Part 1 Leadership Variables Chapters 2 and 3

Multiple Choice Questions

1. Historically, researchers have focused upon two main theories of leadership effectiveness: ______ and ______.

   A. Ancient; modern
   B. Male; female
   C. Centralized; decentralized
   D. Trait; behavior
   E. Time-sensitive; timeless

2. Almost always listed as important for leadership success is/are ______.

   A. Basic intelligence
   B. Clear and strong values
   C. High level of personal energy
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3. In ______, a classic study of leadership ______ was conducted by ______.

   A. 1989; contingencies; Ken Blanchard
   B. 1969; qualities; Peter Drucker
   C. 1949; environment; Elton Mayo
   D. 1939; behavior; Kurt Lewin
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4. In _______, Ralph Stogdill and others at _____ evaluated leadership effectiveness based upon ______. At about the same time, _____ and others at University of Michigan studied ______ leadership.

A. 1945; Ohio State University; initiating structure and consideration; Rensis Likert; job-centered and employee-centered
B. 1955; Stanford University; time and place; Abraham Maslow; motivation and personality
C. 1965; Harvard University; education and experience; W. Edwards Deming; technical process and eclectic
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5. Leadership effectiveness depends upon ______ of leaders, ______ of followers, and the ______ of the situation.

A. Timing; pulse; memory
B. Age; number; notification
C. Height; weight; length
D. Qualities; characteristics; nature
E. Gender; race; training

6. Psychologist David McClelland states that leaders do not use ______ and _________; leaders arouse ______ in followers.

A. Envy; spite; skill
B. Prestige; position; desire
C. Ability; drive; hope
D. Intimidation; force; confidence
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7. Vince Lombardi had a _______ personality; his followers' goal was to be equal to their understanding of his _______.

A. Schizophrenic; needs  
B. Mercurial; orders  
C. Stoic; desires  
D. Charismatic; values and goals  
E. Difficult; deficiencies

8. Transformational leaders use _______ and _______ to raise the performance of followers.

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9. Qualities belonging potentially to everyone, but possessed more fully by leaders, include all of the following except _______.

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17. Even if the spirit is willing, _______ and _______ are needed to fulfill the tasks of leadership. The leader needs _______.

A. Strength; stamina; vitality  
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18. _______, _______, and _______ are traits found in all charismatic leaders.

A. Education; opportunity; attention to detail  
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21. Characteristics of followers that influence the leadership process are ______ and ______.

A. Race; gender  
B. Respect for authority; interpersonal trust  
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22. Successful leaders today function more as _______ and ________, and less as _______ and
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A. Facilitators; teachers; enforcers; disciplinarians  
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23. In __________, Stuart Levine and Michael Crom write about building trust in the workplace. His
prescription includes ________, ________, and ________.

A. "Habits of the Heart"; respect society's rules; trust in time; end bitterness  
B. "The Road Less Traveled"; never travel alone; always take a friend; be dependable  
C. "A Great Place to Work"; do what you love; lend a helping hand; be considerate  
D. "Leading the Way"; deal openly with everyone; keep promises; care about people  
E. None of these

24. ________ describes contemporary patterns of work that challenge the skills of today's leaders,
including ________, ________, and ________.

A. Margaret Wheatley; contextual; sequential; organizational  
B. Laurie Beth Jones; ongoing; intermittent; one-time-only  
C. Herb Kelleher; speed; potency; customer-related  
D. Robert Reich; knowledge work; technical skill; group interaction  
E. Charles Handy; working at home; flextime; independent contractors
25. In general, when work to be done is ______, ______, and ______, a(n) ______ and ______ leadership approach is best.

A. Immediate; consequential; technical; aggressive; directive
B. Clear-cut; routine; monotonous; non-directive; supportive
C. Caused by errors; high profile; high-energy; high maintenance; no-nonsense
D. New or dangerous; traditional; person-centered; soft; understanding
E. None of these

26. If you have ______ intelligence, you have the ability to deal with people; if you have musical-rhythmic intelligence, you appreciate ______ and ______.

A. Intrapersonal; sculpting; surgery
B. Verbal/linguistic; logical reasoning; exploring patterns
C. Musical/rhythmic; saying words; using your body
D. Interpersonal; pitch; rhythm
E. None of these

27. The concept of ______ is relevant to leadership development because leadership effectiveness is in direct proportion to ______ and ______, which come from within the person.

A. Multiple intelligence; commitment; passion
B. Hand grip; size; strength
C. Interpersonal attraction; identification; need
D. Political alliance; confidence; pride
E. None of these
28. _______ advocated a _______ style of leadership and _______ advocated a _______ style of leadership.

A. Jefferson; directive; Eisenhower; non-directive  
B. Machiavelli; directive; Lao-Tzu; non-directive  
C. Eisenhower; directive; Patton; non-directive  
D. Lao-Tzu; directive; Elizabeth I; non-directive  
E. Patton; directive; Jefferson; non-directive

29. Increasingly, the American workplace is becoming _______, _______, and _______.

A. Contemplative; rule-based; quality conscious  
B. Moderate; rational; organized  
C. Fast-paced; culturally diverse; global  
D. Customer driven; finance focused; geography-bound  
E. None of these

30. Over time, the shift in emphasis for business success has been from _______ to _______.

A. Communities; systems  
B. Command and control; relationship management  
C. Innovation; hierarchy  
D. Team building; skill building  
E. None of these
31. Participative followers ______ such management practices as regular staff meetings, the open
door policy and sharing concern for people's feelings.

A. Oppose
B. Avoid
C. Dislike
D. Prefer
E. None of these

32. ______ describes how difficult the leader's job can be: "...since no important decision ever pleases
everyone in an organization, the leader must also absorb the displeasure, and sometimes the
severe hostility, of those who would have taken a different course."

A. Peter Drucker
B. Margaret Wheatley
C. Chris Argyris
D. Douglas McGregor
E. Ken Blanchard

33. Trait leadership theory makes the assumption that distinctive ______ and ______ characteristics
account for leadership effectiveness.

A. Physical; cognitive
B. Cognitive; emotional
C. Physical; psychological
D. Values; psychological
E. None of these
34. _______ is a special personal quality that generates others’ interest and causes them to follow.

   A. Vitality
   B. Charisma
   C. Integrity
   D. Stability

35. _______ is understood as honesty, strength of character, and courage.

   A. Vitality
   B. Charisma
   C. Integrity
   D. Stability

36. Successful leaders today must master challenges such as _______ and _______, as well as traditional duties such as _______ and _______.

   A. Purchasing; inventory control; staffing; accounting
   B. Advertising; sales; engineering; production
   C. Office politics; re-engineering; work design; wage administration
   D. Giving orders; quality control; public speaking; report writing
   E. Developing people; doing the right things; organizing work; implementing plans

37. Characteristics of followers that influence the leadership process are _______ and _______.

   A. Vision; enthusiasm
   B. Respect for authority; interpersonal trust
   C. Integrity; charisma
   D. Persistence; concern for others
38. Different kinds of intelligence include all of the following except:

A. Verbal/linguistic
B. Logical/mathematical
C. Visual/spatial
D. Bodily/kinesthetic
E. Memory/recall

39. A transformational leader does all but which of the following:

A. Develops a vision that is compelling to followers
B. Articulates a strategy for bringing vision to life
C. Builds momentum by recognizing progress
D. Demonstrates character by setting an example
E. Takes credit for the accomplishments of others

40. In the passage, "He Made Me Feel Important," Vince Lombardi influenced his players because of his:

A. Physical size
B. Charismatic personality
C. Native intelligence
D. Personal insecurity
E. Physical Skill

41. Qualities of transformational leaders include:

A. Determination, diligence, and attention to detail
B. Perception, persistence, and practical-mindedness
C. Bravery, strength, and technical expertise
D. Consideration, compassion, and reliability
E. Optimism, charm, and intelligence
42. An important factor in determining leadership effectiveness is _______ based on preferred styles of leading and following.

A. The number used  
B. Income and geography  
C. Size and distance  
D. Leader-follower compatibility  
E. All of these

43. Select the answer that best describes the quality of the leader, characteristic of the follower, and nature of the situation most conducive to leadership taking place.

A. Selfishness, mistrust, emergency  
B. Intelligence, experience, despair  
C. Humanism, anger, routine  
D. Self-confidence, obedience, confusion

44. Key factors in determining leadership effectiveness include:

A. Time, space, energy  
B. Qualities of leaders, characteristics of followers, nature of the situation  
C. Age, experience, gender  
D. Government, business, industry

45. Situational factors that influence the leadership process include:

A. Size of the organization  
B. Social and psychological climate  
C. Employment patterns  
D. Type, place, purpose of work performed  
E. All of these
46. Edwin Ghiselli’s six traits for effective leadership includes all but which of the following:

A. Need for achievement  
B. Intelligence  
C. Decisiveness  
D. Self-confidence  
E. Social status

47. All of the following are important qualities of leadership except:

A. Ability  
B. Stability  
C. Persistence  
D. Charisma  
E. Seniority

48. Causes of reduced willingness to trust in American society include the following:

A. Breakdown of traditional family structure  
B. Decline of social structures such as church and school  
C. Lack of shared community values, focus on self-satisfaction  
D. Influential leaders putting self-gain above the public good  
E. All of these

49. All of the following are factors that influence the nature of the situation or the context of leadership except:

A. Type of work performed  
B. Size of organization  
C. Social climate  
D. Employee wages
50. The participative style of leading and following is:

A. Leader-centered decision-making
B. Follower-centered decision-making
C. Leader and followers share decision-making
D. Follow the leader

51. If a decision is important, and the leader has little confidence in the judgment of subordinates, the leader is more likely to be:

A. Directive
B. Participative
C. Free-rein
D. Over the top

52. The three styles of leadership are:

A. High, low, middle
B. Directive, participative, free-rein
C. Traditional, modern, new wave

53. Ghiselli identified six traits as being important for effective leadership. Which of the following is not one of them?

A. Supervisory ability
B. Initiative
C. Intelligence
D. Strong ego
54. The cornerstone of Shackleton's leadership behavior included all but one of the following:

A. Leading by example
B. Communicating a vision
C. Keeping records
D. Maintaining a positive attitude

55. Todd McFarlane's leadership success could be traced to:

A. Business location and financial management
B. Willingness to take a risk and focus on what he could control
C. Start up capital and delegation skills

56. Qualities of ineffective leaders have been identified by _______. Six behaviors or flaws are:

A. Robert Blake; lack of job knowledge, poor communication, low commitment, poor preparation, bullying style, negative attitude.
B. Barbara Kellerman; incompetence, rigidity, intemperance, callousness, corruption, cruelty.
C. Francis Galton; low trust, abrasive style, poor technical skill, inability to delegate, overly ambitious, poor time management.
D. None of these.

57. A crisis can create ______ followers looking for a leader to resolve their dilemma.

A. Security-seeking
B. Loss-aversive
C. Group-oriented
D. Charisma hungry
E. None of these
58. Factors accounting for the victory of allied forces in Europe in the Second World War, according to Andrew Roberts, included:

A. The ferocity of the Russian soldier  
B. The American arsenal of armaments  
C. Germany's decision to fight a two-front war  
D. The determination of Winston Churchill never to give in  
E. All of these

59. The most serious derailment pattern for leaders seeking promotion is:

A. Inability to build positive relations with co-workers  
B. Inability to build and lead a team  
C. Inability to adapt to changing bosses, followers, and situations  
D. Inadequate preparation for promotion  
E. Failure to meet performance objectives

60. Sergio Marchionne is to ______ style of leadership, as Robert Selander is to ______ style of leadership, and Daniel Amos is to ______ style of leadership.

A. Free-rein; directive; participative  
B. Directive; free rein; participative  
C. Participative; directive; free-rein  
D. Directive; participative; free-rein  
E. None of these
61. Research shows transformational leadership has a _____ effect on performance, resulting in _____ levels of _____ and _____ as well.

A. Positive; positive; education; seniority  
B. Negative; negative; engagement; retention  
C. Positive; negative; pay; promotion  
D. Positive; positive; motivation; organizational commitment  
E. None of these

62. The dark side of leadership refers to:

A. The toxic effect a destructive leader has on individuals and organizations  
B. The beginning phase of leadership before light and learning occurs  
C. The depression a leader experiences when times are difficult  
D. The second half of a leader’s tenure in office  
E. All of these

63. _____ thinking is needed when there is only one right answer; _____ thinking is needed when there can be many right answers.

A. High; low  
B. Abstract; concrete  
C. Fluid; crystallized  
D. Convergent; divergent  
E. Pure; mixed
64. Kinds of intelligence include all but one of the following:

A. Verbal-linguistic  
B. Logical-mathematical  
C. Visual-spatial  
D. Permanent-irreducible  
E. Interpersonal

65. A combination of ______, ______, and ______ are needed for a place to be a magnet and multiplier for human achievement.

A. Timing; tension; ignition  
B. People; products; processes  
C. Environmental; energy; education  
D. Faith; fortitude; fidelity  
E. Talent; technology; tolerance

True / False Questions

66. In the case study, Mr. Black, Ms. Blue, and Mr. White, their leadership performance problems were poor time management, bullying behavior, and lack of job knowledge.

True False

67. Negative behaviors that harm leader effectiveness include: incompetence, rigidity, intemperance, callousness, corruption, and cruelty.

True False
68. Seven kinds of intelligence have been identified including: verbal-linguistic, musical-rhythmic, logical-mathematical, visual-spatial, bodily-kinesthetic, intrapersonal, and interpersonal.

True  False

69. Characteristic of the directive style of leadership is follower-centered decision-making, while the participative style utilizes shared decision-making.

True  False

70. The best style of leadership depends on qualities of the leader, characteristics of followers, and the nature of the situation.

True  False

71. The nature of the situation can have significant influence on the leadership process.

True  False

72. Some people are more trusting and therefore more easily led than others.

True  False

73. Behavioral leadership theory assumes that there are distinctive actions that effective leaders take.

True  False

74. Factors conducive to leadership change from leader to leader, follower to follower, and situation to situation.

True  False
75. Explorer Ernest Shakleton’s leadership success was based upon four cornerstones

1) leadership by example;
2) communicating a vision;
3) keeping up morale; and
4) maintaining a positive attitude.

True  False

76. R.J. House identifies the characteristics of charismatic leaders as being experienced, having technical knowledge, and having a strong need for control.

True  False

77. James MacGregor Burns identifies Gandhi as an example of a transactional leader.

True  False

78. Crystallized intelligence represents one’s lifetime of intellectual attainment, while fluid intelligence is defined as mental flexibility as shown by the ability to solve problems in novel situations.

True  False

Matching Questions
79. Match the items below with their descriptions:

<table>
<thead>
<tr>
<th>Number</th>
<th>Description</th>
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<tbody>
<tr>
<td>1.</td>
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D. "Leading the Way"; deal openly with everyone; keep promises; care about people  
E. None of these
24. _______ describes contemporary patterns of work that challenge the skills of today's leaders, including _______, _______, and _______.

A. Margaret Wheatley; contextual; sequential; organizational  
B. Laurie Beth Jones; ongoing; intermittent; one-time-only  
C. Herb Kelleher; speed; potency; customer-related  
D. Robert Reich; knowledge work; technical skill; group interaction  
E. Charles Handy; working at home; flextime; independent contractors

25. In general, when work to be done is _______, _______, and _______, a(n) _______ and _______ leadership approach is best.

A. Immediate; consequential; technical; aggressive; directive  
B. Clear-cut; routine; monotonous; non-directive; supportive  
C. Caused by errors; high profile; high-energy; high maintenance; no-nonsense  
D. New or dangerous; traditional; person-centered; soft; understanding  
E. None of these

26. If you have _______ intelligence, you have the ability to deal with people; if you have musical-rhythmic intelligence, you appreciate _______ and _______.

A. Intrapersonal; sculpting; surgery  
B. Verbal/linguistic; logical reasoning; exploring patterns  
C. Musical/rhythmic; saying words; using your body  
D. Interpersonal; pitch; rhythm  
E. None of these
27. The concept of _______ is relevant to leadership development because leadership effectiveness is in direct proportion to _______ and _______, which come from within the person.

A. Multiple intelligence; commitment; passion
B. Hand grip; size; strength
C. Interpersonal attraction; identification; need
D. Political alliance; confidence; pride
E. None of these

28. _______ advocated a _______ style of leadership and _______ advocated a _______ style of leadership.

A. Jefferson; directive; Eisenhower; non-directive
B. Machiavelli; directive; Lao-Tzu; non-directive
C. Eisenhower; directive; Patton; non-directive
D. Lao-Tzu; directive; Elizabeth I; non-directive
E. Patton; directive; Jefferson; non-directive

29. Increasingly, the American workplace is becoming _______, _______, and _______.

A. Contemplative; rule-based; quality conscious
B. Moderate; rational; organized
C. Fast-paced; culturally diverse; global
D. Customer driven; finance focused; geography-bound
E. None of these
30. Over time, the shift in emphasis for business success has been from _______ to _______.

A. Communities; systems  
**B.** Command and control; relationship management  
C. Innovation; hierarchy  
D. Team building; skill building  
E. None of these

*Level: 2 Medium*

31. Participative followers _______ such management practices as regular staff meetings, the open door policy and sharing concern for people’s feelings.

A. Oppose  
B. Avoid  
C. Dislike  
D. Prefer  
E. None of these

*Level: 2 Medium*

32. _______ describes how difficult the leader’s job can be: "...since no important decision ever pleases everyone in an organization, the leader must also absorb the displeasure, and sometimes the severe hostility, of those who would have taken a different course."

A. Peter Drucker  
B. Margaret Wheatley  
C. Chris Argyris  
D. Douglas McGregor  
E. Ken Blanchard

*Level: 2 Medium*
33. Trait leadership theory makes the assumption that distinctive _______ and _______ characteristics account for leadership effectiveness.

A. Physical; cognitive  
B. Cognitive; emotional  
C. Physical; psychological  
D. Values; psychological  
E. None of these

Level: 2 Medium

34. _______ is a special personal quality that generates others’ interest and causes them to follow.

A. Vitality  
B. Charisma  
C. Integrity  
D. Stability

Level: 2 Medium

35. _______ is understood as honesty, strength of character, and courage.

A. Vitality  
B. Charisma  
C. Integrity  
D. Stability

Level: 2 Medium
36. Successful leaders today must master challenges such as ______ and ______, as well as traditional duties such as ______ and ______.

A. Purchasing; inventory control; staffing; accounting  
B. Advertising; sales; engineering; production  
C. Office politics; re-engineering; work design; wage administration  
D. Giving orders; quality control; public speaking; report writing  
E. Developing people; doing the right things; organizing work; implementing plans

Level: 2 Medium

37. Characteristics of followers that influence the leadership process are ______ and ______.

A. Vision; enthusiasm  
B. Respect for authority; interpersonal trust  
C. Integrity; charisma  
D. Persistence; concern for others  

Level: 2 Medium

38. Different kinds of intelligence include all of the following except:

A. Verbal/linguistic  
B. Logical/mathematical  
C. Visual/spatial  
D. Bodily/kinesthetic  
E. Memory/recall

Level: 2 Medium
39. A transformational leader does all but which of the following:

A. Develops a vision that is compelling to followers
B. Articulates a strategy for bringing vision to life
C. Builds momentum by recognizing progress
D. Demonstrates character by setting an example
E. Takes credit for the accomplishments of others

Level: 2 Medium

40. In the passage, "He Made Me Feel Important," Vince Lombardi influenced his players because of his:

A. Physical size
B. Charismatic personality
C. Native intelligence
D. Personal insecurity
E. Physical Skill

Level: 2 Medium

41. Qualities of transformational leaders include:

A. Determination, diligence, and attention to detail
B. Perception, persistence, and practical-mindedness
C. Bravery, strength, and technical expertise
D. Consideration, compassion, and reliability
E. Optimism, charm, and intelligence

Level: 2 Medium
42. An important factor in determining leadership effectiveness is _______ based on preferred styles of leading and following.

A. The number used
B. Income and geography
C. Size and distance
D. Leader-follower compatibility
E. All of these

Level: 2 Medium

43. Select the answer that best describes the quality of the leader, characteristic of the follower, and nature of the situation most conducive to leadership taking place.

A. Selfishness, mistrust, emergency
B. Intelligence, experience, despair
C. Humanism, anger, routine
D. Self-confidence, obedience, confusion

Level: 2 Medium

44. Key factors in determining leadership effectiveness include:

A. Time, space, energy
B. Qualities of leaders, characteristics of followers, nature of the situation
C. Age, experience, gender
D. Government, business, industry

Level: 2 Medium
45. Situational factors that influence the leadership process include:

A. Size of the organization  
B. Social and psychological climate  
C. Employment patterns  
D. Type, place, purpose of work performed  
E. All of these

46. Edwin Ghiselli’s six traits for effective leadership includes all but which of the following:

A. Need for achievement  
B. Intelligence  
C. Decisiveness  
D. Self-confidence  
E. Social status

47. All of the following are important qualities of leadership except:

A. Ability  
B. Stability  
C. Persistence  
D. Charisma  
E. Seniority
48. Causes of reduced willingness to trust in American society include the following:

A. Breakdown of traditional family structure
B. Decline of social structures such as church and school
C. Lack of shared community values, focus on self-satisfaction
D. Influential leaders putting self-gain above the public good
E. All of these

49. All of the following are factors that influence the nature of the situation or the context of leadership except:

A. Type of work performed
B. Size of organization
C. Social climate
D. Employee wages

50. The participative style of leading and following is:

A. Leader-centered decision-making
B. Follower-centered decision-making
C. Leader and followers share decision-making
D. Follow the leader
51. If a decision is important, and the leader has little confidence in the judgment of subordinates, the leader is more likely to be:

A. Directive  
B. Participative  
C. Free-rein  
D. Over the top

52. The three styles of leadership are:

A. High, low, middle  
B. Directive, participative, free-rein  
C. Traditional, modern, new wave

53. Ghiselli identified six traits as being important for effective leadership. Which of the following is not one of them?

A. Supervisory ability  
B. Initiative  
C. Intelligence  
D. Strong ego
54. The cornerstone of Shackleton's leadership behavior included all but one of the following:

A. Leading by example
B. Communicating a vision
C. Keeping records
D. Maintaining a positive attitude

55. Todd McFarlane's leadership success could be traced to:

A. Business location and financial management
B. Willingness to take a risk and focus on what he could control
C. Start up capital and delegation skills

56. Qualities of ineffective leaders have been identified by _______. Six behaviors or flaws are:

A. Robert Blake; lack of job knowledge, poor communication, low commitment, poor preparation, bullying style, negative attitude.
B. Barbara Kellerman; incompetence, rigidity, intemperance, callousness, corruption, cruelty.
C. Francis Galton; low trust, abrasive style, poor technical skill, inability to delegate, overly ambitious, poor time management.
D. None of these.
57. A crisis can create ______ followers looking for a leader to resolve their dilemma.

A. Security-seeking
B. Loss-aversive
C. Group-oriented
D. Charisma hungry
E. None of these

58. Factors accounting for the victory of allied forces in Europe in the Second World War, according to Andrew Roberts, included:

A. The ferocity of the Russian soldier
B. The American arsenal of armaments
C. Germany’s decision to fight a two-front war
D. The determination of Winston Churchill never to give in
E. All of these

59. The most serious derailment pattern for leaders seeking promotion is:

A. Inability to build positive relations with co-workers
B. Inability to build and lead a team
C. Inability to adapt to changing bosses, followers, and situations
D. Inadequate preparation for promotion
E. Failure to meet performance objectives
60. Sergio Marchionne is to ______ style of leadership, as Robert Selander is to ______ style of leadership, and Daniel Amos is to ______ style of leadership.

A. Free-rein; directive; participative  
B. Directive; free rein; participative  
C. Participative; directive; free-rein  
D. Directive; participative; free-rein  
E. None of these

61. Research shows transformational leadership has a _____ effect on performance, resulting in ______ levels of ______ and ______ as well.

A. Positive; positive; education; seniority  
B. Negative; negative; engagement; retention  
C. Positive; negative; pay; promotion  
D. Positive; positive; motivation; organizational commitment  
E. None of these

62. The dark side of leadership refers to:

A. The toxic effect a destructive leader has on individuals and organizations  
B. The beginning phase of leadership before light and learning occurs  
C. The depression a leader experiences when times are difficult  
D. The second half of a leader's tenure in office  
E. All of these
63. _____ thinking is needed when there is only one right answer; _____ thinking is needed when there can be many right answers.

A. High; low
B. Abstract; concrete
C. Fluid; crystallized
D. Convergent; divergent
E. Pure; mixed

64. Kinds of intelligence include all but one of the following:

A. Verbal-linguistic
B. Logical-mathematical
C. Visual-spatial
D. Permanent-irreducible
E. Interpersonal

65. A combination of _______, _______, and _______ are needed for a place to be a magnet and multiplier for human achievement.

A. Timing; tension; ignition
B. People; products; processes
C. Environmental; energy; education
D. Faith; fortitude; fidelity
E. Talent; technology; tolerance
True / False Questions

66. In the case study, Mr. Black, Ms. Blue, and Mr. White, their leadership performance problems were poor time management, bullying behavior, and lack of job knowledge.

**FALSE**

67. Negative behaviors that harm leader effectiveness include: incompetence, rigidity, intemperance, callousness, corruption, and cruelty.

**TRUE**

68. Seven kinds of intelligence have been identified including: verbal-linguistic, musical-rhythmic, logical-mathematical, visual-spatial, bodily-kinesthetic, intrapersonal, and interpersonal.

**TRUE**

69. Characteristic of the directive style of leadership is follower-centered decision-making, while the participative style utilizes shared decision-making.

**FALSE**

70. The best style of leadership depends on qualities of the leader, characteristics of followers, and the nature of the situation.

**TRUE**
71. The nature of the situation can have significant influence on the leadership process.

**TRUE**

72. Some people are more trusting and therefore more easily led than others.

**TRUE**

73. Behavioral leadership theory assumes that there are distinctive actions that effective leaders take.

**TRUE**

74. Factors conducive to leadership change from leader to leader, follower to follower, and situation to situation.

**TRUE**

75. Explorer Ernest Shackleton's leadership success was based upon four cornerstones

1) leadership by example;
2) communicating a vision;
3) keeping up morale; and
4) maintaining a positive attitude.

**TRUE**
76. R.J. House identifies the characteristics of charismatic leaders as being experienced, having technical knowledge, and having a strong need for control.

**FALSE**

77. James MacGregor Burns identifies Gandhi as an example of a transactional leader.

**FALSE**

78. Crystallized intelligence represents one's lifetime of intellectual attainment, while fluid intelligence is defined as mental flexibility as shown by the ability to solve problems in novel situations.

**TRUE**

Matching Questions
Match the items below with their descriptions:

1. autocratic, democratic, laissez-faire or (free-rein) — a theoretical emphasis in leadership studies

2. trait — leadership effectiveness depends upon qualities of leaders, characteristics of followers, the nature of the situation

3. intelligence, values, energy — a theoretical emphasis in leadership studies

4. vision, ability, concern for people, persistence, vitality, integrity — factors of followers that influence the leadership process

5. initiating structure, showing consideration — the ability to elevate follower’s performance beyond previous expectations

6. size of the organization, psychological climate, patterns of employment, type and purpose of the work performed — leadership dimensions theorist

7. respect for authority, interpersonal trust — qualities that mark a leader

8. transformational leadership — situational factors influencing the leadership process

9. Contingency Theory — important leadership traits

10. Ralph Stogdill — dimensions of leadership

11. Kurt Lewin — styles of leadership

12. behavior — leadership styles theorist

13. art — principles for developing trust

14. deal openly with anyone, consider all points of views, keep promises, care about people — the nature of effective leadership

Level: 3 difficult