Test Bank for Supervision Concepts and Skill Building 10th Certo

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Chapter 02
The Supervisor as Leader

1. Leading is the management function of
A. influencing people to act or not act in a certain way.
B. seeking direction and implementing ideas.
C. determining how to achieve organizational objectives.
D. setting up groups and allocating resources.

AACSB: Analytic
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-01: Discuss the possible link between personal traits and leadership ability.
Topic: Characteristics of a Successful Leader

Feedback: Leading is the management function of influencing people to act or not act in a certain way. Supervisors must be leaders.

2. Which of the following is true about managers and leaders according to management consultants Herb Greenberg and Patrick Sweeney?
A. Managers give directions, whereas leaders seek directions.
B. Managers implement ideas, whereas leaders initiate ideas.
C. Unlike leaders, managers inspire achievement.
D. Unlike leaders, managers influence people to act in a certain way.

AACSB: Analytic
Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 02-01: Discuss the possible link between personal traits and leadership ability.
Topic: Characteristics of a Successful Leader

Feedback: Management consultants Herb Greenberg and Patrick Sweeney say managing involves implementing ideas (putting them into action), whereas leading focuses on initiating ideas (getting them started). Managers seek and follow direction. Leaders inspire achievement.

3. A factor that differentiates leaders from managers is that leaders
A. inspire achievement, whereas managers seek and follow direction.
B. implement ideas, whereas managers initiate ideas.
C. engage in tactical planning, whereas managers engage in strategic planning.
D. are authoritative, whereas managers are democratic.

AACSB: Analytic
Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 02-01: Discuss the possible link between personal traits and leadership ability.
Topic: Characteristics of a Successful Leader

Feedback: A factor that differentiates leaders from managers is that leaders inspire achievement, whereas managers seek direction. Managing involves implementing ideas (putting them into action), whereas leading focuses on initiating ideas (getting them started).

4. Which of the following traits is most likely to be a predictor of good leadership?
A. External locus of control
B. Self-confidence
C. Egocentrism
D. Self-righteousness

AACSB: Analytic
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-01: Discuss the possible link between personal traits and leadership ability.
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Feedback: Self-confidence is most likely to be a predictor of good leadership. A supervisor who believes in his or her ability to get the job done will convey confidence to employees.

5. A(n) _____ refers to the belief that an individual is the primary cause of what happens to him or her.
A. individualistic orientation
B. tolerance for ambiguity
C. polycentric notion
D. internal locus of control

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AACSB: Analytic
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-01: Discuss the possible link between personal traits and leadership ability.
Topic: Characteristics of a Successful Leader

Feedback: An internal locus of control refers to the belief that an individual is the primary cause of what happens to him or her. People with an external locus of control tend to blame others or events beyond their control when something goes wrong.

6. Which of the following is an example of a manager with an internal locus of control?
A. Will, who blames his team members for his poor performance ratings
B. Greg, who tries hard to take charge of events and makes sure things run smoothly
C. George, a team leader who makes decisions and gives instructions to his team members
D. Hannah, who encourages her subordinates to come up with solutions to problems

AACSB: Reflective Thinking
Accessibility: Keyboard Navigation
Blooms: Apply
Difficulty: 3 Hard
Learning Objective: 02-01: Discuss the possible link between personal traits and leadership ability.
Topic: Characteristics of a Successful Leader

Feedback: Greg, who tries hard to take charge of events, most likely has an internal locus of control. An internal locus of control is the belief that one is the primary cause of what happens to oneself.

7. Who among the following most likely has an external locus of control?
A. Will, who blames his team members for his poor performance ratings
B. Violet, who believes that her hard work led to her promotion
C. George, a team lead who makes decisions and gives instructions to his team members
D. Hannah, who encourages her subordinates to come up with solutions to problems

AACSB: Reflective Thinking
Accessibility: Keyboard Navigation
Blooms: Apply
Difficulty: 3 Hard
Learning Objective: 02-01: Discuss the possible link between personal traits and leadership ability.
Topic: Characteristics of a Successful Leader

Feedback: Will, who blames his team members for his poor performance ratings, most likely has an external locus of control. People with an external locus of control tend to blame others or events beyond their control when something goes wrong.

8. Corina supervises 12 cashiers at Prime Grocers. Lately, the cashiers have had several instances of substantial cash shortage because Corina has not been verifying their initial cash amount. When approached by her manager about this situation, Corina replied, “The cashiers are lazy and just do not care.” Which of the following traits is Corina exhibiting?
A. Sense of humor
B. External locus of control
C. Empathy
D. Sense of responsibility

AACSB: Reflective Thinking
Accessibility: Keyboard Navigation
Blooms: Apply
Difficulty: 3 Hard
Learning Objective: 02-01: Discuss the possible link between personal traits and leadership ability.
Topic: Characteristics of a Successful Leader

Feedback: The trait exhibited by Corina in the scenario is external locus of control. People with an external locus of control tend to blame others or events beyond their control when something goes wrong.

9. People who blame others or events beyond their control when something goes wrong are said to have a(n)
A. external locus of control.
B. democratic leadership style.
C. internal locus of control.
D. authoritarian leadership style.

AACSB: Analytic
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-01: Discuss the possible link between personal traits and leadership ability.

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Topic: Characteristics of a Successful Leader

Feedback: People with an external locus of control tend to blame others or events beyond their control when something goes wrong. Those with an internal locus of control are thought to be better leaders because they try harder to take charge of events.

10. Which of the following traits of a successful leader refers to his or her ability to be sensitive to the feelings of employees and higher management?
A. Empathy
B. Internal locus of control
C. Self-confidence
D. High energy level

AACSB: Analytic
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-01: Discuss the possible link between personal traits and leadership ability.
Topic: Characteristics of a Successful Leader

Feedback: In settling disputes, answering questions, and understanding needs, supervisors should be sensitive to the feelings of employees and higher management. Supervisors who have difficulty understanding what makes people tick will be at a disadvantage.

11. Which of the following traits of a successful manager enables him or her to put in long hours willingly to handle the variety of duties that come with the job?
A. Self-confidence
B. High energy level
C. Empathy
D. Internal locus of control

AACSB: Analytic
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-01: Discuss the possible link between personal traits and leadership ability.
Topic: Characteristics of a Successful Leader

Feedback: High energy levels enable a manager to put in long hours willingly to handle the variety of duties that come with the job. Some supervisory positions also are physically challenging, requiring that the supervisor actively observe and participate in what is happening in the workplace.

12. In the context of the characteristics of a successful leader, which of the following traits does a supervisor lack if he or she has difficulty understanding what makes people tick?
A. High energy level
B. Internal locus of control
C. Empathy
D. Self-confidence

AACSB: Analytic
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-01: Discuss the possible link between personal traits and leadership ability.
Topic: Characteristics of a Successful Leader

Feedback: A supervisor lacks empathy if he or she has difficulty understanding what makes people tick. In settling disputes, answering questions, and understanding needs, supervisors should be sensitive to the feelings of employees and higher management.

13. In the context of the characteristics of a successful leader, a supervisor who believes in his or her ability to get a job done is said to possess the trait of _____.
A. self-confidence
B. empathy
C. high energy level
D. internal locus of control

AACSB: Analytic
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
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Feedback: A supervisor who believes in his or her ability to get a job done is said to possess the trait of self-confidence. The trait of self-confidence is a predictor of good leadership.

14. The leadership style in which the leader allows subordinates to participate in decision making and problem solving is known as the
A. authoritarian leadership style.
B. laissez-faire leadership style.
C. democratic leadership style.
D. dictatorial leadership style.

AACSB: Analytic
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-02: Explain democratic vs. authoritarian leadership.
Topic: Leadership Theories

Feedback: The leadership style in which the leader allows subordinates to participate in decision making and problem solving is known as democratic leadership style. A supervisor with a democratic style of leadership might have the staff meet weekly to discuss how to improve client relations.

15. Who among the following best exemplifies an authoritarian leader?
A. Will, who blames his team members for his poor performance ratings
B. Violet, who believes that her hard work led to her promotion
C. George, a team leader who makes decisions himself and gives instructions to his team members
D. Hannah, who encourages her subordinates to come up with solutions to problems

AACSB: Reflective Thinking
Accessibility: Keyboard Navigation
Blooms: Apply
Difficulty: 3 Hard
Learning Objective: 02-02: Explain democratic vs. authoritarian leadership.
Topic: Leadership Theories

Feedback: George, who makes decisions himself and gives instructions to his team members, best exemplifies an authoritarian leader. With authoritarian leadership, the leader retains a great deal of authority, making decisions and dictating instructions to employees.

16. Who among the following best exemplifies a democratic leader?
A. Will, who blames his team members for his poor performance ratings
B. Violet, who believes that her hard work led to her promotion
C. George, a team lead who makes decisions himself and gives instructions to his team members
D. Hannah, who encourages her subordinates to come up with solutions to problems

AACSB: Reflective Thinking
Accessibility: Keyboard Navigation
Blooms: Apply
Difficulty: 3 Hard
Learning Objective: 02-02: Explain democratic vs. authoritarian leadership.
Topic: Leadership Theories

Feedback: Hannah, who encourages her subordinates to come up with solutions to problems, best exemplifies a democratic leader. With democratic leadership, the supervisor allows employees to participate in decision making and problem solving.

17. In which of the following leadership styles does the leader remain uninvolved and let subordinates direct themselves?
A. Authoritarian leadership
B. Democratic leadership
C. Laissez-faire leadership
D. Dictatorial leadership

AACSB: Analytic
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-02: Explain democratic vs. authoritarian leadership.
Topic: Leadership Theories

Feedback: In the laissez-faire leadership style, the leader is uninvolved and lets his or her subordinates direct themselves. Supervisors are rarely, if ever, able to practice this style of leadership because the nature of the supervisor's job requires close involvement with employees.

18. Who among the following best exemplifies a laissez-faire leader?
A. Will, who blames his team members for his poor performance ratings
B. Edgar, a manager who lets his employees work as they wish and seldom interferes
C. George, a team lead who makes decisions himself and gives instructions to his team members
D. Hannah, who encourages her subordinates to come up with solutions to problems

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AACSB: Reflective Thinking
Accessibility: Keyboard Navigation
Blooms: Apply
Difficulty: 3 Hard
Learning Objective: 02-02: Explain democratic vs. authoritarian leadership.
Topic: Leadership Theories

Feedback: Edgar, who lets his employees work as they wish, best exemplifies a laissez-faire leader. A laissez-faire manager is uninvolved and lets employees do what they want.

19. Which of the following is true of democratic vs. authoritarian leadership?
A. Unlike authoritarian leaders, democratic leaders share more authority with employees.
B. Unlike democratic leaders, authoritarian leaders involve employees in decision making.
C. Unlike authoritarian leaders, democratic leaders merely dictate instructions to employees.
D. Unlike democratic leaders, authoritarian leaders let employees do what they want.

AACSB: Analytic
Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 02-02: Explain democratic vs. authoritarian leadership.
Topic: Leadership Theories

Feedback: Unlike authoritarian leaders, democratic leaders share more authority with employees. With authoritarian leadership, the leader retains a great deal of authority, making decisions and dictating instructions to employees.

20. A(n) _____ leader retains a great deal of power, making decisions and dictating instructions to employees.
A. authoritarian
B. democratic
C. laissez-faire
D. people-oriented

AACSB: Analytic
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-02: Explain democratic vs. authoritarian leadership.
Topic: Leadership Theories

Feedback: With authoritarian leadership, the leader retains a great deal of authority, making decisions and dictating instructions to employees. An example would be a military commander who expects unquestioning obedience.

21. Which style of leadership is rarely practiced by supervisors because the nature of a supervisor's job requires close involvement with employees?
A. Authoritarian
B. Democratic
C. Laissez-faire
D. Task-oriented

AACSB: Analytic
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-02: Explain democratic vs. authoritarian leadership.
Topic: Leadership Theories

Feedback: Laissez-faire leadership is rarely practiced by supervisors because the nature of a supervisor's job requires close involvement with employees. A laissez-faire manager is uninvolved and lets employees do what they want.

22. Which of the following statements is true about the different leadership styles?
A. Very few supervisors are completely authoritarian or totally democratic.
B. With authoritarian leadership, a leader shares a great deal of authority with subordinates.
C. Laissez-faire leadership is effective with jobs that require close monitoring.
D. A democratic leader is uninvolved and lets employees do what they want.

AACSB: Analytic
Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 02-02: Explain democratic vs. authoritarian leadership.
Topic: Leadership Theories

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Feedback: Very few supervisors are completely authoritarian or totally democratic. Most supervisors give employees some degree of freedom to do their jobs, but they still make some of the decisions for the department.

23. A leader who focuses on the jobs to be done and the goals to be accomplished is considered
A. empathetic.
B. people-oriented.
C. permissive.
D. task-oriented.

AACSB: Analytic
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-02: Explain democratic vs. authoritarian leadership.
Topic: Leadership Theories

Feedback: A task-oriented leader is one who focuses on the jobs to be done and the goals to be accomplished. When the work gets done correctly and on time, a task-oriented leader is satisfied.

24. A(n) _____ leader is concerned primarily with the well-being of employees and emphasizes issues such as morale, job satisfaction, and relationships.
A. task-oriented
B. authoritarian
C. people-oriented
D. laissez-faire

AACSB: Analytic
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-02: Explain democratic vs. authoritarian leadership.
Topic: Leadership Theories

Feedback: A people-oriented leader is concerned primarily with the well-being of the people he or she manages. This type of leader emphasizes issues such as morale, job satisfaction, and relationships among employees.

25. Rules followed by Marine Corps officers are “never eat before your troops eat” and “never ask your troops to do something you wouldn’t do.” This is an example of _____ leadership.
A. authoritarian
B. people-oriented
C. task-oriented
D. laissez-faire

AACSB: Reflective Thinking
Accessibility: Keyboard Navigation
Blooms: Apply
Difficulty: 3 Hard
Learning Objective: 02-02: Explain democratic vs. authoritarian leadership.
Topic: Leadership Theories

Feedback: The scenario exemplifies people-oriented leadership. A people-oriented leader is concerned primarily with the well-being of the people he or she manages. This type of leader emphasizes issues such as morale, job satisfaction, and relationships among employees.

26. According to Fred Fiedler’s contingency model, whether relationship-oriented or task-oriented leaders perform better depends on three characteristics of the situation
A. Type of organization, effectiveness of group, and time available
B. Leader–member relations, task structure, and the position power of the leader
C. Tolerance of ambiguity, problem or task, and need for independence
D. Relationship behavior, task behavior, and maturity of followers

AACSB: Analytic
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-03: Explain major leadership theories.
Topic: Leadership Theories

Feedback: According to Fiedler’s contingency model, whether relationship-oriented or task-oriented leaders perform better depends on three characteristics of the situation: leader–member relations, task structure, and the position power of the leader. According to Fiedler, each leader has a preferred leadership style, which may be relationship-oriented (i.e., people oriented) or task oriented.

27. According to Fiedler’s contingency model, _____ refers to the formal authority granted to the leader by the organization.

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A. task structure
B. laissez-faire
C. locus of control
D. position power

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Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-03: Explain major leadership theories.
Topic: Leadership Theories

Feedback: According to Fiedler's contingency model, "position power" refers to the formal authority granted to the leader by the organization. The style of leadership that is best depends upon leader–member relations, task structure, and leader position power.

28. According to the Hersey-Blanchard life cycle theory of leadership, leaders should
A. adapt their behaviors according to the maturity of their followers.
B. exhibit directive and supportive behaviors.
C. put other people's needs and interests above their own.
D. be more task oriented rather than relationship oriented.

AACSB: Analytic
Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 02-03: Explain major leadership theories.
Topic: Leadership Theories

Feedback: According to the Hersey-Blanchard life cycle theory of leadership, leaders should adapt their behaviors according to followers' maturity. Leaders should adjust their degree of task and relationship behavior in response to the growing maturity of their followers.

29. According to which theory should leaders adjust the degree of task and relationship behavior in response to the growing maturity of their followers?
A. Life cycle theory of leadership
B. Fiedler's contingency theory of leadership
C. Path–goal theory of leadership
D. X and Y theory of leadership

AACSB: Analytic
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-03: Explain major leadership theories.
Topic: Leadership Theories

Feedback: According to the life cycle theory of leadership, leaders should adjust their degree of task and relationship behavior in response to the growing maturity of their followers. This theory was developed by Paul Hersey and Ken Blanchard.

30. The _____ theory of leadership suggests that the primary activities of a leader are to make desirable and achievable rewards available to organization members who attain organizational objectives and to clarify the kinds of behavior that must be performed to earn those rewards.
A. contingency
B. X and Y
C. life cycle
D. path–goal

AACSB: Analytic
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-03: Explain major leadership theories.
Topic: Leadership Theories

Feedback: The path–goal theory of leadership suggests that the primary activities of a leader are to make desirable and achievable rewards available to organization members who attain organizational goals and to clarify the kinds of behavior that must be performed to earn those rewards. The theory was originally developed by Robert House and later refined by House and Terence Mitchell.

31. According to the theory of path–goal leadership, _____ behavior involves telling followers what to do and how they are to do it.
A. supportive
B. directive
C. participative
D. achievement

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Difficulty: 1 Easy
Learning Objective: 02-03: Explain major leadership theories.
Topic: Leadership Theories

Feedback: According to the theory of path–goal leadership, directive behavior involves telling followers what to do and how they are to do it. It is essential for a supervisor to be able to clearly communicate what is expected of followers and how they should complete their required tasks.

32. According to the theory of path–goal leadership, participative behavior involves
A. telling followers what to do and how they are to do it.
B. setting a challenging goal for a follower to meet and expressing confidence that the follower can meet this challenge.
C. seeking input from followers about methods for improving business operations.
D. recognizing that above all, followers are human beings.

AACSB: Analytic
Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 02-03: Explain major leadership theories.
Topic: Leadership Theories

Feedback: According to the theory of path–goal leadership, participative behavior involves seeking input from followers about methods for improving business operations. For example, followers can often provide input as to what rewards would be desired upon completing tasks.

33. According to the theory of path–goal leadership, _____ behavior involves setting a challenging goal for a follower to meet and expressing confidence that the follower can meet this challenge.
A. supportive
B. directive
C. participative
D. achievement

AACSB: Analytic
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-03: Explain major leadership theories.
Topic: Leadership Theories

Feedback: According to the theory of path–goal leadership, achievement behavior involves setting a challenging goal for a follower to meet and expressing confidence that the follower can meet this challenge. Ideally, a leader should assign a task that is challenging enough to stretch the follower, but not so challenging that the follower will be unable to complete the task.

34. According to the theory of path–goal leadership, a leader should
A. be more relationship-oriented rather than task-oriented.
B. put other people's needs, aspirations, and interests above his or her own.
C. exhibit directive, participative, achievement, and supportive behaviors.
D. adapt his or her behavior according to followers' maturity.

AACSB: Analytic
Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 02-03: Explain major leadership theories.
Topic: Leadership Theories

Feedback: According to the theory of path–goal leadership, a leader should exhibit directive, participative, achievement, and supportive behaviors. The theory was originally developed by Robert House and later refined by House and Terence Mitchell.

35. According to the theory of path–goal leadership, _____ behavior involves recognizing that above all, followers are human beings.
A. supportive
B. directive
C. participative
D. achievement

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Feedback: According to the theory of path–goal leadership, supportive behavior involves recognizing that above all, followers are human beings. Therefore, it's important to be friendly and encouraging to followers.

36. According to the theory of path–goal leadership, supportive behavior involves
A. telling followers what to do and how they are to do it.
B. setting challenging goals for followers to meet.
C. seeking input from followers about methods for improving business operations.
D. being friendly and encouraging to followers.

AACSB: Analytic
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-03: Explain major leadership theories.
Topic: Leadership Theories

Feedback: According to the theory of path–goal leadership, supportive behavior involves being friendly and encouraging to followers. It involves recognizing that above all, followers are human beings.

37. According to the theory of path–goal leadership, directive behavior involves
A. communicating clearly what is expected of followers.
B. setting challenging goals for followers to meet.
C. seeking input from followers about methods for improving business operations.
D. being friendly and encouraging to followers.

AACSB: Analytic
Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 02-03: Explain major leadership theories.
Topic: Leadership Theories

Feedback: According to the theory of path–goal leadership, directive behavior involves communicating clearly what is expected of followers. It involves telling followers what to do and how they are to do it.

38. Which style of leadership involves putting other people's needs, aspirations, and interests above one's own?
A. Top-down hierarchical leadership
B. Authoritarian leadership
C. Entrepreneurial leadership
D. Servant leadership

AACSB: Analytic
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-03: Explain major leadership theories.
Topic: Leadership Theories

Feedback: Servant leadership involves putting other people's needs, aspirations, and interests above your own. A servant leader deliberately chooses to serve other people.

39. Which of the following best describes servant leaders?
A. They put other people's needs, aspirations, and interests above their own.
B. They view people as the means through which to accomplish the organization's objectives.
C. They retain a great deal of authority and often dictate instructions to employees.
D. They believe that they play an important role at a company rather than an unimportant one.

AACSB: Analytic
Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 02-03: Explain major leadership theories.
Topic: Leadership Theories

Feedback: Servant leaders put other people's needs, aspirations, and interests above their own. A servant leader deliberately chooses to serve other people.

40. A characteristic feature of servant leaders is that they are _____ .
A. directive
B. egocentric
C. empathic
D. authoritative

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Difficulty: 1 Easy
Learning Objective: 02-03: Explain major leadership theories.
Topic: Leadership Theories

Feedback: A characteristic feature of servant leaders is that they are empathic. Servant leadership involves putting other people's needs, aspirations, and interests above one's own.

41. Which of the following is a reason why servant leaders are considered persuasive?
A. They are respected by the people around them.
B. They listen intently to the people who surround them.
C. They take time to make sure that those surrounding them are heard and understood.
D. They make much effort to help those around them achieve wellness.

AACSB: Analytic
Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 02-03: Explain major leadership theories.
Topic: Leadership Theories

Feedback: Servant leaders are considered persuasive because they are respected by the people around them and can convince others of ideas. Servant leadership involves putting other people's needs, aspirations, and interests above one's own.

42. A leader who is a good listener, empathic, healing, aware, and persuasive meets the description of a(n) _____ leader.
A. task-oriented
B. servant
C. authoritative
D. laissez-faire

AACSB: Analytic
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-03: Explain major leadership theories.
Topic: Leadership Theories

Feedback: A leader who is a good listener, empathic, healing, aware, and persuasive meets the description of a servant leader. Servant leadership involves putting other people's needs, aspirations, and interests above one's own.

43. In the context of leadership styles, a servant leader
A. deliberately chooses to help other people.
B. is not overly concerned about his or her followers.
C. is more task-oriented than relationship-oriented.
D. puts his or her needs above other people's needs.

AACSB: Analytic
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-03: Explain major leadership theories.
Topic: Leadership Theories

Feedback: In the context of leadership theories, a servant leader deliberately chooses to help other people. Servant leadership involves putting other people's needs, aspirations, and interests above one's own.

44. _____ leadership is based on the attitude that the leader is self-employed.
A. Traditional
B. Transformational
C. Entrepreneurial
D. Servant

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Blooms: Remember
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Feedback: Entrepreneurial leadership is based on the attitude that the leader is self-employed. In other words, entrepreneurial leadership involves believing that one plays a very important role at a company rather than an unimportant one.

45. Which of the following is true of entrepreneurial leaders?
A. They view risk-taking as an unnecessary component of being successful in business.
B. They have a clear picture of how they would like to see their company grow in the future.
C. They put other people's needs, aspirations, and interests above their own.
D. They are usually uninvolved and let employees do what they want.

AACSB: Analytic
Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 02-03: Explain major leadership theories.
Topic: Leadership Theories

Feedback: Entrepreneurial leaders have a clear picture of how they would like to see their company grow in the future. Entrepreneurial leadership is based on the attitude that the leader is self-employed.

46. _____ leadership involves believing that one plays a very important role at a company rather than an unimportant one.
A. Servant
B. Authoritarian
C. Democratic
D. Entrepreneurial

AACSB: Analytic
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-03: Explain major leadership theories.
Topic: Leadership Theories

Feedback: Entrepreneurial leadership involves believing that one plays a very important role at a company rather than an unimportant one. Entrepreneurial leadership is based on the attitude that the leader is self-employed.

47. An entrepreneurial leader having a clear picture of how he or she would like to see the company grow in the future fits the role of a _____ .
A. visionary
B. problem solver
C. decision maker
D. risk taker

AACSB: Analytic
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-03: Explain major leadership theories.
Topic: Leadership Theories

Feedback: An entrepreneurial leader having a clear picture of how he or she would like to see the company grow in the future fits the role of a visionary. Entrepreneurial leadership is based on the attitude that the leader is self-employed.

48. Which of the following is a role skillfully filled by an entrepreneurial leader?
A. Risk taker
B. Healer
C. Good listener
D. Empathizer

AACSB: Analytic
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-03: Explain major leadership theories.
Topic: Leadership Theories

Feedback: An entrepreneurial leader skillfully fills the role of a risk taker. The entrepreneurial leader is comfortable with risk-taking and views it as a necessary component of being successful in business.

49. A leader who acts as if losing money will result in personal financial loss and making money will result in additional financial income best exemplifies a(n) _____ leader.
A. authentic
B. democratic

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C. entrepreneurial
D. transformational

AACSB: Analytic
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-03: Explain major leadership theories.
Topic: Leadership Theories

Feedback: A leader who acts as if losing money will result in personal financial loss and making money will result in additional financial income best exemplifies an entrepreneurial leader. Entrepreneurial leadership involves believing that one plays a very important role at a company rather than an unimportant one.

50. In the context of approaches to leadership, _____ leadership reflects the extent to which a leader stands by his or her values and provides true and accurate feedback to followers.
A. entrepreneurial
B. authentic
C. transactional
D. democratic

AACSB: Analytic
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-03: Explain major leadership theories.
Topic: Leadership Theories

Feedback: In the context of approaches to leadership, authentic leadership reflects the extent to which a leader stands by his or her values and provides true and accurate feedback to followers. Leaders are important for many purposes and can influence followers in many ways.

51. In the context of approaches to leadership, _____ leaders focus on leading by influencing and developing their people.
A. transformational
B. authentic
C. transactional
D. authoritative

AACSB: Analytic
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-03: Explain major leadership theories.
Topic: Leadership Theories

Feedback: In the context of approaches to leadership, transformational leaders focus on leading by influencing and developing their people. They view people as the means through which to accomplish the organization's objectives.

52. In the context of approaches to leadership, _____ leaders focus on leading by adhering to tasks.
A. transformational
B. authentic
C. transactional
D. spiritual

AACSB: Analytic
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-03: Explain major leadership theories.
Topic: Leadership Theories

Feedback: In the context of approaches to leadership, transactional leaders focus on leading by adhering to tasks. They view incentives and monitoring as effective means to ensure subordinates complete the organization's objectives.

53. In the context of approaches to leadership, transformational leaders
A. view incentives and monitoring as effective means to ensure subordinates complete the organization's objectives.
B. focus on leading by adhering to tasks.
C. address the spiritual developmental needs of followers.
D. view people as the means through which to accomplish the organization's objectives.

AACSB: Analytic
Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium

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Learning Objective: 02-03: Explain major leadership theories.
Topic: Leadership Theories

Feedback: In the context of approaches to leadership, transformational leaders view people as the means through which to accomplish the organization's objectives. They focus on leading by influencing and developing their people.

54. In the context of approaches to leadership, transactional leaders
A. view incentives and monitoring as effective means to ensure subordinates complete the organization's objectives.
B. focus on leading by influencing and developing their people.
C. address the spiritual developmental needs of followers.
D. view people as the means through which to accomplish the organization's objectives.

AACSB: Analytic
Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 02-03: Explain major leadership theories.
Topic: Leadership Theories

Feedback: In the context of approaches to leadership, transactional leaders view incentives and monitoring as effective means to ensure subordinates complete the organization's objectives. They focus on leading by adhering to tasks.

55. In the context of approaches to leadership, ethical leadership reflects the extent to which leaders
A. address the spiritual developmental needs of followers.
B. stand by their values and provide true and accurate feedback to followers.
C. possess a moral code and abide by those moral standards.
D. focus on leading by influencing and developing their people.

AACSB: Analytic
Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 02-03: Explain major leadership theories.
Topic: Leadership Theories

Feedback: In the context of approaches to leadership, ethical leadership reflects the extent to which leaders possess a moral code and abide by those moral standards. Leaders are important for many purposes and can influence followers in many ways.

56. The factor that differentiates transformational leadership from transactional leadership is that transformational leaders
A. focus on leading by adhering to tasks.
B. view incentives and monitoring as effective means to ensure subordinates complete the organization's objectives.
C. view people as the means through which to accomplish the organization's objectives.
D. adjust their degree of task and relationship behavior in response to the growing maturity of their followers.

AACSB: Analytic
Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 02-03: Explain major leadership theories.
Topic: Leadership Theories

Feedback: The factor that differentiates transformational leadership from transactional leadership is that transformational leaders view people as the means through which to accomplish the organization's objectives. Transformational leaders focus on leading by influencing and developing their people.

57. According to the path–goal theory of leadership, _____ involves a leader assigning a task that is challenging enough to stretch a follower, but not so challenging that the follower is unable to complete the task.
A. directive behavior
B. supportive behavior
C. participative behavior
D. achievement behavior

AACSB: Analytic
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-03: Explain major leadership theories.
Topic: Leadership Theories

Feedback: Achievement behavior involves a leader assigning a task that is challenging enough to stretch a follower, but not so challenging that the follower is unable to complete the task. It also involves setting a challenging goal for a follower to meet, and expressing confidence that the follower can meet this challenge.

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58. According to the path–goal theory of leadership, which of the following leadership behaviors invites followers to provide input as to what rewards would be desired upon completing tasks?
A. Participative behavior
B. Achievement behavior
C. Supportive behavior
D. Directive behavior

AACSB: Analytic
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-03: Explain major leadership theories.
Topic: Leadership Theories

Feedback: Participative behavior invites followers to provide input as to what rewards would be desired upon completing tasks. It involves seeking input from followers about methods for improving business operations.

59. In the context of the various approaches to leadership, research suggests that although most people prefer _____ , the right type of leadership depends on the unique work context.
A. ethical leaders
B. transformational leaders
C. authentic leaders
D. spiritual leaders

AACSB: Analytic
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-03: Explain major leadership theories.
Topic: Leadership Theories

Feedback: Although research suggests that most people prefer transformational leaders, the right type of leadership depends on the unique work context. Transformational leaders focus on leading by influencing and developing their people.

60. In the context of the various approaches to leadership, _____ reflects the extent to which leaders address the inner, non-material developmental needs of followers.
A. authentic leadership
B. ethical leadership
C. spiritual leadership
D. transformational leadership

AACSB: Analytic
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-03: Explain major leadership theories.
Topic: Leadership Theories

Feedback: Spiritual leadership reflects the extent to which leaders address the spiritual developmental needs of followers. There are several broad approaches to leadership that summarize these influences; among these are spiritual leadership, authentic leadership, ethical leadership, transformational, and transactional leadership.

61. Which of the following statements is true about successful leaders in emerging economies?
A. They focus on planning and communication and strive, along with those who work for them, toward the common good.
B. They tend to be global thinkers and are concerned primarily with long-term planning.
C. They refrain from using a hands-on approach to supervising employees.
D. They focus on the operational process and on monitoring individual performances.

AACSB: Analytic
Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 02-04: Identify criteria for choosing a leadership style.
Topic: Leadership Theories

Feedback: In emerging economies, there is a focus on the operational process and on monitoring individual performances. This likely stems from the need to get to market quickly and effectively in a fast-growing country.

62. Which of the following is one of the characteristics that influences the choice of leadership style for a supervisor?
A. Need for independence
B. Tolerance for ambiguity

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C. Interest in solving a problem
D. Time available

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Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-04: Identify criteria for choosing a leadership style.
Topic: Leadership Theories

Feedback: Tolerance for ambiguity is a leader characteristic in choosing a leadership style. When a supervisor involves employees in solving problems or making decisions, he or she cannot always be sure of the outcomes. Supervisors differ in their level of comfort with this uncertainty, which is called "ambiguity."

63. Which of the following is a situational characteristics that influences the choice of leadership style for a supervisor?
A. Need for independence
B. Tolerance for ambiguity
C. Interest in solving a problem
D. Time available

AACSB: Analytic
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-04: Identify criteria for choosing a leadership style.
Topic: Leadership Theories

Feedback: Time available is a situation characteristic in choosing a leadership style. An authoritarian leader is in a position to make decisions quickly. Group decision making usually requires more time for discussion and the sharing of ideas. Thus, the manager should use a relatively democratic leadership style only when time allows for it.

64. In choosing a leadership style, readiness to take responsibility, understanding of and identification with goals, and expectations are categorized as _____ characteristics.
A. situation
B. organization
C. subordinate
D. leader

AACSB: Analytic
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-04: Identify criteria for choosing a leadership style.
Topic: Leadership Theories

Feedback: In choosing a leadership style, readiness to take responsibility, understanding of and identification with goals, and expectations are categorized as subordinate characteristics. In selecting a leadership style, smart supervisors consider their employees as well as themselves.

65. When the supervisor involves employees in making decisions, he or she cannot always be sure of the outcomes. Supervisors differ in their level of comfort with this uncertainty, which refers to their
A. personal leadership strengths.
B. level of confidence in employees.
C. tolerance for ambiguity.
D. knowledge and experience.

AACSB: Analytic
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-04: Identify criteria for choosing a leadership style.
Topic: Leadership Theories

Feedback: When the supervisor involves employees in solving problems or making decisions, he or she cannot always be sure of the outcomes. Supervisors differ in their level of comfort with this uncertainty, which is called "ambiguity."

66. When choosing a leadership style, an individual has to consider values, level of confidence in employees, strengths, and tolerance for ambiguity. These attributes describe
A. situation characteristics.
B. leader characteristics.
C. subordinate characteristics.
D. organization characteristics.

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Difficulty: 1 Easy
Learning Objective: 02-04: Identify criteria for choosing a leadership style.
Topic: Leadership Theories

Feedback: In choosing a leadership style, one needs to consider values, level of confidence in employees, strengths, and tolerance for ambiguity. These attributes describe leader characteristics. Many elements are at play when choosing an effective leadership style—the task, the person leading, and the people being led.

67. Which of the following is a subordinate characteristic in choosing a leadership style?
A. Knowledge and experience
B. Time available
C. Effectiveness of the group
D. Values

AACSB: Analytic
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-04: Identify criteria for choosing a leadership style.
Topic: Leadership Theories

Feedback: Knowledge and experience is a subordinate characteristic in choosing a leadership style. Many elements are at play when choosing an effective leadership style—the task, the person leading, and the people being led.

68. In choosing a leadership style, one needs to consider the type of organization and the effectiveness of the group. These attributes describe
A. situation characteristics.
B. manager characteristics.
C. subordinate characteristics.
D. leader characteristics.

AACSB: Analytic
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-04: Identify criteria for choosing a leadership style.
Topic: Leadership Theories

Feedback: In choosing a leadership style, one needs to consider the type of organization and the effectiveness of the group. These attributes describe situation characteristics. Many elements are at play when choosing an effective leadership style—the task, the person leading, and the people being led.

69. If a department, team, or other work group has little experience in making its own decisions, the supervisor
A. should use a democratic leadership style.
B. may find that an authoritarian approach is easier to use.
C. may effectively use a participatory decision-making approach.
D. should delegate decisions to groups.

AACSB: Analytic
Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 02-04: Identify criteria for choosing a leadership style.
Topic: Leadership Theories

Feedback: If a department, team, or other work group has little experience in making its own decisions, the supervisor may find that an authoritarian approach is easier to use. Supervisors should delegate decisions to groups that can handle the responsibility.

70. People who want a lot of direction will most likely welcome _____ leadership.
A. laissez-faire
B. collaborative
C. servant
D. authoritarian

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Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-04: Identify criteria for choosing a leadership style.
Topic: Leadership Theories

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Feedback: People who want a lot of direction will welcome authoritarian leadership. Employees who expect and rely on structure and direction will tend to drift and even become paralyzed if their leader has a laissez-faire or democratic style.

71. In which of the following cases is a supervisor most likely to benefit from a democratic approach to leadership?
A. When employees don't identify with goals
B. When employees are not tolerant of ambiguity
C. When employees are eager to assume responsibility
D. When employees expect a lot of direction from the supervisor

AACSB: Analytic
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-04: Identify criteria for choosing a leadership style.
Topic: Leadership Theories

Feedback: A supervisor is most likely to benefit from a democratic approach to leadership when employees are eager to assume responsibility. Employees who are eager to assume responsibility will appreciate a democratic or laissez-faire style of leadership.

72. Employees who are eager to assume responsibility will most likely appreciate _____ leadership.
A. dominant
B. bureaucratic
C. authoritarian
D. laissez-faire

AACSB: Analytic
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-04: Identify criteria for choosing a leadership style.
Topic: Leadership Theories

Feedback: Employees who are eager to assume responsibility will appreciate a democratic or laissez-faire style of leadership. Employees who are at their most creative and productive when they have a lot of freedom will dig in their heels if their supervisor is authoritarian with them, even if that is the supervisor's natural leadership style.

73. Employees who are tolerant of ambiguity will most likely accept a(n) _____ style of leadership.
A. authoritarian
B. democratic
C. bureaucratic
D. dominant

AACSB: Analytic
Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 02-04: Identify criteria for choosing a leadership style.
Topic: Leadership Theories

Feedback: Employees who are tolerant of ambiguity will most likely accept a democratic style of leadership that gives them more say in solving problems. In selecting a leadership style, smart supervisors consider their employees as well as themselves.

74. Organizations that use self-managing work teams generally encourage a variety of employee characteristics that are associated with the successful use of democratic leadership and a low degree of
A. task-oriented behavior.
B. people-oriented behavior.
C. relationship-oriented behavior.
D. community-oriented behavior.

AACSB: Analytic
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-04: Identify criteria for choosing a leadership style.
Topic: Leadership Theories

Feedback: Organizations that use self-managing work teams generally encourage a variety of employee characteristics that are associated with the successful use of democratic leadership and a low degree of task-oriented behavior. They tend to train employees to assume extensive responsibility (or select such employees).

75. A structured task—that is, one with a set procedure to follow—is best managed by a(n)
A. relations-oriented leader.

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B. authoritarian leader.
C. people-oriented leader.
D. democratic leader.

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Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-04: Identify criteria for choosing a leadership style.
Topic: Leadership Theories

Feedback: A structured task—that is, one with a set procedure to follow—is best managed by an authoritarian leader. However, some tasks, such as generating ideas to improve customer service or planning the department picnic, are relatively unstructured. These tasks benefit from the employee involvement sought by a democratic, people-oriented leader.

76. A manager should use a relatively democratic leadership style only when
A. enough time is available.
B. tasks are structured.
C. decisions need to be made quickly.
D. a work group has little experience in making its own decisions.

AACSB: Analytic
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-04: Identify criteria for choosing a leadership style.
Topic: Leadership Theories

Feedback: A manager should use a relatively democratic leadership style only when enough time is available. An authoritarian leader is in a position to make decisions quickly.

77. Unstructured tasks, such as generating ideas to improve customer service or planning the department picnic, are most likely to benefit from the use of _____ leadership.
A. authoritarian
B. task-oriented
C. laissez-faire
D. democratic

AACSB: Analytic
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-04: Identify criteria for choosing a leadership style.
Topic: Leadership Theories

Feedback: Unstructured tasks, such as generating ideas to improve customer service or planning the department picnic, are most likely to benefit from the use of democratic leadership. These tasks benefit from the employee involvement sought by a democratic, people-oriented leader.

78. When employees and managers work in teams, a(n) _____ leadership style is generally appropriate.
A. democratic
B. authoritarian
C. laissez-faire
D. bureaucratic

AACSB: Analytic
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-04: Identify criteria for choosing a leadership style.
Topic: Leadership Theories

Feedback: When employees and managers work in teams, a democratic leadership style is generally appropriate. Some management experts think that a coach is a good analogy for this leadership style.

79. According to some management experts, a coach is a good analogy for a(n) _____ leadership style.
A. democratic
B. authoritarian
C. laissez-faire
D. bureaucratic

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Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-04: Identify criteria for choosing a leadership style.
Topic: Leadership Theories

Feedback: According to some management experts, a coach is a good analogy for a democratic leadership style. Coaches delegate responsibility to carry out operations, and they are willing to share authority.

80. In the context of the characteristics of the situation that determines a leadership style, identify a true statement about coaches.
A. They pick qualified people, help them learn their jobs, and inspire peak performance.
B. They are unwilling to share authority and refrain from delegating responsibility to carry out operations.
C. They are a good analogy for an authoritarian leadership style.
D. They impose a lot of rules and restrictions on people's styles of working.

AACSB: Analytic
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-04: Identify criteria for choosing a leadership style.
Topic: Leadership Theories

Feedback: Coaches focus on picking qualified people, helping them learn to do their jobs well, and inspiring peak performance. They delegate responsibility to carry out operations, and they are willing to share authority.

81. Which of the following statements is true of a supervisor's relationship with his or her employees?
A. A supervisor should be friends with employees and involve them in his or her personal life.
B. A supervisor should command rather than empower employees for better results.
C. A supervisor should consistently treat employees in a way that reflects his or her role as a part of management.
D. A supervisor who is feared by employees will inspire them to work harder and better and thereby yield faster results.

AACSB: Analytic
Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 02-05: Explain how supervisors can develop and maintain good relations with their employees, managers, and peers.
Topic: Leader Relationships

Feedback: A supervisor should consistently treat employees in a way that reflects his or her role as a part of management. A supervisor who is liked and respected by employees will inspire them to work harder and better.

82. When a supervisor listens carefully, shares pertinent information, and engages in fair, predictable behavior, he or she is most likely to
A. be authoritative.
B. breach the code of secrecy.
C. be a patronizing leader.
D. build trust.

AACSB: Analytic
Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 02-05: Explain how supervisors can develop and maintain good relations with their employees, managers, and peers.
Topic: Leader Relationships

Feedback: When a supervisor listens carefully, shares pertinent information, and engages in fair, predictable behavior, he or she is most likely to build trust. Building trust takes time and effort, yet the supervisor can lose it with a single unreasonable act.

83. Efforts made to learn about and match the style of one's manager are often called
A. laissez-faire.
B. managing up.
C. empowerment.
D. role management.

AACSB: Analytic
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-05: Explain how supervisors can develop and maintain good relations with their employees, managers, and peers.
Topic: Leader Relationships

Feedback: The efforts to learn about and match the style of one's manager are often called "managing up." One can better meet his or her manager's expectations if he or she understands the manager as an individual.

84. In the context of supervisors' relationships with their managers, what does "loyalty" mean?

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A. It means that a supervisor works with others in the organization to achieve organizational goals.
B. It means that a supervisor prefers to remain silent rather than criticizing or saying something negative.
C. It means that a manager expects supervisors to keep him or her informed about the department's performance.
D. It means that a manager should see that the department meets or exceeds its objectives.

AACSB: Analytic
Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 02-05: Explain how supervisors can develop and maintain good relations with their employees, managers, and peers.
Topic: Leader Relationships

Feedback: In the context of supervisors' relationships with their managers, "loyalty" means that a supervisor prefers to remain silent rather than criticizing or saying something negative. A loyal supervisor says only positive things about company policies and about his or her manager.

85. In the context of supervisors' relationships with their managers, "cooperation" means
A. a supervisor works with others in the organization to achieve organizational goals.
B. a supervisor says only positive things about company policies and about his or her manager.
C. a manager expects supervisors to keep him or her informed about the department's performance.
D. a manager should see that the department meets or exceeds its objectives.

AACSB: Analytic
Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 02-05: Explain how supervisors can develop and maintain good relations with their employees, managers, and peers.
Topic: Leader Relationships

Feedback: In the context of supervisors' relationships with their managers, "cooperation" means a supervisor works with others in the organization to achieve organizational goals. If the manager offers criticism, the supervisor should listen and try to make improvements. If the criticism seems unreasonable, the supervisor should first make sure that there was no misunderstanding and then try to find constructive aspects of the criticism.

86. In the context of supervisors' relationships with their managers, "communication" means
A. a supervisor works with others in the organization to achieve organizational goals.
B. a supervisor says only positive things about company policies and about his or her manager.
C. a manager expects supervisors to keep him or her informed about the department's performance.
D. a manager should see that the department meets or exceeds its objectives.

AACSB: Analytic
Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 02-05: Explain how supervisors can develop and maintain good relations with their employees, managers, and peers.
Topic: Leader Relationships

Feedback: In the context of supervisors' relationships with their managers, "communication" means a manager expects supervisors to keep him or her informed about the department's performance. Although every manager is different, most expect certain kinds of behavior from the people they manage.

87. In the context of supervisors' relationships with their managers, "results" means
A. a supervisor works with others in the organization to achieve organizational goals.
B. a supervisor says only positive things about company policies and about his or her manager.
C. a supervisor expects to be informed about the department's performance.
D. a supervisor should see that the department meets or exceeds its objectives.

AACSB: Analytic
Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 02-05: Explain how supervisors can develop and maintain good relations with their employees, managers, and peers.
Topic: Leader Relationships

Feedback: In the context of supervisors' relationships with their managers, "results" means a supervisor should see that the department meets or exceeds its objectives. The best way to look good to the manager is to have a high-performing department.

88. In the context of supervisors' relationships with their managers, a supervisor can reasonably assume that the manager expects
A. respect, accountability, hard work, and sincerity.
B. loyalty, cooperation, communication, and results.
C. timeliness, obedience, trust, and independence.
D. openness, proficiency, empathy, and participation.

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Difficulty: 2 Medium
Learning Objective: 02-05: Explain how supervisors can develop and maintain good relations with their employees, managers, and peers.
Topic: Leader Relationships

Feedback: In the context of supervisors' relationships with their managers, a supervisor can reasonably assume that the manager expects loyalty, cooperation, communication, and results. Although every manager is different, most expect certain kinds of behavior from the people they manage.

89. According to Rosanne Badowski, "managing up" is important for a supervisor because it is about being
A. useful and delivering value.
B. satisfied with one's manager.
C. loyal and cooperative.
D. able to cultivate good relations with peers.

AACSB: Analytic
Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 02-05: Explain how supervisors can develop and maintain good relations with their employees, managers, and peers.
Topic: Leader Relationships

Feedback: According to Rosanne Badowski, "managing up" is important for a supervisor because it is about being useful and delivering value. Efforts to learn about and match the style of one's manager are often called "managing up."

90. Mark knows that a co-worker has done something that is not in the company's best interest. In this case, Mark should:
A. go directly to that co-worker and point out the problem.
B. ignore the situation and hope the co-worker does not do it again.
C. tell his boss immediately.
D. inform his other co-workers.

AACSB: Analytic
Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 02-05: Explain how supervisors can develop and maintain good relations with their employees, managers, and peers.
Topic: Leader Relationships

Feedback: In this case, Mark should go directly to that co-worker and point out the problem. It usually helps to be polite and diplomatic and to assume that the problem was unintended—an error or an oversight.

91. In the context of supervisors' relationships with their peers, if a supervisor realizes that a co-worker has done something that works against the organization's best interests, the supervisor should
A. not go directly to that person and point out the problem.
B. discuss the issue with his or her manager if the co-worker resists listening to his or her criticism.
C. assume that the problem was intended and avoid being diplomatic.
D. focus on the personalities involved rather than the problem and its consequences to the organization.

AACSB: Analytic
Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 02-05: Explain how supervisors can develop and maintain good relations with their employees, managers, and peers.
Topic: Leader Relationships

Feedback: In the context of supervisors' relationship with their peers, if a supervisor realizes that a co-worker has done something that works against the organization's best interests, the supervisor should discuss the issue with his or her manager if the co-worker resists listening to his or her criticism. It usually helps to be polite and diplomatic and to assume that the problem was unintended—an error or an oversight.

92. An internal locus of control is the belief that an individual is the primary cause of what happens to him or her.
TRUE

AACSB: Analytic
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-01: Discuss the possible link between personal traits and leadership ability.
Topic: Characteristics of a Successful Leader

Feedback: An internal locus of control is the belief that an individual is the primary cause of what happens to him or her. People with an external locus of control tend to blame others or events beyond their control when something goes wrong.

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93. With authoritarian leadership, a supervisor allows employees to participate in decision making and problem solving.
FALSE

AACSB: Analytic
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-02: Explain democratic vs. authoritarian leadership.
Topic: Leadership Theories

Feedback: With democratic leadership, a supervisor allows employees to participate in decision making and problem solving. With authoritarian leadership, a leader retains a great deal of authority, making decisions and dictating instructions to employees.

94. When the work gets done correctly and on time, a task-oriented leader is satisfied.
TRUE

AACSB: Analytic
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-02: Explain democratic vs. authoritarian leadership.
Topic: Leadership Theories

Feedback: When the work gets done correctly and on time, a task-oriented leader is satisfied. A task-oriented leader is one who focuses on the jobs to be done and the goals to be accomplished.

95. "Position power" refers to the extent to which a leader has the support and loyalty of group members.
FALSE

AACSB: Analytic
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-03: Explain major leadership theories.
Topic: Leadership Theories

Feedback: "Position power" refers to the formal authority granted to the leader by the organization. The style of leadership that is best depends upon leader–member relations, task structure, and leader position power.

96. According to the path–goal theory of leadership, leaders should adjust their degree of task and relationship behavior in response to the growing maturity of their followers.
FALSE

AACSB: Analytic
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-03: Explain major leadership theories.
Topic: Leadership Theories

Feedback: According to the Hersey-Blanchard life cycle theory, leaders should adjust their degree of task and relationship behavior in response to the growing maturity of their followers. This theory assumes that the leader's behavior should adapt to the situation.

97. The more confidence a supervisor has in employees, the more he or she will involve them in planning and decision making.
TRUE

AACSB: Analytic
Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 02-04: Identify criteria for choosing a leadership style.
Topic: Leadership Theories

Feedback: The more confidence a supervisor has in employees, the more he or she will involve them in planning and decision making. To some extent at least, a supervisor gets the best results using the leadership style with which he or she feels comfortable.

98. Today's supervisor seeks consensus and spends time with employees to learn what they need for job success and career development.
TRUE

AACSB: Analytic
Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 02-05: Explain how supervisors can develop and maintain good relations with their employees, managers, and peers.

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Topic: Leader Relationships

Feedback: Today's supervisor seeks consensus and spends time with employees to learn what they need for job success and career development. A supervisor who is liked and respected by employees will inspire them to work harder and better.

99. Discuss some of the traits that are considered to be predictors of good leadership.

Effective leaders are those who are able to influence follower attitudes and behaviors toward outcomes that are important for the organization. To find out whether people are natural leaders, social scientists have studied the personalities of effective leaders, looking for traits they hold in common. Presumably, such traits would be predictors of good leadership. Some traits that might be considered significant are the following:
1. Sense of responsibility: A person who is promoted to a supervisory position is given responsibility for the work of others as well as for his or her own performance. Supervisors must be willing to take this responsibility seriously and be aware that they are responsible for their actions 24 hours a day, seven days a week. And as described in "Supervision: New Trends," today's supervisors also must accept responsibility for their conduct online.
2. Self-confidence: A supervisor who believes in his or her ability to get the job done will convey confidence to employees.
3. High energy level: Many organizations expect supervisors to put in long hours willingly to handle the variety of duties that come with the job. Some supervisory positions also are physically challenging, requiring that the supervisor actively observe and participate in what is happening in the workplace.
4. Empathy: In settling disputes, answering questions, and understanding needs, supervisors should be sensitive to the feelings of employees and higher management. Supervisors who have difficulty understanding what makes people tick will be at a disadvantage.
5. Internal locus of control: An internal locus of control is the belief that people themselves are the primary cause of what happens to them. People with an external locus of control tend to blame others or events beyond their control when something goes wrong. Those with an internal locus of control are thought to be better leaders because they try harder to take charge of events.
6. Sense of humor: People with a good sense of humor are more fun to work with and work for (assuming they use appropriate humor—not racist or sexist anecdotes—and do not overuse rehearsed jokes that are unrelated to work).

AACSB: Analytic
Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 02-01: Discuss the possible link between personal traits and leadership ability.
Topic: Characteristics of a Successful Leader

100. Identify the criteria for choosing a leadership style.

Supervisors should pick a leadership style that suits the characteristics of the leader, the employees, and the situation. Answers can also include individual characteristics of each of these three categories.

AACSB: Analytic
Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 02-04: Identify criteria for choosing a leadership style.
Topic: Leadership Theories

101. How should supervisors build and maintain relationships with their employees?

A supervisor who is liked and respected by employees will inspire them to work harder and better. But this does not mean the supervisor should be friends with employees. Instead, the supervisor should consistently treat them in a way that reflects his or her role as a part of management. Today's supervisor empowers rather than commands employees, seeking consensus and spending time with employees to learn what they need for job success and career development.

AACSB: Analytic
Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 02-05: Explain how supervisors can develop and maintain good relations with their employees, managers, and peers.
Topic: Leader Relationships

102. How can supervisors be good role models for their employees?

For employees, the supervisor is the person who most directly represents management and the organization. Thus, when employees evaluate the organization, they look at the supervisor's behavior. They also use the supervisor's behavior as a guide for how they should act. If a supervisor takes long lunch breaks, employees will either think that the use of the supervisor's time is unimportant or believe that the company unfairly lets managers get away with violating rules. To set a good example for employees, the supervisor should follow all the rules and regulations that cover employees. The supervisor should be impartial in the treatment of employees—for example, assigning unpopular tasks to everyone, not just to certain employees. Supervisors also should be ethical, that is, honest and fair.

AACSB: Analytic
Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium

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