Test Bank for Developing Human Service Leaders 1st Harley McClaskey

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Test Bank

Chapter 2: Theories of Leadership and Management: Building a Philosophy of Leadership

Multiple Choice

1. This is a leadership theory of kings, emperors, and other born-leaders.
a. Hybrid theory
b. Relationship-focused theory
c. Trait theory
*d. Great-man theory
Learning Objective: 2-1
Cognitive Domain: Knowledge
Answer Location: Diagnosis: The practice of building a philosophy of leadership
Question Type: MC

2. This is a leadership theory centered on personality or personal characteristics and determined by heredity.
a. Hybrid theory
b. Relationship-focused focused
*c. Trait theory
d. Great-man theory
Learning Objective: 2-1
Cognitive Domain: Knowledge
Answer Location: Diagnosis: The practice of building a philosophy of leadership
Question Type: MC

3. In this theory, the leader's focus is on the people who make up the team/organization.
a. Hybrid theroy
*b. Relationship-focused theory
c. Trait theory
d. Great-Man theory
Learning Objective: 2-1
Cognitive Domain: Knowledge
Answer Location: Diagnosis: The practice of building a philosophy of leadership
Question Type: MC

4. This is a classification of leadership theories focused solely on the leader's actions and characteristics.
a. Skill theory
b. Task-focused theory
*c. Leader-centered theory
d. Hybrid theory
Learning Objective: 2-1

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Cognitive Domain: Knowledge
Answer Location: Diagnosis: The practice of building a philosophy of leadership
Question Type: MC

5. In this theory, the leader's focus in on the job to be done.
a. Skill theory
*b. Task-focused theory
c. Leader-centered theory
d. Hybrid theory
Learning Objective: 2-1
Cognitive Domain: Knowledge
Answer Location: Diagnosis: The practice of building a philosophy of leadership
Question Type: MC

6. Building a philosophy of leadership begins by understanding your _____ and asking yourself key questions about how those _____ influence how you work with others.
*a. personal values, personal values
b. personal behaviors, strategic objectives
c. long-term goals, family traits
d. leadership style, leadership skills
Learning Objective: 2-3
Cognitive Domain: Comprehension
Answer Location: Diagnosis: The practice of building a philosophy of leadership
Question Type: MC

7. In what theory does a future leader choose to be led as an equal?
a. Transformational leadership
b. Servant leadership
c. Authentic leadership
*d. Followership
Learning Objective: 2-2
Cognitive Domain: Comprehension
Answer Location: Diagnosis: The practice of building a philosophy of leadership
Question Type: MC

8. In what theory of leadership are strong ideals and leading by core values important?
a. Transformation leadership
b. Servant leadership
*c. Authentic leadership
d. Followership
Learning Objective: 2-2
Cognitive Domain: Comprehension
Answer Location: Diagnosis: The practice of building a philosophy of leadership
Question Type: MC

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9. Your _____ captures who you are, the values you live by, and the expectations you have of yourself and others.
a. leadership resume
*b. leadership philosophy
c. leadership bylaws
d. transformational theory
Learning Objective: 2-3
Cognitive Domain: Knowledge
Answer Location: Prescription: Your leadership philosophy
Question Type: MC

10. _____ leaders practice negative leadership through charm and manipulation which leads to the mistreatment and devastation of their followers.
a. Political
b. Great-Man
c. Hybrid
d. Toxic
Learning Objective: 2-2
Cognitive Domain: Knowledge
Answer Location: Diagnosis: The practice of building a philosophy of leadership
Question Type: MC

True/False

1. The case management process in the human services profession is an example of a quality management method.
*a. True
b. False
Learning Objective: 2-2
Cognitive Domain: Comprehension
Answer Location: Management theories and their application
Question Type: TF

2. The newest theory of leadership is Great-man theory.
a. True
*b. False
Learning Objective: 2-1
Cognitive Domain: Knowledge
Answer Location: Diagnosis: The practice of building a philosophy of leadership
Question Type: TF

3. Management theories evolved as methods to enhance achieving product quality and standards.
*a. True

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b. False
Learning Objective: 2-1
Cognitive Domain: Comprehension
Answer Location: Management theories and their application
Question Type: TF

4. Leadership is one of social science's least examined phenomena.
a. True
*b. False
Learning Objective: 2-1
Cognitive Domain: Knowledge
Answer Location: Reflection: the complex dynamics of leading
Question Type: TF

5. After WWII, leadership research dropped off as countries had fewer needs for military leaders.
a. True
*b. False
Learning Objective: 2-1
Cognitive Domain: Comprehension
Answer Location: Reflection: The complex dynamics of leading
Question Type: TF

6. Contingency theory does not subscribe to the theory of perfection in leaders, but instead seeks a consciousness of the leader and followers and an analysis of the situation.
*a. True
b. False
Learning Objective: 2-1
Cognitive Domain: Comprehension
Answer Location: Diagnosis: The practice of building a philosophy of leadership
Question Type: TF

7. Hybrid theories have nothing to do with leadership, only the efficiency of organizations.
a. True
*b. False
Learning Objective: 2-1
Cognitive Domain: Knowledge
Answer Location: Diagnosis: The practice of building a philosophy of leadership
Question Type: TF

8. Defining an organization's objectives and aligning goals with organizational objectives are two stages of management by objectives.
*a. True
b. False
Learning Objective: 2-2
Cognitive Domain: Comprehension

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Answer Location: Management Theories
Question Type: TF

9. No one leadership theory is a fit for all situations.
*a. True
b. False
Learning Objective: 2-3
Cognitive Domain: Comprehension
Answer Location: Diagnosis: The practice of building a philosophy of leadership
Question Type: TF

10. In path goal theory, employees seek less autonomy in less difficult tasks.
a. True
*b. False
Learning Objective: 2-2
Cognitive Domain: Comprehension
Answer Location: Diagnosis: The practice of building a philosophy of leadership
Question Type: TF

Short Answer

Type: S
1. What is the key take-away of trait theory?
a. Leader-centered; seeks perfect set of traits and perfect hero.Learning Objective: 2-2
Cognitive Domain: Analysis
Answer Location: Diagnosis: The practice of building a philosophy of leadership
Question Type: SA

Type: S
2. What is the key take-away of behavioral theory?
a. Leader-centered; seeks to understand self and others through lens of preference for tasks vs relationships
Learning Objective: 2-2
Cognitive Domain: Analysis
Answer Location: Diagnosis: The practice of building a philosophy of leadership
Question Type: SA

Type: S
3. What is the key take-away of relational theory?
a. Other-centered; seeking to build teams and trust
Learning Objective: 2-2
Cognitive Domain: Analysis
Answer Location: Diagnosis: The practice of building a philosophy of leadership
Question Type: SA

Type: S

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4. Give an example and explain a newer leadership theory.
a. Choose either: servant leadership, followership theory, authentic leadership theory, multicultural leadership theory.
Learning Objective: 2-1
Cognitive Domain: Comprehension
Answer Location: Diagnosis: The practice of building a philosophy of leadership
Question Type: SA

Type: S
5. Explain what caused the early theories of leadership to be biased.
a. The related research was built on current workforce of almost all white males.
Learning Objective: 2-1
Cognitive Domain: Comprehension
Answer Location: Diagnosis: the practice of building a philosophy of leadership
Question Type: SA

Essay

Type: E
1. Write your philosophy of leadership developed in Chapter 2.

Now picture yourself in a job interview for a leadership position in the human services sector. Describe how your philosophy of leadership makes you the best candidate for the job.
*a. Response should capture at least three theories of leadership or management in the text. Instructor should have a sense of the student's values and feel persuaded by the philosophy and rationale.
Learning Objective: 2-3
Cognitive Domain: Analysis
Answer Location: Prescription your leadership philosophy
Question Type: ESS

Type: E
2. Explain how the focus of the leader as a perfect hero transitions from the early leadership theories to the more current theories.
a. Response must cover changes in seeking a rigid perfect person with specific traits and attributes to an imperfect person who makes choices, has flexible skill sets, learns, and involves and empowers others to join in leading.
Learning Objective: 2-2
Cognitive Domain: Analysis
Answer Location: Reflection: the complex dynamics of leading
Question Type: ESS

Type: E
3. Given your philosophy of leadership, which of Larsen and LaFasto's eight characteristics of successful teams is most important to you?

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a. Student can name one of the eight characteristics and relate it to his/her philosophy of leadership.
Learning Objective: 2-3
Cognitive Domain: Application
Answer Location: Prescription: Your leadership philosophy
Question Type: ESS

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