matilda to provide the team with the equipment they need?

a. Purchasing agent

b. Senior accountant

c. Engineering team leader

d. Budget analyst

ANSWER:	c
RATIONALE:	A leader is often in the position of helping to prepare a department budget and authorize expenses. As the engineering team leader, Matilda would have authority over a budget that could, potentially, be used to purchase her team's required equipment. Roles in accounting, budget analytics, and purchasing deal with organization funding and purchasing, but rarely have the authority to determine how organizational funds are allocated.
POINTS:	1
DIFFICULTY:	Moderate
QUESTION TYPE:	Multiple Choice
HAS VARIABLES:	False
LEARNING OBJECTIVES:	LEAD.DUBR.27.1.4 - Identify the major satisfactions and frustrations associated with the leadership role.
TOPICS:	The Satisfactions and Frustrations of Being a Leader
KEYWORDS:	Bloom's: Apply
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51. Which of the following is a leadership responsibility that is often a source of satisfaction?
    a. The need to frequently solve problems involving people
    b. The chance to pursue a wide variety of nonoverlapping goals
    c. The need to prepare budgets and authorize expenses
    d. The opportunity to rapidly replace valuable, departing employees

ANSWER:	c
RATIONALE:	A leader is often in the position of helping to prepare a department budget and authorize expenses. Even though you cannot spend this money personally, knowing that your judgment on financial matters is trusted does provide some satisfaction. The frequent need to address "people problems," pursue conflicting goals, and replace valuable employees who depart suddenly are aspects of leadership that tend to lead to dissatisfaction.
POINTS:	1
DIFFICULTY:	Easy
QUESTION TYPE:	Multiple Choice
HAS VARIABLES:	False
LEARNING OBJECTIVES:	LEAD.DUBR.27.1.4 - Identify the major satisfactions and frustrations associated with the leadership role.
TOPICS:	The Satisfactions and Frustrations of Being a Leader
KEYWORDS:	Bloom's: Remember/Understand
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52. Which of the following is the LEAST likely to result in a leader experiencing job fatigue and burnout?
    a. Duties that require around-the-clock attention
    b. Responsibility for decisions that could negatively affect large numbers of people
    c. The responsibility for large budgets and valuable resources
    d. The need to engage in multi-level political byplay

ANSWER:	c
RATIONALE:	The authority over budgets and resources is an aspect of leadership that typically brings satisfaction, whereas duties requiring around-the-clock attention, multilevel political byplay, and the responsibility for decisions that negatively affect large numbers of people are sources of dissatisfaction that result in job fatigue and burnout among leaders.
POINTS:	1
DIFFICULTY:	Easy
QUESTION TYPE:	Multiple Choice
HAS VARIABLES:	False
LEARNING OBJECTIVES:	LEAD.DUBR.27.1.4 - Identify the major satisfactions and frustrations associated with the leadership role.
TOPICS:	The Satisfactions and Frustrations of Being a Leader
KEYWORDS:	Bloom's: Remember/Understand
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53. Which of the following is a major source of satisfaction for a leader?
    a. Being able to avoid the long hours typically worked by team members
    b. Generous overtime pay
    c. The ability to sidestep organizational politics
    d. The chance to help others grow and develop

ANSWER:	d
RATIONALE:	A leader works directly with people, often teaching them job skills, serving as a mentor, and listening to personal problems. Part of a leader's job is to help other people become managers and leaders. Leaders are often required to work long hours for no additional pay and are required to become involved in organizational politics.
POINTS:	1
DIFFICULTY:	Easy
QUESTION TYPE:	Multiple Choice
HAS VARIABLES:	False
LEARNING OBJECTIVES:	LEAD.DUBR.27.1.4 - Identify the major satisfactions and frustrations associated with the leadership role.
TOPICS:	The Satisfactions and Frustrations of Being a Leader
KEYWORDS:	Bloom's: Remember/Understand
NOTES:	Digital story: Engage
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54. Which of the following is a potential disadvantage of being a leader?
    a. Losing contact with paperwork and email
    b. Isolation from problems involving people
    c. Having fewer people to confide in about work-related problems
    d. Being out of the loop in terms of company politics

ANSWER:	c
RATIONALE:	The higher you rise as a leader, the lonelier you will be in a certain sense. Leadership limits the number of people in whom you can confide.
POINTS:	1
DIFFICULTY:	Easy
QUESTION TYPE:	Multiple Choice
HAS VARIABLES:	False
LEARNING OBJECTIVES:	LEAD.DUBR.27.1.4 - Identify the major satisfactions and frustrations associated with the leadership role.
TOPICS:	The Satisfactions and Frustrations of Being a Leader
KEYWORDS:	Bloom's: Remember/Understand
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55. Which of the following are the conflicting goals that most often frustrates leaders?
    a. Controlling costs versus funding the group's needs
    b. Granting followers the authority to act independently while keeping them aligned
    c. Navigating the built-in conflicts between labor and management
    d. Keeping followers simultaneously motivated and satisfied

ANSWER:	b
RATIONALE:	A major challenge facing leaders is to navigate among conflicting goals. The central theme of these dilemmas is attempting to grant others the authority to act independently yet still getting them aligned or pulling together for a common purpose.
POINTS:	1
DIFFICULTY:	Easy
QUESTION TYPE:	Multiple Choice
HAS VARIABLES:	False
LEARNING OBJECTIVES:	LEAD.DUBR.27.1.4 - Identify the major satisfactions and frustrations associated with the leadership role.
TOPICS:	The Satisfactions and Frustrations of Being a Leader
KEYWORDS:	Bloom's: Remember/Understand
NOTES:	Digital story: Engage
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56. Kane recently accepted the position of CEO for a mid-sized consulting group owned by a private equity firm. The position included a significant increase in prestige and compensation compared to Kane's previous job. Currently, Kane's new group is performing well and meeting or exceeding their revenue and profit targets. Several of Kane's friends who are team members at another company say that Kane's professional career is now secure. Why might Kane disagree with this opinion?

a. Kane must work many hours of uncompensated overtime.

b. Kane does not have enough real authority to run their new group successfully.

c. Kane has few people with whom to share the frustrations of being in an executive position.

d. Kane's position is contingent on the continued success of their group.

ANSWER:	d
RATIONALE:	Leaders, especially those hired by private equity firms, face enormous pressure to either perform or be fired. Factors beyond Kane's control, such natural disasters and political changes, could compromise the group's success, resulting in Kane's dismissal. Challenges like uncompensated overtime, loneliness, and insufficient authority are common problems that cause stress and frustration for leaders but do not necessarily threaten the leader's job security.
POINTS:	1
DIFFICULTY:	Difficult
QUESTION TYPE:	Multiple Choice
HAS VARIABLES:	False
LEARNING OBJECTIVES:	LEAD.DUBR.27.1.4 - Identify the major satisfactions and frustrations associated with the leadership role.
TOPICS:	The Satisfactions and Frustrations of Being a Leader
KEYWORDS:	Bloom's: Analyze/Evaluate
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57. Naomi is a senior member of her product testing group. One of her favorite parts of the job is training new technicians in safe and efficient shop practice. She was recently offered the position of manager of the group. Which of the following leadership satisfactions is most likely to encourage Naomi to accept the management position?

a. Respect and status

b. Higher salary

c. Mentoring duties

d. Access to inside company information

ANSWER:	c
RATIONALE:	A leader works directly with people, often teaching them job skills, serving as a mentor, and listening to personal problems. As the group manager, a significant part of Naomi's duties will include mentoring team members, which will include many of the interactions she enjoys in her role as a new technician trainer.
POINTS:	1
DIFFICULTY:	Moderate
QUESTION TYPE:	Multiple Choice
HAS VARIABLES:	False
LEARNING OBJECTIVES:	LEAD.DUBR.27.1.4 - Identify the major satisfactions and frustrations associated with the leadership role.
TOPICS:	The Satisfactions and Frustrations of Being a Leader
KEYWORDS:	Bloom's: Apply
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58. Rami is a team member at a consulting firm as well as the owner of a successful small business. Rami was offered the position of team leader for his group at the consulting firm. Which of the following challenges of leadership is most likely to cause Rami to turn down the offer?

a. Insufficient authority to carry out responsibilities

b. Excessive uncompensated overtime

c. Too many problems involving people

d. Too much organizational politics

ANSWER:	b
RATIONALE:	People in leadership jobs are usually expected to work longer hours than other employees. Such unpaid hours are called casual overtime. People in organizational leadership positions typically spend about fifty-five hours per week working. During periods of peak demand, this figure can surge to eighty hours per week. These commitments will compete with the time Rami must commit to his small business.
POINTS:	1
DIFFICULTY:	Moderate
QUESTION TYPE:	Multiple Choice
HAS VARIABLES:	False
LEARNING OBJECTIVES:	LEAD.DUBR.27.1.4 - Identify the major satisfactions and frustrations associated with the leadership role.
TOPICS:	The Satisfactions and Frustrations of Being a Leader
KEYWORDS:	Bloom's: Apply
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59. In the basic framework for understanding leadership, group member characteristics and behavior are _____.
    a. defined by whether a group is intrinsically motivated by their work
    b. attributes that affect how effective the leadership attempt will be
    c. aspects of the socioeconomic makeup of the employee pool
    d. ways employees deal with the external environment

ANSWER:	b
RATIONALE:	Group member characteristics refers to attributes of the group members that could have a bearing on how effective the leadership attempt will be. Intelligent and well-motivated group members, for example, help the leader do an outstanding job. Cultural values of followers also influence leadership effectiveness.
POINTS:	1
DIFFICULTY:	Easy
QUESTION TYPE:	Multiple Choice
HAS VARIABLES:	False
LEARNING OBJECTIVES:	LEAD.DUBR.27.1.5 - Describe a framework for understanding leadership.
TOPICS:	A Framework for Understanding Leadership
KEYWORDS:	Bloom's: Remember/Understand
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60. In the framework for understanding leadership, the phrase “leadership effectiveness” refers to the leader doing which of the following?
    a. Being impressive enough to get promoted
    b. Attaining desirable outcomes such as productivity and satisfaction
    c. Creating an attractive vision
    d. Delegating decision-making responsibility to group members

ANSWER:	b
RATIONALE:	In the framework for understanding leadership, the phrase “leadership effectiveness” refers to a leader producing desirable outcomes such as productivity, quality, and satisfaction in a situation. The framework shows that leadership effectiveness is dependent on the characteristics of the leader, characteristics of the group members, and the context in which both leaders and group members work.
POINTS:	1
DIFFICULTY:	Easy
QUESTION TYPE:	Multiple Choice
HAS VARIABLES:	False
LEARNING OBJECTIVES:	LEAD.DUBR.27.1.5 - Describe a framework for understanding leadership.
TOPICS:	A Framework for Understanding Leadership
KEYWORDS:	Bloom's: Remember/Understand
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61. Sakura’s outgoing, engaging personality is a great fit for her high-energy, innovative product development team. Which of the following could limit Sakura’s leadership effectiveness despite the good match between leader and group member characteristics?

a. Sakura’s insistence on weekly group brainstorming meetings

b. Sakura’s policy of publicly recognizing group members whose efforts significantly improved product reliability

c. New regulations that prohibit the use of certain raw materials in the products Sakura’s team is developing

d. The tendency of group members to research alternative part suppliers

ANSWER:	c
RATIONALE:	In addition to factors related to the leader and the group members, a leader’s effectiveness is limited by the internal and external environment in which they and their group members work. In this case, the new regulations could negatively impact the profitability of Sakura’s team’s product.
POINTS:	1
DIFFICULTY:	Moderate
QUESTION TYPE:	Multiple Choice
HAS VARIABLES:	False
LEARNING OBJECTIVES:	LEAD.DUBR.27.1.5 - Describe a framework for understanding leadership.
TOPICS:	A Framework for Understanding Leadership
KEYWORDS:	Bloom's: Apply
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62. Team leader Asa is coaching team member Florence, a recent graduate, in how to describe the potential corporate benefit of Florence's latest scientific discovery in a pitch for increased project funding. To help Florence make a convincing argument, which of the following group member factors should Asa take into consideration?

a. Florence's academic credentials

b. Florence's compensation history

c. Florence's experience conducting scientific research projects

d. Florence's experience promoting projects in the business environment

ANSWER:	d
RATIONALE:	When a leader interacts with group members one at a time, they must consider the cultural and experiential context of that group member relevant to the circumstance. In this case, Florence's academic credentials, history, and experience conducting scientific research are not relevant to assembling a convincing pitch for more funding. As a recently graduated scientist, Florence is unlikely to have significant experience creating convincing funding pitches for the commercial and business environment.
POINTS:	1
DIFFICULTY:	Moderate
QUESTION TYPE:	Multiple Choice
HAS VARIABLES:	False
LEARNING OBJECTIVES:	LEAD.DUBR.27.1.5 - Describe a framework for understanding leadership.
TOPICS:	A Framework for Understanding Leadership
KEYWORDS:	Bloom's: Apply
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63. Lucca is the vice president for a manufacturing firm that is closing a large production plant. The plant's staff were all offered the choice of accepting a position at one of the company's plants in another city or being laid off. As Lucca communicates with workers and plant managers, which of the following leader behaviors should he show to minimize negative consequences and ensure a smooth transition?
    a. Provide objective, fact-based reasons for the plant closure and why it is essential for corporate survival.
    b. Convey enthusiasm for the cost-savings and higher profitability that the plant closure will provide.
    c. Express compassion for the displaced workers and clear direction on how the relocation and onboarding process will go.
    d. Defer communication with displaced workers to their plant manager and supervisors.

ANSWER:	c
RATIONALE:	Context influences leadership at any given moment. If an organization is facing a crisis, the leader should emphasize compassion for the people involved and provide clear guidance for a plan to deal with the crisis.
POINTS:	1
DIFFICULTY:	Moderate
QUESTION TYPE:	Multiple Choice
HAS VARIABLES:	False
LEARNING OBJECTIVES:	LEAD.DUBR.27.1.5 - Describe a framework for understanding leadership.
TOPICS:	A Framework for Understanding Leadership
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64. A county school board requires funding for an outreach program to help disadvantaged students. Although all the board members collaborated on the program's creation, one member must lead the effort to raise the necessary funding through private donations and a new local school tax. Which one of the following leader traits is the most important for the success of the funding effort?

a. Strategic planning skills

b. Critical thinking skills

c. An outgoing, charismatic personality

d. A compassionate, nonconfrontational personality

ANSWER:	c
RATIONALE:	In this case, a leader with a charismatic personality is needed to convince both prospective private donors and local taxpayers to commit funds for the outreach program.
POINTS:	1
DIFFICULTY:	Moderate
QUESTION TYPE:	Multiple Choice
HAS VARIABLES:	False
LEARNING OBJECTIVES:	LEAD.DUBR.27.1.5 - Describe a framework for understanding leadership.
TOPICS:	A Framework for Understanding Leadership
KEYWORDS:	Bloom's: Apply
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65. Which of the following is a component of the general learning model applied to skill development in leadership?
    a. Memorizing lists of great business leadership theories
    b. Making cross-comparisons of leadership theories
    c. Reading vision statements from annual reports
    d. Conceptual information supported by examples of leaders in action

ANSWER:	d
RATIONALE:	Developing leadership skills is more complex and ambiguous than developing a structured skill. A general learning model of skill development in leadership will include conceptual information demonstrated by examples and brief descriptions of leaders in action.
POINTS:	1
DIFFICULTY:	Easy
QUESTION TYPE:	Multiple Choice
HAS VARIABLES:	False
LEARNING OBJECTIVES:	LEAD.DUBR.27.1.6 - Cite how leadership skills can be developed.
TOPICS:	Skill Development in Leadership
KEYWORDS:	Bloom's: Remember/Understand
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66. Which of the following explain why leadership skills require active practice?
    a. Leadership is a hands-on skill.
    b. Experiential exercises practiced in a classroom environment do not allow you to personalize leadership concepts.
    c. Case studies of effective and ineffective leaders are difficult to relate to scenarios one is likely to encounter in practice.
    d. Repeated practice in a natural setting is needed to integrate a leadership skill into one's mode of operation.

ANSWER:	d
RATIONALE:	Skill development requires active practice. A given skill must be practiced many times in natural settings before it becomes integrated comfortably into a leader's mode of operation. A basic principle of learning is that practice is necessary to develop and improve skills.
POINTS:	1
DIFFICULTY:	Easy
QUESTION TYPE:	Multiple Choice
HAS VARIABLES:	False
LEARNING OBJECTIVES:	LEAD.DUBR.27.1.6 - Cite how leadership skills can be developed.
TOPICS:	Skill Development in Leadership
KEYWORDS:	Bloom's: Remember/Understand
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67. Carlos is a recent technical school graduate competing for a highly desirable apprenticeship position. Why might Carlos's leadership skills, obtained during years of work as retail manager, improve his chances of being selected for the apprenticeship?

a. Leadership skills are wanted mainly for high-ranking managers.

b. Leadership skills can be a liability for employees in jobs with a large hands-on component.

c. Leadership skills are sought in candidates for entry-level professions.

d. Leadership skills are most important in customer-facing jobs.

ANSWER:	c
RATIONALE:	Leadership skills are also sought in candidates for entry-level professional positions. Two reasons are that a job candidate with leadership skills is more likely to be self-reliant so they can be placed in charge of a part of a project. Carlos's skills managing a restaurant will allow him to better manage projects and, eventually, people, in his new profession.
POINTS:	1
DIFFICULTY:	Moderate
QUESTION TYPE:	Multiple Choice
HAS VARIABLES:	False
LEARNING OBJECTIVES:	LEAD.DUBR.27.1.6 - Cite how leadership skills can be developed.
TOPICS:	Skill Development in Leadership
KEYWORDS:	Bloom's: Apply
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68. Inaya, a project manager, often seeks insights from her team members as well as her supervisor on how she is doing. Which method of skill development in leadership does Inaya use in this scenario?

a. Practice in natural settings

b. Feedback on skill utilization, or performance, from others

c. Conceptual information shown by examples of leaders in action

d. Experiential exercises

ANSWER:	b
RATIONALE:	Feedback on skill utilization, or performance, from others is one of the many ways in which leadership skills can be developed or improved.
POINTS:	1
DIFFICULTY:	Moderate
QUESTION TYPE:	Multiple Choice
HAS VARIABLES:	False
LEARNING OBJECTIVES:	LEAD.DUBR.27.1.6 - Cite how leadership skills can be developed.
TOPICS:	Skill Development in Leadership
KEYWORDS:	Bloom's: Apply
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69. Maeva, a team leader, often reads biographies of effective leaders in her industry to better understand how to apply leadership concepts in the context of her workplace. What method of skill development in leadership does Maeva use in this scenario?

a. Practice in natural settings

b. Feedback on skill utilization, or performance, from others

c. Conceptual information shown by examples of leaders in action

d. Experiential exercises

ANSWER:	c
RATIONALE:	Students can learn much from reading about how effective (or ineffective) leaders operate. Maeva is using examples of leaders in work settings similar to her own to learn relevant leadership skills.
POINTS:	1
DIFFICULTY:	Moderate
QUESTION TYPE:	Multiple Choice
HAS VARIABLES:	False
LEARNING OBJECTIVES:	LEAD.DUBR.27.1.6 - Cite how leadership skills can be developed.
TOPICS:	Skill Development in Leadership
KEYWORDS:	Bloom's: Apply
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70. The terms “isolates,” “activists,” and “diehards” describe the different levels of which characteristics of followers?
    a. Intelligence and emotional maturity
    b. Engagement with the leader and the group
    c. Relevant job experience
    d. Job relevant skills

ANSWER:	b
RATIONALE:	Barbara Kellerman offers a typology that helps explain how followers differ from one another. She focuses on the defining factor of the level of engagement with the leader or group to arrive at five types of follower: isolates, bystanders, participants, activists, and diehards.
POINTS:	1
DIFFICULTY:	Easy
QUESTION TYPE:	Multiple Choice
HAS VARIABLES:	False
LEARNING OBJECTIVES:	LEAD.DUBR.27.1.7 - Pinpoint several traits, behaviors, and attitudes of a successful follower.
TOPICS:	Followership: Being an Effective Group Member
KEYWORDS:	Bloom's: Remember/Understand
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71. Which type of follower is completely detached and passively supports the status quo by not taking action to bring about changes?

a. Isolate

b. Activist

c. Bystander

d. Diehard

ANSWER:	a
RATIONALE:	Isolates are completely detached and passively support the status quo by not taking action to bring about changes. They do not care much about their leaders and just do their job without taking an interest in the overall organization. Activists are considerably engaged, heavily invested in people and processes, and eager to demonstrate their support or opposition. Bystanders are free riders who are typically detached when it fits their self-interests. Diehards are super-engaged to the point that they are willing to go down for their own cause, or willing to oust the leader if they feel the leader is headed in the wrong direction.
POINTS:	1
DIFFICULTY:	Easy
QUESTION TYPE:	Multiple Choice
HAS VARIABLES:	False
LEARNING OBJECTIVES:	LEAD.DUBR.27.1.7 - Pinpoint several traits, behaviors, and attitudes of a successful follower.
TOPICS:	Followership: Being an Effective Group Member
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72. Which the following is the LEAST essential characteristic of an effective follower?
    a. Rigorous adherence to management direction
    b. Commitment to something beyond oneself
    c. Desire to build competence
    d. Independent and critical thinking

ANSWER:	a
RATIONALE:	As observed by Robert E. Kelley, effective followers share four essential qualities: self-management, commitment, competence, and courage. Hence, reliance on being managed by another person is the least essential characteristic of an effective follower.
POINTS:	1
DIFFICULTY:	Easy
QUESTION TYPE:	Multiple Choice
HAS VARIABLES:	False
LEARNING OBJECTIVES:	LEAD.DUBR.27.1.7 - Pinpoint several traits, behaviors, and attitudes of a successful follower.
TOPICS:	Followership: Being an Effective Group Member
KEYWORDS:	Bloom's: Remember/Understand
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73. Which of the following is an effective way for a leader to collaborate with group members?
    a. Make sure the group members get their yearly salary increases.
    b. Make all the major decisions themselves.
    c. Solicit input from the right group members.
    d. Make the hierarchy as steep as possible.

ANSWER:	c
RATIONALE:	A key role for followers is to collaborate with leaders in achieving organizational goals. When high-level leaders do not make all of the decisions but solicit input from knowledgeable group members, leaders and followers work together more closely.
POINTS:	1
DIFFICULTY:	Easy
QUESTION TYPE:	Multiple Choice
HAS VARIABLES:	False
LEARNING OBJECTIVES:	LEAD.DUBR.27.1.7 - Pinpoint several traits, behaviors, and attitudes of a successful follower.
TOPICS:	Followership: Being an Effective Group Member
KEYWORDS:	Bloom's: Remember/Understand
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74. According to Robert E. Kelley, which of the following is an essential quality of an effective follower?
    a. Transparency
    b. Skill utilization
    c. Commitment
    d. charisma

ANSWER:	c
RATIONALE:	As observed by Robert E. Kelley, effective followers share four essential qualities: self-management, commitment, competence and focus, and courage.
POINTS:	1
DIFFICULTY:	Easy
QUESTION TYPE:	Multiple Choice
HAS VARIABLES:	False
LEARNING OBJECTIVES:	LEAD.DUBR.27.1.7 - Pinpoint several traits, behaviors, and attitudes of a successful follower.
TOPICS:	Followership: Being an Effective Group Member
KEYWORDS:	Bloom's: Remember/Understand
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75. In an effort to cut costs, a company drastically reduced the number of middle managers and reorganized employees into teams that report directly to senior leadership. For this change to be successful, it is essential that the team members have which trait of a good follower?

a. Focus

b. Self-management

c. Competence

d. Courage

ANSWER:	b
RATIONALE:	The key to being a good follower is to think for oneself and to work well without close supervision. Effective group members see themselves as being as capable as their leaders. Without middle managers, the team members must exhibit self-management so that they retain their productivity in the absence of direct supervision.
POINTS:	1
DIFFICULTY:	Difficult
QUESTION TYPE:	Multiple Choice
HAS VARIABLES:	False
LEARNING OBJECTIVES:	LEAD.DUBR.27.1.7 - Pinpoint several traits, behaviors, and attitudes of a successful follower.
TOPICS:	Followership: Being an Effective Group Member
KEYWORDS:	Bloom's: Analyze/Evaluate
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76. Santiago has been a high performing team member at his company for the past 25 years. He is passionate about his company's financial success and reputation in the industry and is not afraid to report managers engaging in questionable behavior to fraud investigation team. Santiago could best be described as which type of follower?

a. Isolate

b. Participant

c. Bystander

d. Diehard

ANSWER:	d
RATIONALE:	Barbara Kellerman offers a typology that helps explain how followers differ from one another. According to this typology, diehards are super-engaged to the point that they are willing to go down for their own cause or oust the leader if they feel the leader is headed in the wrong direction. Santiago's history of high performance along with his willingness to blow the whistle on suspicious behavior classifies him as a diehard.
POINTS:	1
DIFFICULTY:	Moderate
QUESTION TYPE:	Multiple Choice
HAS VARIABLES:	False
LEARNING OBJECTIVES:	LEAD.DUBR.27.1.7 - Pinpoint several traits, behaviors, and attitudes of a successful follower.
TOPICS:	Followership: Being an Effective Group Member
KEYWORDS:	Bloom's: Apply
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77. A government contractor has noticed an increase in money lost to fraudulent behavior by middle managers. This fraud could endanger the company's lucrative government contracts and expose the company executives to criminal charges. The executives have hired a professional fraud investigation team who will work with the company's employees. Which follower type would be most likely to volunteer to work with the fraud investigation team, even if doing so involved uncompensated overtime?

a. Participant

b. Bystander

c. Activist

d. Diehard

ANSWER:	d
RATIONALE:	Barbara Kellerman offers a typology that helps explain how followers differ from one another. According to this typology, only activists and diehards have the combination of high engagement and strong convictions to become whistleblowers if the company does something that they feel is wrong. Of the two categories, diehards have an even stronger tendency to be whistleblowers than activists. Because of this trait, diehards are most likely to sacrifice personal time to work with the fraud investigators.
POINTS:	1
DIFFICULTY:	Difficult
QUESTION TYPE:	Multiple Choice
HAS VARIABLES:	False
LEARNING OBJECTIVES:	LEAD.DUBR.27.1.7 - Pinpoint several traits, behaviors, and attitudes of a successful follower.
TOPICS:	Followership: Being an Effective Group Member
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78. Zach is a team member who rarely offers input to his team leader. Zach follows orders passively and does not take an interest in his company's growth. As a follower, Zack is most likely to be a(n) _____.

a. diehard

b. activist

c. bystander

d. isolate

ANSWER:	d
RATIONALE:	Isolates are completely detached and passively support the status quo by not taking action to bring about changes. They do not care much about their leaders and just do their job without taking an interest in the overall organization. Zach's actions are indicative of those of an isolate.
POINTS:	1
DIFFICULTY:	Moderate
QUESTION TYPE:	Multiple Choice
HAS VARIABLES:	False
LEARNING OBJECTIVES:	LEAD.DUBR.27.1.7 - Pinpoint several traits, behaviors, and attitudes of a successful follower.
TOPICS:	Followership: Being an Effective Group Member
KEYWORDS:	Bloom's: Apply
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79. During meetings, Fernando pays attention to agenda items that directly impact his projects but spends the rest of the time checking personal text messages. As a follower, Fernando is most likely to be a(n) _____.

a. participant

b. activist

c. bystander

d. isolate

ANSWER:	c
RATIONALE:	Bystanders are free riders who are typically engaged only when it fits their self-interests. At a meeting, a bystander is more likely to focus on the refreshments and peeking at their personal text messages. Fernando's behavior during the meeting is consistent with that of a bystander.
POINTS:	1
DIFFICULTY:	Moderate
QUESTION TYPE:	Multiple Choice
HAS VARIABLES:	False
LEARNING OBJECTIVES:	LEAD.DUBR.27.1.7 - Pinpoint several traits, behaviors, and attitudes of a successful follower.
TOPICS:	Followership: Being an Effective Group Member
KEYWORDS:	Bloom's: Apply
NOTES:	Digital story: Perform
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80. During a team meeting, the team manager expresses disappointment with their team's productivity rate. Svetlana, a team member, speaks up and says that the team's current project is particularly difficult for the team and, in spite of this difficulty, they have not compromised on the quality of their work. Which quality of a good follower is Svetlana displaying in this scenario?

a. Courage

b. Competence

c. Commitment

d. Self-management

ANSWER:	a
RATIONALE:	Courage is an essential quality of effective followers. Effective followers establish themselves as independent, critical thinkers and fight for what they believe is right. When Svetlana speaks up about the reasons that affect productivity, she is demonstrating courage.
POINTS:	1
DIFFICULTY:	Difficult
QUESTION TYPE:	Multiple Choice
HAS VARIABLES:	False
LEARNING OBJECTIVES:	LEAD.DUBR.27.1.7 - Pinpoint several traits, behaviors, and attitudes of a successful follower.
TOPICS:	Followership: Being an Effective Group Member
KEYWORDS:	Bloom's: Analyze/Evaluate
NOTES:	Digital story: Lead
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81. Simone believes that her manager, Manuella, does not play a significant role in Simone's organizational performance. She feels that it is her own skills and interest in the job that affect her performance. Explain Simone's argument against the importance of leadership and what Manuella should do to demonstrate the various roles that a leader carries out.

ANSWER: The anti-leadership argument holds that the impact of the leader on organizational outcomes is smaller than the impact of forces within the situation.

At times, as Simone feel, competent leadership is not necessary, and incompetent leadership can be counterbalanced by certain factors in the work situation. Under these circumstances, leadership is of little consequence to the performance and satisfaction of team members. According to this viewpoint, many organizations have substitutes for leadership. Such substitutes are factors in the work environment that provide guidance and incentives to perform, making the leader's role almost superfluous.
1. Closely knit teams of highly trained individuals: When members of a cohesive, highly trained group are focused on a goal, they may require almost no leadership to accomplish their task.
2. Intrinsic satisfaction: Employees who are engaged in work they find strongly self-motivating, or intrinsically satisfying, require a minimum of leadership. Part of the reason is that the task itself grabs the worker's attention and energy. The worker may require little leadership as long as the task is proceeding smoothly.

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3. Professional norms: Workers who incorporate strong professional norms often require a minimum of supervision and leadership. A group of certified professional accountants may not need visionary leadership to inspire them to do an honest job of auditing the books of a client or advising against tax fraud.

As a manager and a leader, Manuella carries out many roles. Mintzberg and other researchers identified eleven roles that can be classified as part of the leadership function of management:
1. Figurehead.
2. Spokesperson.
3. Negotiator.
4. Coach and motivator.
5. Team builder.
6. Team player.
7. Inclusion facilitator
8. Technical problem solver.
9. Entrepreneur.
10. Strategy developer.
11. Executor.
Even as the manager of highly skilled and motivated workers like Simone, Manuella demonstrates leadership in her roles as a negotiator, strategy developer, problem solver, executor, figurehead, and a spokesperson. She can choose any of these roles to demonstrate the relevance of leadership in organizational performance.

POINTS:	1
DIFFICULTY:	Difficult
QUESTION TYPE:	Essay
HAS VARIABLES:	False
STUDENT ENTRY MODE:	Basic
LEARNING OBJECTIVES:	LEAD.DUBR.27.1.2 - Characterize how leadership influences organizational performance.
TOPICS:	The Impact of Leadership on Organizational Performance; Leadership Roles
KEYWORDS:	Bloom's: Analyze/Evaluate
NOTES:	Digital story: Lead
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82. Enrique was recently promoted as a team leader. Since his promotion, Enrique feels overworked and stressed. He feels that he is responsible for solving problems over which he has no control. Enrique speaks to his supervisor about his frustrations and seeks advice regarding the roles of a team leader and how to derive satisfaction from them. What is Enrique experiencing? If you were Enrique supervisor, what advice would you give him?

ANSWER: Enrique appears to be experiencing the frustrations of being a leader. These include too much uncompensated overtime, facing a perform-or-perish mentality, and not having enough authority to carry out responsibility.

Enrique supervisor should talk to him about the satisfactions of being a leader, such as respect from group members and increased status, increased opportunities for advancement, and a chance to help others grow and develop. Other satisfactions include a feeling of power and prestige, higher income, receiving more inside information, and an opportunity to control money and other resources.

Enrique supervisor should also talk to him about the various roles he might play as a team leader. These roles include being a spokesperson and negotiator on behalf of the team as well as upper management, being a coach and motivator to his team members, and helping his team solve technical problems.

POINTS:	1
DIFFICULTY:	Difficult
QUESTION TYPE:	Essay
HAS VARIABLES:	False
STUDENT ENTRY MODE:	Basic
LEARNING OBJECTIVES:	LEAD.DUBR.27.1.3 - Pinpoint several important leadership roles.
TOPICS:	Leadership Roles, The Satisfactions and Frustrations of Being a Leader
KEYWORDS:	Bloom's: Analyze/Evaluate
NOTES:	Digital story: Lead
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83. Collette, a manager, implements a process for tracking productivity and rewards productive team members with additional perks. Some team members respond enthusiastically to these measures, offering additional input on how productivity can be improved. Others just play along, with some of them expressing their support only as long as they are rewarded for their work. If you were in Colette's position, how would you classify the team members based on their reception of the new initiative? What approaches would you take with each category of followers?

ANSWER:	Barbara Kellerman offers a typology that helps explain how followers differ from one another. She focuses on the defining factor of the level of engagement with the leader or group to arrive at five types of followers. Three types of followers are described in the scenario: 1. Isolates are completely detached and passively support the status quo by not taking action to bring about changes. In this case, the people who played along with the new plans are most likely classified as isolates. They do not care much about their leaders and just do their job without taking an interest in the overall organization. If Colette wants these team members to be more involved, he must carefully coach them. However, sometimes, firing isolates is the only option. 2. Bystanders are free riders who are typically detached when it fits their self-interests. In this case, those who support Colette's measures as long as they receive rewards can be classified as bystanders. Bystanders have low internal motivation, so Colette has to work hard to find the right motivators to spark them into action. 3. Participants show enough engagement to invest some of their own time and money to make a difference, such as taking the initiative to learn a new technology that would help the group. Those team members who offer new ideas to improve productivity are likely to be considered participants. Participants are sometimes for, and sometimes against, the leader and the company. The leader has to review their work and attitudes carefully to determine whether the participant is being constructive. Participants are also regarded as active followers who make a major contribution to the mission of the group.
POINTS:	1
DIFFICULTY:	Difficult
QUESTION TYPE:	Essay
HAS VARIABLES:	False
STUDENT ENTRY MODE:	Basic
LEARNING OBJECTIVES:	LEAD.DUBR.27.1.7 - Pinpoint several traits, behaviors, and attitudes of a successful follower.
TOPICS:	Followership: Being an Effective Group Member
KEYWORDS:	Bloom's: Analyze/Evaluate
NOTES:	Digital story: Lead
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