

## Chapter 9

1) Which of the following is not a trait?

- A) Emergent leadership
- B) Low intelligence
- C) Honesty
- D) Tallness
- E) High energy

Answer: A

Page Ref: 300

Skill: Applied

2) Which of the following is not a trait that might be investigated in leadership studies?

- A) Self-confidence
- B) Emotional stability
- C) Leader reward behaviour
- D) Height
- E) Need for achievement

Answer: C

Page Ref: 303

Skill: Applied

3) When did serious scientific research on leadership traits begin?

- A) During World War II
- B) During the Great Depression
- C) During World War I
- D) During the Trudeau years
- E) During the lifetime of Charles Darwin

Answer: C

Page Ref: 300

Skill: Recall

4) Who is most likely to emerge as a task leader in a newly formed group?

- A) The most honest person
- B) The oldest person
- C) The person who is most humorous
- D) The shortest person
- E) The person who talks the most

Answer: E

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Skill: Recall

5) Boris is the task leader of a group. Which of the following situations is least likely?

- A) Boris doesn't get along well with the social-emotional leader of the group.
- B) Boris is very interested in accomplishing the group's assigned tasks.
- C) Boris is also the social-emotional leader of the group.
- D) Boris is the person who talks the most in the group.
- E) Boris is perceived as having expertise relevant to the group's task.

Answer: A

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Skill: Applied

6) Suppose we ask group members the following four questions. Which question will tell us who the social-emotional leader of the group is?

- A) Which group member do you like the most?
- B) Who is the most emotional and excitable group member?
- C) Who is the most dominant group member?
- D) Who is the smartest group member?
- E) Who has the most relevant expertise?

Answer: A

Page Ref: 302

Skill: Applied

7) Which statement about leadership is true?

- A) There is a set of leadership traits that strongly and consistently predicts leader effectiveness across a broad range of situations.
- B) Initiating structure is a leadership trait.
- C) The most effective leader will exhibit high consideration and high initiating structure in all leadership situations.
- D) Leadership can be exhibited by persons other than those formally designated as leaders by the organization.
- E) Often the quietest member of a group emerges as the leader.

Answer: D

Page Ref: 300

Skill: Recall

8) As discussed in the text, \_\_\_\_\_ are examples of potential leadership traits.

- A) directive and supportive behaviours
- B) task leadership and social-emotional leadership
- C) neutralizers and substitutes
- D) dominance and intelligence
- E) consideration and initiating structure

Answer: D

Page Ref: 300

Skill: Recall

9) A leader who stresses standard procedures, schedules the work to be done, and assigns subordinates to particular tasks is high on

- A) initiating structure.
- B) task structure.
- C) consideration.
- D) leader reward behaviour.
- E) supportive behaviour.

Answer: A

Page Ref: 303

Skill: Applied

- 10) If Mark's job is clear and certain, a leader is most likely to increase Mark's satisfaction by
- A) being high on initiating structure.
  - B) being moderate on both consideration and initiating structure.
  - C) not being considerate and being low on initiating structure.
  - D) being considerate.
  - E) being considerate and high on initiating structure.

Answer: D

Page Ref: 303

Skill: Applied

- 11) Research shows that consideration on the part of a leader
- A) is effective when employees are experiencing external threat or pressure.
  - B) is effective when job goals and methods are very clear.
  - C) is viewed as a weakness by employees.
  - D) is most important when employees lack basic knowledge and skills related to the job.
  - E) is most likely employed by a task-oriented leader.

Answer: B

Page Ref: 303

Skill: Recall

- 12) Fiedler's Contingency Theory of leadership is most clearly a
- A) trait theory.
  - B) theory of leadership emergence.
  - C) path-goal theory.
  - D) theory of participation.
  - E) situational theory.

Answer: E

Page Ref: 305

Skill: Recall

- 13) The task is unstructured, the group members hate the leader, and the leader has no position power. According to Fiedler, the leader will perform best if he or she
- A) is charismatic.
  - B) uses participation.
  - C) is task-oriented.
  - D) is relationship-oriented.
  - E) is social-emotional.

Answer: C

Page Ref: 306

Skill: Applied

- 14) Fiedler's Contingency Theory of leadership predicts that relationship-oriented leadership will be most effective in
- A) very unfavourable situations.
  - B) virtually all situations.
  - C) very favourable situations.
  - D) very favourable and very unfavourable situations.
  - E) situations of medium favourableness.

Answer: E

Page Ref: 303

Skill: Applied

15) According to Fiedler, the most favourable situation for leadership involves good leader-member relations, a(n) \_\_\_\_\_ task, and \_\_\_\_\_ position power.

- A) unstructured; strong
- B) structured; strong
- C) structured; weak
- D) challenging; informal
- E) unstructured; weak

Answer: B

Page Ref: 305

Skill: Applied

16) In Fiedler's Contingency Theory of leadership, an LPC score measures

- A) position power.
- B) Least Personal Charisma
- C) task structure.
- D) type of leadership orientation.
- E) leader-member relations.

Answer: D

Page Ref: 305

Skill: Recall

17) Nellie is a high LPC leader. According to Fiedler's Contingency Theory of leadership, she

- A) is more task-oriented than relationship-oriented.
- B) has high position power and low task structure.
- C) will be most effective in very unfavourable leadership situations.
- D) will be most effective in very favourable leadership situations.
- E) is more relationship-oriented than task-oriented.

Answer: E

Page Ref: 305

Skill: Applied

18) What is the "contingency" variable in Fiedler's Contingency Theory of leadership?

- A) Situational favourableness
- B) Task structure
- C) Leadership orientation
- D) Consideration
- E) Position power

Answer: A

Page Ref: 305

Skill: Recall

19) Imagine that a military commander who is well liked and admired by his troops is leading them on a highly structured mission. According to Fiedler's Contingency Theory

- A) the situation is moderately favourable for the leader.
- B) the troops will perform best if the commander is relationship-oriented (high LPC).
- C) the troops will perform best if the commander is task-oriented (low LPC).
- D) task and relationship orientation are irrelevant to performance in this situation.
- E) the situation is very unfavourable for the leader.

Answer: C

Page Ref: 306

Skill: Applied

20) Directive behaviour is essentially the same as

- A) participative behaviour.
- B) social-emotional leadership.
- C) initiating structure.
- D) consideration.
- E) achievement-oriented behaviour.

Answer: C

Page Ref: 307

Skill: Recall

21) Participation may increase the motivation of employees by

- A) allowing them to decide how work goals can be accomplished.
- B) enriching their jobs.
- C) adding some variety to the job.
- D) allowing them to contribute to the establishment of work goals.
- E) all of the above.

Answer: E

Page Ref: 309

Skill: Recall

22) One of the problems with participative leadership is that participation

- A) tends to reduce the intrinsic motivation of subordinates.
- B) requires a great deal of time and energy on the part of the leader.
- C) decreases subordinates' acceptance of decisions.
- D) tends to reduce the quality of decision-making.
- E) results in abdication of leadership, which is almost always ineffective.

Answer: B

Page Ref: 310

Skill: Recall

23) Path-Goal Theory differs from Fiedler's Contingency Theory in that

- A) Path-Goal Theory has aroused much more research controversy.
- B) only Path-Goal Theory takes account of the situation.
- C) only Path-Goal Theory considers the role of leadership orientation.
- D) Path-Goal Theory is an example of the trait approach to leadership.
- E) Path-Goal Theory is concerned with the effects of specific leader behaviour.

Answer: E

Page Ref: 307

Skill: Recall

24) According to Path-Goal Theory, which of the following statements is true?

- A) Frustrating, dissatisfying jobs increase employee appreciation of directive leadership.
- B) Employees who are high need achievers work best under achievement-oriented leadership.
- C) Employees who prefer being told what to do respond best to a supportive leadership style.
- D) Employees who are high need achievers work best under participative-oriented leadership.
- E) When tasks are clear and routine, directive leadership is preferred.

Answer: B

Page Ref: 307

Skill: Applied

- 25) According to Path-Goal Theory, employee effort can be increased by
- A) always using achievement-oriented leadership.
  - B) clarifying the path to valued rewards.
  - C) maximizing both consideration and initiating structure.
  - D) using a leadership style that increases job satisfaction.
  - E) strengthening leader-member relations.

Answer: B

Page Ref: 307

Skill: Recall

- 26) An extremely conscientious and experienced group of labourers is doing a hot, dirty, routine task. What leadership style does House's Path-Goal Theory suggest using here?
- A) Task
  - B) Directive
  - C) Supportive
  - D) Achievement-oriented
  - E) Participative

Answer: C

Page Ref: 308

Skill: Applied

- 27) What are the situational factors in House's Path-Goal Theory of leadership?
- A) Leader-member relations, task structure and position power
  - B) Situational favourableness
  - C) Employee characteristics and environmental factors
  - D) Neutralizers and substitutes
  - E) Individualized consideration

Answer: C

Page Ref: 307

Skill: Recall

- 28) For reasons that were too complicated to explain to his employees, Louis had to figure out how long it would take to write a new computer program. He asked each individually, averaged their responses, and put this figure in his report. What leadership style is this?
- A) GII
  - B) AI
  - C) GI
  - D) CII
  - E) AII

Answer: E

Page Ref: 311

Skill: Applied

29) Which theory or model of leadership discussed in the text explicitly involves a decision tree?

- A) Fiedler's Contingency Theory
- B) House's Path-Goal Theory
- C) Leader Member Exchange Theory
- D) Vroom and Jago's situational model of participation
- E) Bass' transformational leadership model

Answer: D

Page Ref: 310

Skill: Recall

30) Rod, a middle manager, has to make a decision. Decision quality and acceptance are an issue, and Rod is not an expert on this problem. However, Rod wishes to reserve the final decision for his own judgment. According to the Vroom and Jago model of participation, this is time for a(n) \_\_\_\_\_ decision strategy.

- A) A
- B) E
- C) C
- D) G
- E) L

Answer: C

Page Ref: 311

Skill: Applied

31) The Vroom and Jago decision tree model of leadership

- A) is a trait model.
- B) uses three situation factors to determine favourableness.
- C) allows for autocratic, consultative, and group decisions.
- D) is a model of emergent leadership.
- E) always specifies using the maximum degree of participation possible.

Answer: C

Page Ref: 311

Skill: Recall

32) According to Vroom and Jago, the leader's goal should be to

- A) make high quality, acceptable decisions without undue delay.
- B) use leader reward and punishment behaviour effectively.
- C) use persuasion and negotiation rather than formal power to achieve commitment.
- D) clarify the path to employee goal achievement.
- E) seek the best match between the leader's personality and the group.

Answer: A

Page Ref: 311

Skill: Recall

- 33) According to Bernard Bass's theory of transformational leadership, the distinctive qualities of transformational leaders are
- A) leader reward behaviour, leader punishment behaviour, and task leadership.
  - B) participation, initiating structure, and consideration.
  - C) leader reward behaviour, leader punishment behaviour, and charisma.
  - D) individualized consideration, inspirational motivation, charisma, and intellectual stimulation.
  - E) honesty, dominance and need for achievement.

Answer: D

Page Ref: 314

Skill: Recall

- 34) What is the most important component of transformational leadership?
- A) Intellectual stimulation
  - B) Inspirational motivation
  - C) Individualized consideration
  - D) Charisma
  - E) Participation

Answer: D

Page Ref: 315

Skill: Recall

- 35) An especially effective transactional leader probably
- A) experiences many leadership neutralizers.
  - B) rewards employees for good performance.
  - C) uses leader punishment behaviour extensively.
  - D) has charisma.
  - E) uses intellectual stimulation extensively.

Answer: B

Page Ref: 313

Skill: Recall

- 36) Transformational leadership is to transactional leadership as
- A) charm is to charisma.
  - B) low LPC is to high LPC.
  - C) boss centred is to subordinate centred.
  - D) change is to exchange.
  - E) intelligence is to emotional intelligence.

Answer: D

Page Ref: 313

Skill: Applied

- 37) Sonya needed to find a transformational leader to deal with the failing division. To shorten her search, she began by looking for someone with
- A) charisma.
  - B) an AI leadership style.
  - C) a GII leadership style.
  - D) low LPC.
  - E) low initiating structure.

Answer: A

Page Ref: 315

Skill: Applied



38) What role does charisma play in transformational leadership?

- A) A legal role
- B) An intellectual role
- C) No role
- D) An emotional role
- E) A task role

Answer: D

Page Ref: 315

Skill: Recall

39) Which of the following statements about charismatic leaders is least accurate?

- A) They express confidence in their follower's capabilities.
- B) They are usually good at transactional aspects of leadership as well.
- C) They can emerge in business as well as politics.
- D) They tend to lack self-confidence and dominance.
- E) Their goals often have a moral or ideological character.

Answer: D

Page Ref: 315

Skill: Applied

40) Canadian companies are way ahead of most organizations in big countries like the United States when it comes to

- A) global leadership.
- B) transformational leadership.
- C) ethical leadership.
- D) strategic leadership.
- E) participative leadership.

Answer: A

Page Ref: 322

Skill: Recall

41) Which of the following statements is the most appropriate statement concerning leadership styles?

- A) Men have less freedom in choosing the leadership style appropriate to the situation.
- B) Women tend toward a more autocratic leadership style than men.
- C) Men and women rely on exactly similar leadership styles.
- D) Women tend toward a more participative leadership style than men.
- E) None of the above.

Answer: D

Page Ref: 324

Skill: Recall

- 42) Research on the leadership styles of men and women has found that
- A) women leaders were more transformational than men and men engaged in more of the contingent reward behaviours of transactional leadership.
  - B) men leaders were more transformational than women and women engaged in more of the contingent reward behaviours of transactional leadership.
  - C) men leaders were more transformational than women and also engaged in more of the contingent reward behaviours of transactional leadership.
  - D) women leaders were more transformational than men and also engaged in more of a laissez-faire style of leadership.
  - E) women leaders were more transformational than men and also engaged in more of the contingent reward behaviours of transactional leadership.

Answer: E

Page Ref: 324

Skill: Recall

- 43) What is the most powerful strategy for developing global leaders?
- A) Formal training programs.
  - B) Learning to speak foreign languages.
  - C) Transfers and overseas assignments.
  - D) Travel to foreign countries.
  - E) Teamwork with members of diverse backgrounds.

Answer: C

Page Ref: 322

Skill: Recall

- 44) Which of the following is an example of Leader-Member Exchange:
- A) A leader who consults with employees about work-related matters.
  - B) A leader who provides employees with a new vision that instills true commitment.
  - C) A leader who is concerned about maintaining high-quality social exchange relationships.
  - D) A leader who is concerned with accomplishing a task by organizing others.
  - E) A leader who is concerned with reducing tension and maintaining morale.

Answer: C

Page Ref: 313

Skill: Recall

- 45) The focus of Leader-Member Exchange Theory is
- A) the favourableness of the situation for influence.
  - B) forming a connection between employee goals and organizational goals.
  - C) the extent to which a leader is approachable and shows personal concern for employees.
  - D) the dyadic relationship between a leader and an employee.
  - E) involving employees in making work-related decisions.

Answer: D

Page Ref: 313

Skill: Recall

46) Which of the following is a component of strategic leadership?

- A) emphasizing ethical practices.
- B) Unbridled inquisitiveness.
- C) Personal character.
- D) Savvy.
- E) Duality.

Answer: A

Page Ref: 316

Skill: Recall

47) Which of the following is a characteristic of global leadership?

- A) Establishing balanced organizational controls.
- B) Unbridled inquisitiveness.
- C) Determining the firm's purpose or vision.
- D) Exploiting and maintaining core competencies.
- E) Developing human capital.

Answer: B

Page Ref: 321

Skill: Recall

48) The following are characteristics of global leaders except

- A) unbridled inquisitiveness
- B) duality
- C) emphasizing ethical practices
- D) personal character
- E) savvy

Answer: C

Page Ref: 321

Skill: Recall

49) The following are characteristics of strategic leadership except

- A) unbridled inquisitiveness
- B) determining the firm's purpose or vision
- C) emphasizing ethical practices
- D) sustaining an effective organizational culture
- E) developing human capital

Answer: A

Page Ref: 316

Skill: Recall

50) The personal character component of global leadership consists of which two components?

- A) an emotional connection and high ethical standards
- B) uncompromising integrity and unbridled inquisitiveness
- C) an emotional connection and uncompromising integrity
- D) business savvy and organizational savvy
- E) an emotional connection and unbridled inquisitiveness

Answer: C

Page Ref: 321

Skill: Recall

51) Being able to manage uncertainty and balance global and local tensions is an example of

- A) duality.
- B) strategic leadership.
- C) personal character.
- D) unbridled inquisitiveness.
- E) savvy.

Answer: A

Page Ref: 322

Skill: Recall

52) Which dimensions of the "Big Five" have been found to be related to leadership behaviours?

- A) agreeableness, conscientiousness, and emotional stability
- B) agreeableness, conscientiousness, and openness to experience
- C) agreeableness, extraversion, and conscientiousness
- D) agreeableness, extraversion, and openness to experience
- E) conscientiousness, extraversion, and openness to experience

Answer: D

Page Ref: 300

Skill: Recall

53) Co-operators president and CEO Kathy Bardswick is a good example of

- A) leader consideration behaviour
- B) leader initiating structure behaviour
- C) leader reward behaviour
- D) leader punishment behaviour
- E) transformational leadership

Answer: A

Page Ref: 302

Skill: Recall

54) Research on consideration and initiating structure has found that

- A) consideration is more strongly related to leader job performance and initiating structure is more strongly related to group performance
- B) initiating structure is more strongly related to leader job performance and group performance
- C) initiating structure is more strongly related to leader job performance and consideration is more strongly related to group performance
- D) consideration and initiating structure are similarly related to leader job performance and group performance
- E) consideration is more strongly related to leader job performance and group performance

Answer: B

Page Ref: 303

Skill: Recall

- 55) Compared to initiating structure, consideration is more strongly related to
- A) leader satisfaction, leader job performance, and group performance
  - B) leader job performance, job satisfaction, and motivation
  - C) job satisfaction, leader job performance, and group performance
  - D) leader satisfaction, job satisfaction, and motivation
  - E) leader satisfaction, job satisfaction, and leader job performance

Answer: D

Page Ref: 303

Skill: Recall

- 56) If you have a boss who provides you with compliments, tangible benefits, and special attention, then what kind of leadership does your boss exhibit?
- A) transactional leader behaviour
  - B) considerate leader behaviour
  - C) participative leader behaviour
  - D) transformational leader behaviour
  - E) leader reward behaviour

Answer: E

Page Ref: 303

Skill: Applied

- 57) Leader reward and punishment behaviour are related to employee attitudes and behaviours because it
- A) leads to more positive perceptions of justice and lower role conflict
  - B) leads to more positive perceptions of the leader and lower stress
  - C) leads to more positive perceptions of justice and lower role ambiguity
  - D) leads to more positive perceptions of justice and lower stress
  - E) leads to more positive perceptions of the leader and lower role ambiguity

Answer: C

Page Ref: 304

Skill: Recall

- 58) One of the things Jack really likes about his boss is that he monitors his behaviour, anticipates problems, and takes corrective actions before the behaviour creates serious problems. What is this called?
- A) contingent reward behaviour
  - B) management by exception
  - C) inspirational motivation
  - D) laissez-faire leadership
  - E) contingent punishment behaviour

Answer: B

Page Ref: 313

Skill: Applied

- 59) What does transactional leadership involve?
- A) contingent reward and punishment behaviour
  - B) contingent punishment behaviour and laissez-faire leadership
  - C) contingent reward behaviour and management by exception
  - D) management by exception and laissez-faire leadership
  - E) contingent reward behaviour and management by exception

Answer: E

Page Ref: 313

Skill: Recall

60) What do these leaders have in common? Herb Kelleher, Michael Eisner, and Steven Jobs

- A) they are global leaders
- B) they are transformational leaders
- C) they are strategic leaders
- D) they are ethical leaders
- E) they are transactional leaders

Answer: B

Page Ref: 314

Skill: Recall

61) What are the key dimensions of transformational leadership?

- A) intellectual stimulation, individualized consideration, participation, and charisma
- B) intellectual stimulation, management by exception, individualized consideration, and charisma
- C) intellectual stimulation, individualized consideration, inspirational motivation, and charisma
- D) individualized consideration, charisma, management by exception, and inspirational motivation
- E) contingent reward behaviour, management by exception, individualized consideration, and charisma

Answer: C

Page Ref: 314

Skill: Recall

62) Cory thought all bosses were alike until he began a new job and his manager was interested in his concerns and needs and made himself available to coach him when necessary. What is Cory's boss displaying?

- A) intellectual stimulation
- B) consideration
- C) individualized consideration
- D) participation
- E) management by exception

Answer: C

Page Ref: 314

Skill: Applied

63) What dimension of transformational leadership has been treated as a distinct theory of leadership?

- A) inspirational motivation
- B) intellectual stimulation
- C) management by exception
- D) charisma
- E) individualized consideration

Answer: D

Page Ref: 314

Skill: Recall

- 64) Comparisons between transformational leadership and contingent reward behaviour indicate that
- A) transformational leadership is more strongly related to follower satisfaction and contingent reward behaviour is more strongly related to follower satisfaction with the leader
  - B) transformational leadership is more strongly related to leader job performance and contingent reward behaviour is more strongly related to leader effectiveness
  - C) transformational leadership is more strongly related to follower satisfaction with the leader and contingent reward behaviour is more strongly related to follower job satisfaction
  - D) transformational leadership is more strongly related to follower satisfaction with the leader and contingent reward behaviour is more strongly related to leader effectiveness
  - E) transformational leadership is more strongly related to follower job satisfaction and contingent reward behaviour is more strongly related to leader job performance

Answer: C

Page Ref: 316

Skill: Recall

- 65) What leadership theories emphasize ethical principles and standards?

- A) transformational and transactional leadership
- B) global and transformational leadership
- C) strategic and transformational leadership
- D) transformational and participative leadership
- E) strategic and global leadership

Answer: E

Page Ref: 316

Skill: Recall

- 66) If your leader emphasizes organizational controls and formal procedures that guide work and organizational activities toward the achievement of performance objectives, what kind of leader is he or she?

- A) participative leader
- B) strategic leader
- C) transformational leader
- D) global leader
- E) transactional leader

Answer: B

Page Ref: 316

Skill: Applied

- 67) What is an implicit leadership theory?

- A) a theory of leadership based on common sense and people's own experience as leaders
- B) a theory of leadership that integrates aspects of the various theories of leadership
- C) a theory of leadership that has its basis in one's actual work experiences
- D) individuals hold a set of beliefs about the kinds of attributes, personality characteristics, skills, and behaviours that contribute to or impede outstanding leadership
- E) individuals hold theories of leadership that are based on common sense and their own observations and perceptions

Answer: D

Page Ref: 319

Skill: Recall

- 68) Jack and Clarice have just begun work at ACME Insurance Co. They work for different managers and they disagree on whose manager is the better leader. Jack does not respond well to his manager and does not want to accept him as his leader. Clarice responds very well to her manager and believes she has the qualities of a good leader. What does this demonstrate?
- A) gender differences in leadership
  - B) implicit leadership theory
  - C) ethical leadership
  - D) situational theories of leadership
  - E) cultural differences in leadership

Answer: B

Page Ref: 319

Skill: Applied

- 69) What is the meaning of a culturally endorsed implicit leadership theory?
- A) theories of leadership that are acceptable in common cultures
  - B) belief systems about leadership theories that are shared among individuals in common cultures
  - C) theories of leadership that are specific to common cultures
  - D) belief systems about the characteristics associated with leadership that are shared among individuals in different cultures
  - E) belief systems about the characteristics associated with leadership that are shared among individuals in common cultures

Answer: E

Page Ref: 319

Skill: Recall

- 70) All of the following are global leadership dimensions except
- A) charismatic/value-based
  - B) task-oriented
  - C) team-oriented
  - D) humane-oriented
  - E) participative

Answer: B

Page Ref: 319

Skill: Recall

- 71) Compared to other culture clusters, what global leadership dimensions does Canada and the United States score high on?
- A) participative, autonomous, and self-protective
  - B) charismatic/value-based, participative, and autonomous
  - C) self-protective, team-oriented, and autonomous
  - D) participative, team-oriented, and humane-oriented
  - E) charismatic/value-based, participative, and humane-oriented

Answer: E

Page Ref: 320

Skill: Recall



72) Compared to other culture clusters, what global leadership dimension does Canada and the United States score low on?

- A) humane-oriented
- B) charismatic/value-based
- C) self-protective
- D) team-oriented
- E) participative

Answer: C

Page Ref: 320

Skill: Recall

73) SNC-Lavalin Group's CEO Jacques Lamarre is a good example of

- A) transformational leadership
- B) ethical leadership
- C) global leadership
- D) strategic leadership
- E) participative leadership

Answer: C

Page Ref: 321

Skill: Recall

74) Suncor Energy Inc. CEO Rick George is a good example of

- A) strategic leadership
- B) global leadership
- C) ethical leadership
- D) participative leadership
- E) transformational leadership

Answer: C

Page Ref: 323

Skill: Recall

75) What do these countries have in common: Canada, Belgium, and Sweden

- A) they produce more transformational leaders than other countries
- B) they produce more participative leaders than other countries
- C) they produce more ethical leaders than other countries
- D) they produce more strategic leaders than other countries
- E) they produce more global leaders than other countries

Answer: E

Page Ref: 322

Skill: Recall

76) Soon after starting a new job, Lili was pleased and surprised to learn that her new boss was very supportive and involved in environmentally friendly programs and policies. What does this say about Lili's boss?

- A) he/she is a transactional leader
- B) he/she is a transformational leader
- C) he/she is a global leader
- D) he/she is a strategic leader
- E) he/she is an ethical leader

Answer: E

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Skill: Applied

- 77) Employees of ethical leaders have been found to
- A) be more satisfied with their job
  - B) be more satisfied with their co-workers
  - C) be more satisfied with their supervisor
  - D) be more satisfied with how they are rewarded
  - E) be more satisfied with working conditions

Answer: C

Page Ref: 324

Skill: Recall

- 78) What is laissez-faire leadership?
- A) a relaxed and fair-minded style of leadership
  - B) leadership styles in foreign countries
  - C) an open and participative style of leadership
  - D) the avoidance or absence of leadership
  - E) leaders who are lazy

Answer: D

Page Ref: 324

Skill: Recall

- 79) Charisma has been studied most intensively among business leaders.

Answer: True ☐ False

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Skill: Recall

- 80) Transformational leaders develop high-quality LMX relationships.

Answer: ☒ True ☐ False

Page Ref: 316

Skill: Recall

- 81) Transactional leaders enhance employees' perceptions of the five core job characteristics of the Job Characteristics Model.

Answer: True ☐ False

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Skill: Recall

- 82) Strategic and global leadership both emphasize ethical principles and standards.

Answer: ☒ True ☐ False

Page Ref: 316

Skill: Recall

- 83) Charisma has been studied as a distinct theory of leadership.

Answer: ☒ True ☐ False

Page Ref: 315

Skill: Recall

- 84) Most studies have found that CEO charisma is related to firm performance.

Answer: True ☐ False

Page Ref: 315

Skill: Recall

85) In the last two decades, there have been more published studies on transactional leadership than all other popular theories of leadership.

Answer: True ☒ False

Page Ref: 315

Skill: Recall

86) Individualized consideration contributes to the "new vision" aspect of transformational leadership.

Answer: True ☒ False

Page Ref: 314

Skill: Recall

87) Any organizational member can exert influence and engage in leadership.

Answer: ☒ True False

Page Ref: 299

Skill: Recall

88) Leader reward and punishment behaviour lead to more positive perceptions of justice and lower role ambiguity.

Answer: ☒ True False

Page Ref: 304

Skill: Recall

89) Initiating structure is more strongly related to leader job performance and group performance than consideration.

Answer: ☒ True False

Page Ref: 303

Skill: Recall

90) Consideration and initiating structure both contribute positively to employees' motivation, job satisfaction, and leader effectiveness.

Answer: ☒ True False

Page Ref: 303

Skill: Recall

91) There is a significant and strong relationship between intelligence and leadership.

Answer: True ☒ False

Page Ref: 300

Skill: Recall

92) The most effective leaders have high levels of emotional intelligence.

Answer: ☒ True False

Page Ref: 300

Skill: Recall

93) The most effective leaders have high levels of intelligence.

Answer: True ☒ False

Page Ref: 300

Skill: Recall

94) Many prominent firms use personality tests and assessment centres to measure leadership traits when making hiring and promotion decisions.

Answer: ☒ True ☐ False

Page Ref: 301

Skill: Recall

95) Transformational leadership is leadership that is based on a fairly straightforward exchange between the leader and the followers.

Answer: ☐ True ☒ False

Page Ref: 313

Skill: Recall

96) Transactional leadership behaviour involves contingent reward behaviour and management by exception.

Answer: ☒ True ☐ False

Page Ref: 313

Skill: Recall

97) Transactional leadership behaviour involves contingent reward behaviour and laissez-faire leadership.

Answer: ☐ True ☒ False

Page Ref: 313

Skill: Recall

98) Charisma is a critical characteristic of transformational leaders.

Answer: ☒ True ☐ False

Page Ref: 315

Skill: Recall

99) In recent years, there has been little interest in the study of leadership traits.

Answer: ☐ True ☒ False

Page Ref: 300

Skill: Recall

100) House's Path-Goal Theory and Fiedler's Contingency Theory are examples of transformational leadership theories.

Answer: ☐ True ☒ False

Page Ref: 313

Skill: Recall

101) Research conducted by the GLOBE project found many attributes to be universally desirable and believed to facilitate outstanding leadership in all countries.

Answer: ☒ True ☐ False

Page Ref: 320

Skill: Recall

102) Some leadership attributes are effective in some cultures but are either ineffective or even dysfunctional in others.

Answer: ☒ True ☐ False

Page Ref: 320

Skill: Recall

- 103) One negative aspect to charismatic leaders is that they invariably damage the self-esteem of followers.  
Answer: ☐ True ☒ False  
Page Ref: 315  
Skill: Recall
- 104) Calvin is supervising workers who are doing a simple, hot, boring, dirty job, such as collecting refuse. Research suggests that consideration is a more appropriate leadership style than initiating structure for this job.  
Answer: ☒ True ☐ False  
Page Ref: 303  
Skill: Applied
- 105) According to Fiedler's Contingency Theory, relationship-oriented leaders perform best when the situation for leaders is neither extremely favourable nor extremely unfavourable. That is, they do best in situations of medium favourableness.  
Answer: ☒ True ☐ False  
Page Ref: 306  
Skill: Applied
- 106) In the Vroom and Jago situational model of participation, a "GII" strategy can be rather time consuming.  
Answer: ☒ True ☐ False  
Page Ref: 311  
Skill: Recall
- 107) Research conducted by the GLOBE project found that the ten culture clusters differ significantly on all six of the global leadership dimensions.  
Answer: ☒ True ☐ False  
Page Ref: 320  
Skill: Recall
- 108) Celine, a middle manager, has to make a decision. Decision quality and employee commitment are not at issue, and Celine has good information about the problem. According to the Vroom and Jago model of participation, this is the time for a "CII" strategy.  
Answer: ☐ True ☒ False  
Page Ref: 311  
Skill: Applied
- 109) The emergent task leader of a group patches up disagreements among members and maintains a pleasant interpersonal climate.  
Answer: ☐ True ☒ False  
Page Ref: 301  
Skill: Recall
- 110) House's Path-Goal leadership theory prescribes matching leadership style to leadership situation.  
Answer: ☒ True ☐ False  
Page Ref: 307  
Skill: Recall

111) Trait theories of leadership have the strongest, most supportive research base.

Answer: ☐ True ☒ False

Page Ref: 300

Skill: Recall

112) In the Vroom and Jago situational model of participation, "C"-type decision strategies involve employees but do not give them final say over a decision.

Answer: ☒ True ☐ False

Page Ref: 311

Skill: Recall

113) In Fiedler's Contingency Theory, the "contingency variable" is the leader's orientation toward relationships versus tasks.

Answer: ☐ True ☒ False

Page Ref: 305

Skill: Recall

114) Intelligence is an example of a trait.

Answer: ☒ True ☐ False

Page Ref: 300

Skill: Recall

115) A leader who is high on initiating structure can also be high on consideration.

Answer: ☒ True ☐ False

Page Ref: 303

Skill: Applied

116) Fiedler's LPC score is a measure of task structure.

Answer: ☐ True ☒ False

Page Ref: 305

Skill: Recall

117) Research has isolated a large number of leadership traits that are highly associated with effective leadership.

Answer: ☐ True ☒ False

Page Ref: 300

Skill: Recall

118) More than one leader can emerge in a newly formed group.

Answer: ☒ True ☐ False

Page Ref: 302

Skill: Recall

119) Consideration is the preferred leadership behaviour when job methods are unclear and stress is high.

Answer: ☐ True ☒ False

Page Ref: 303

Skill: Applied

120) Social-emotional leadership is similar to consideration on the part of a leader.

Answer: ☒ True ☐ False

Page Ref: 303

Skill: Recall

121) Charismatic leaders are dominant and self-confident.

Answer: ☒ True ☐ False

Page Ref: 315

Skill: Recall

122) The emergent social-emotional leader of a group is usually the first person to plan and organize.

Answer: ☐ True ☒ False

Page Ref: 302

Skill: Recall

123) According to Fiedler's Contingency Theory, task-oriented leaders perform best when the situation for leaders is either very favourable or very unfavourable.

Answer: ☒ True ☐ False

Page Ref: 306

Skill: Applied

124) The term participative leadership is restricted to cases in which a leader brings employees together in a group and allows them to make a decision with the leader's guidance.

Answer: ☐ True ☒ False

Page Ref: 309

Skill: Recall

125) Leader Member Exchange Theory focuses on the quality of the relationship that develops between a leader and an employee.

Answer: ☒ True ☐ False

Page Ref: 313

Skill: Recall

126) The Vroom and Jago situational model of participation sometimes recommends that the leader make an autocratic decision.

Answer: ☒ True ☐ False

Page Ref: 311

Skill: Recall

127) The best leaders are both transformational and transactional.

Answer: ☒ True ☐ False

Page Ref: 316

Skill: Recall

128) Canadian organizations are way ahead of the United States in global leadership.

Answer: ☒ True ☐ False

Page Ref: 322

Skill: Recall

129) Most companies do not have enough global leaders.

Answer: ☒ True ☐ False

Page Ref: 322

Skill: Recall

130) Most companies have a system in place for developing global leaders.

Answer: ☐ True ☒ False

Page Ref: 322

Skill: Recall

131) Women leaders have been found to be more transformational than men leaders.

Answer: ☒ True ☐ False

Page Ref: 324

Skill: Recall

132) Contingent leader reward behaviour is positively related to employees' perceptions, attitudes, and behaviour while contingent leader punishment behaviour is negatively related.

Answer: ☐ True ☒ False

Page Ref: 304

Skill: Recall

133) Contingent leader punishment behaviour is positively related to employees' perceptions, attitudes, and behaviour while noncontingent leader punishment behaviour is negatively related.

Answer: ☒ True ☐ False

Page Ref: 304

Skill: Recall

134) Supporting environmentally friendly programs and policies is an example of ethical leadership.

Answer: ☒ True ☐ False

Page Ref: 323

Skill: Recall

135) Leader punishment behaviour is ineffective regardless of whether it is contingent or noncontingent.

Answer: ☐ True ☒ False

Page Ref: 304

Skill: Recall

136) Global leaders are born.

Answer: ☐ True ☒ False

Page Ref: 322

Skill: Applied

137) Men engage in more \_\_\_\_\_ leadership.

Answer: laissez-faire

Page Ref: 324

Skill: Applied



- 138) A(n) \_\_\_\_\_ leader is one who patches up group disagreements, settles arguments, and reduces tension.  
Answer: social-emotional  
Page Ref: 302  
Skill: Recall
- 139) \_\_\_\_\_ is the degree to which the leader takes corrective action on the basis of results of leader-follower transactions.  
Answer: Management by exception  
Page Ref: 313  
Skill: Recall
- 140) Women leaders have been found to be more participative and \_\_\_\_\_ than men.  
Answer: transformational  
Page Ref: 324  
Skill: Applied
- 141) \_\_\_\_\_ involves the use of reprimands or unfavourable task assignments and the active withholding of raises, promotions, and other rewards.  
Answer: Leader punishment behaviour  
Page Ref: 303  
Skill: Recall
- 142) \_\_\_\_\_ involves providing employees with compliments, tangible benefits, and deserved special treatment.  
Answer: Leader reward behaviour  
Page Ref: 303  
Skill: Recall
- 143) Leader reward and punishment behaviour are related to employee attitudes and behaviour because it leads to more positive perceptions of justice and lower \_\_\_\_\_.  
Answer: role ambiguity  
Page Ref: 304  
Skill: Recall
- 144) The Vroom and Jago decision tree specifies the degree of \_\_\_\_\_ that a leader should use to make various work decisions.  
Answer: participation  
Page Ref: 310  
Skill: Recall
- 145) The most important component of transformational leadership is \_\_\_\_\_.  
Answer: charisma  
Page Ref: 315  
Skill: Recall
- 146) Transformational leaders exhibit consideration for employees, but it is \_\_\_\_\_ consideration.  
Answer: individualized  
Page Ref: 314  
Skill: Recall

- 147) According to \_\_\_\_\_ theory, individuals hold a set of beliefs about the kinds of attributes, personality characteristics, skills, and behaviours that contribute to or impede outstanding leadership.  
Answer: implicit leadership  
Page Ref: 319  
Skill: Recall
- 148) Intelligence and dominance are possible examples of leadership \_\_\_\_\_.  
Answer: traits  
Page Ref: 300  
Skill: Recall
- 149) The global leadership dimension that focuses on ensuring the safety and security of the individual is known as \_\_\_\_\_.  
Answer: self-protective  
Page Ref: 319  
Skill: Recall
- 150) The global leadership dimension known as \_\_\_\_\_ refers to independent and individualistic leadership.  
Answer: autonomous  
Page Ref: 319  
Skill: Recall
- 151) "Leaders are born, not made" is a statement that suggests that the speaker believes in the \_\_\_\_\_ approach to leadership.  
Answer: trait  
Page Ref: 300  
Skill: Recall
- 152) In the Vroom and Jago leadership decision tree, "C" solutions are \_\_\_\_\_ solutions.  
Answer: consultative  
Page Ref: 311  
Skill: Recall
- 153) An emergent leader of a group who talks a lot, is perceived as having some expertise, and gets the group organized is a(n) \_\_\_\_\_ leader.  
Answer: task  
Page Ref: 301  
Skill: Recall
- 154) In Fiedler's Contingency Theory of leadership, the variable upon which leadership style is contingent is \_\_\_\_\_.  
Answer: situational favourableness  
Page Ref: 305  
Skill: Recall
- 155) Living in a multicultural environment like Canada is excellent preparation for being a \_\_\_\_\_ manager.  
Answer: global  
Page Ref: 322  
Skill: Applied

156) In Fiedler's Contingency Theory, LPC stands for \_\_\_\_\_.

Answer: Least Preferred co-worker

Page Ref: 305

Skill: Recall

157) Female leaders tend to have a more \_\_\_\_\_ leadership style than male leaders.

Answer: participative

Page Ref: 324

Skill: Recall

158) The \_\_\_\_\_ leader decisively changes the beliefs and attitudes of followers to correspond to his or her new vision.

Answer: transformational or charismatic

Page Ref: 313

Skill: Recall

159) Fiedler's Contingency Theory of leadership prescribes a(n) \_\_\_\_\_ style when the situation is of medium favourableness for the leader.

Answer: relationship or high LPC

Page Ref: 305

Skill: Applied

160) The fastest leader decision style in the Vroom and Jago decision tree is the \_\_\_\_\_ style.

Answer: AI

Page Ref: 311

Skill: Applied

161) In the Vroom and Jago decision tree, letting the group decide with the leader's broad guidance is a(n) \_\_\_\_\_ style.

Answer: GII

Page Ref: 311

Skill: Recall

162) A low LPC leader is \_\_\_\_\_ oriented.

Answer: task

Page Ref: 305

Skill: Recall

163) \_\_\_\_\_ leaders invest in the education and development of their organization's workforce and view the workforce as a critical resource.

Answer: Strategic

Page Ref: 316

Skill: Recall

164) Leadership theories that argue that the most appropriate leadership style depends on the task, employees, or other similar factors are called \_\_\_\_\_ theories of leadership.

Answer: situational

Page Ref: 304

Skill: Recall

165) The most powerful strategy for developing global leaders is work experience, transfers, and \_\_\_\_\_.

Answer: overseas assignments.

Page Ref: 322

Skill: Recall

166) The focus of Leader-Member Exchange Theory is the \_\_\_\_\_ of the relationship that develops between a leader and an employee.

Answer: quality

Page Ref: 313

Skill: Recall

167) Describe two types of emergent leaders. Which member is most likely to emerge as the leader of any given group?

Answer: Task leader and social-emotional leader. The person who talks the most - as long as he or she has relevant experience - is the member most likely to emerge as the group leader (i.e. task leader).

Page Ref: 301

Skill: Recall

168) Using Fiedler's Contingency Theory, explain which type of leadership orientation is most effective at low, medium and high levels of situational favourableness. Give an example of a management job which might apply to each level of favourableness. Use different combinations of the three basic situation factors to construct low, medium and high levels of favourableness to support your examples.

Answer: Task-oriented leadership is most effective when the situation is either very favourable or very unfavourable. Relationship-oriented leadership is most effective in conditions of medium favourableness. An example for high favourableness might be an office manager where leader-member relations are good, task structure is high, and position power is strong. Medium favourableness might be applicable to a supervising nurse on a hospital ward where leader-member relations are good, but task structure is low (due to the constant turnover of patients and their requirements), and position power is weak since doctors, and not the supervising nurse, give most of the critical directions pertaining to patient care. Very unfavourable situations may be characterized by an external expert, such as a management consultant or project engineer, who is brought into an organization to solve a problem. For the external expert, leader-member relations are poor and may even be hostile; task structure is low (that is why they called in an expert); and position power is weak since the expert is an "outsider".

Page Ref: 305

Skill: Applied

169) According to House's Path-Goal Theory under what conditions should employees appreciate both directive and participative leader behaviours? Under what conditions are they not likely to appreciate them? Give examples of tasks which illustrate each set of conditions.

Answer: Employees will likely appreciate both directive and participative leader behaviours when they are working on challenging but ambiguous tasks (e.g. a manager developing a project proposal or a budget for a new department). Employees will generally not appreciate directive and participative leader behaviours when the tasks are clear and routine (e.g. janitorial work).

Page Ref: 307

Skill: Applied

170) Describe the potential advantages and problems associated with participative leadership.

Answer: Potential advantages include increased motivation, quality and acceptance of decisions. Potential problems include concerns about loss of power, excessive time and energy requirements, and lack of receptivity or knowledge by employees.

Page Ref: 309

Skill: Recall

171) Distinguish between transactional and transformational leadership.

Answer: Transactional leadership describes the routine relationship between leaders and followers in which the leader uses rewards and other management techniques to bring subordinate behaviour in line with organizational goals. Transactional leadership behaviour involves contingent reward behaviour and management by exception. Transformational leadership provides followers with a new vision that instills commitment. The qualities that set transformational leaders apart from transactional ones are intellectual stimulation, individualized consideration, inspirational motivation, and charisma.

Page Ref: 313

Skill: Recall

172) What are some of the key characteristics of successful global leaders?

Answer: According to research by Gregersen, Morrison and Black cited in the text, global leaders have unbridled inquisitiveness, strong personal character, savvy, and a quality called "duality" which enables them to balance the tensions between global integration and local differentiation.

Page Ref: 321

Skill: Recall

173) What is strategic leadership and its main components?

Answer: Strategic leadership involves the ability to anticipate, envision, maintain flexibility, think strategically, and work with others to initiate changes that will create a viable future for the organization. The main components are: determining the firm's purpose or vision; exploiting and maintaining core competencies; developing human capital; sustaining an effective organizational culture; emphasizing ethical practices; and establishing balanced organizational controls.

Page Ref: 316

Skill: Recall

174) Discuss how Canada compares to other countries in terms of global leadership and explain any differences.

Answer: Canada has more global leaders than some big countries like the United States. This is because middle economy countries like Canada, the Netherlands, Switzerland, Belgium and others are dependent on foreign trade and must be able to understand and empathize with persons in other cultures. Canadians learn from the cradle to take into account other perspectives. In addition, living in a multicultural environment like Canada is excellent preparation for becoming a global leader.

Page Ref: 322

Skill: Recall

175) What is a culturally endorsed implicit leadership theory and describe the six global leadership dimensions identified by the GLOBE project.

Answer: A culturally endorsed implicit leadership theory refers to belief systems about the characteristics that contribute to outstanding leadership that are shared among individuals in common cultures. The six global leadership dimensions are: charismatic/value-based; team-oriented; participative; humane-oriented; autonomous; and self-protective.

Page Ref: 319

Skill: Recall

176) Sasha is interested in international business and is planning on working around the world when he graduates from university. He is especially interested in being a leader and strongly believes that he has what it takes to be an outstanding leader anywhere in the world. In other words, he feels that with his leadership attributes, he will be a successful leader no matter what country or culture he is working in. Do you agree with Sasha? What should you tell him about the leadership attributes required for outstanding leadership across cultures?

Answer: Sasha assumes that the attributes required for outstanding leadership are the same in all countries and cultures. You should tell him that this not true. Many attributes such as being honest, decisive, motivational, and dynamic are universally desirable and believed to facilitate outstanding leadership in many countries. There are also leadership attributes such as loners, irritable, egocentric, and ruthless that are deemed ineffective in most countries. And still other attributes such as being individualistic, status conscious, and a risk taker are culturally contingent. In other words, some attributes are effective in some cultures but are either ineffective or even dysfunctional in others.

Page Ref: 320

Skill: Applied

177) What is ethical leadership and what should a leader do to develop an ethical culture and workplace?

Answer: Ethical leadership involves the demonstration of normatively appropriate conduct through personal actions and interpersonal relationships, and the promotion of such conduct to followers through two-way communication, reinforcement, and decision-making. Leaders can develop an ethical culture and workplace by: communicating a clear and consistent positive ethics message from the top; create and embrace opportunities for everyone in the organization to communicate positive ethics, values, and practices; and ensure consequences for ethical and unethical conduct.

Page Ref: 323

Skill: Applied