## Chapter 12 Leadership: Emerging and Changing Concepts, Organizations

**True / False Questions**

1.*(p. 340)* Some leaders are better at performance enhancement than others.   
**TRUE**

2.*(p. 340)* Self-managed groups have a responsibility to complete at least part of a task.   
**FALSE**

*Rationale: Self-managed groups have a responsibility to complete a whole task.*

3.*(p. 340)* The concept of self-leadership involves workers motivating themselves to perform tasks.   
**TRUE**

4.*(p. 341)* It was Fiedler's contention that an individual's leadership style must be altered to fit the situation.   
**FALSE**

*Rationale: It was Fiedler's contention that the situation must be altered to fit an individual's leadership style.*

5.*(p. 342)* Decision quality refers to the technical aspects of a decision.   
**TRUE**

6.*(p. 342)* Decision quality refers to the acceptance of decisions by subordinates.   
**FALSE**

*Rationale: Decision commitment refers to the acceptance of decisions by subordinates.*

7.*(p. 343)* The decision-time penalty means that there are penalties related to making decisions too quickly.   
**FALSE**

*Rationale: The decision-time penalty means that decisions must be made in a timely manner.*

8.*(p. 342)* "You share a problem with a relevant subordinate, getting ideas and suggestions. Then *you* make the decision, which may or may not reflect your subordinate's influence." This is decision making at a *group level*.   
**FALSE**

*Rationale: This is decision making at the individual level.*

9.*(p. 342)* "You share a problem with your subordinates at a meeting, where you obtain group members' ideas and suggestions. Then *you* make the decision, which may or may not reflect your subordinates' influence." This is decision making at a *group level*.   
**TRUE**

10.*(p. 343)* Decision *effectiveness* is the criterion to use if no values are attached to either time or development or if those values are unknown.   
**TRUE**

11.*(p. 343)* A decision process can have positive or negative effects on the energy and talent available for subsequent work.   
**TRUE**

12.*(p. 343)* Decision processes do not use time and energy if there is no time constraint.   
**FALSE**

*Rationale: Decision processes use time and energy, even in the absence of a time constraint.*

13.*(p. 343)* The extent to which the gains from participative leadership can be realized depends on the leader's ability to facilitate teamwork.   
**TRUE**

14.*(p. 343)* The original Vroom-Yetton model envisioned managers and subordinates being far enough away from each other to limit their interaction.   
**FALSE**

*Rationale: The original Vroom-Yetton model envisioned managers and subordinates located, of not in adjacent offices, at least close enough to one another so that interaction could take place relatively easily.*

15.*(p. 344)* The benefits that the Vroom-Yetton model predicted from joint decision making outweigh the costs of assembling far-flung managers in one central location.   
**FALSE**

*Rationale: The benefits of joint decision making may not outweigh the costs of assembling managers in a central location.*

16.*(p. 345)* In an increasingly interdependent world, it's important not to reach conclusions about a theory based solely on samples of domestic leaders.   
**TRUE**

17.*(p. 345)* In the Vroom-Jago model, time constraints are assumed not to exist.   
**TRUE**

18.*(p. 345)* Small-group judgments are generally more accurate than a single person's judgments.   
**TRUE**

19.*(p. 347)* One problem with the Vroom-Yetton model is that many work situations don't have a "yes" or "no" answer.   
**TRUE**

20.*(p. 347)* The causes of most subordinate behaviors are directly observable.   
**FALSE**

*Rationale: The causes of most subordinate behaviors are not directly observable; determining the cause requires perception.*

21.*(p. 348-349)* Research regarding the sex of the leader and the sex of the subordinate in the attributional model of leadership has been largely neglected.   
**TRUE**

22.*(p. 348)* A behavior unique to only one follower has low consensus.   
**TRUE**

23.*(p. 348)* The more a behavior is seen as being caused by the characteristics of a follower, the less likely the leader is to take some action toward the follower.   
**FALSE**

*Rationale: The more a behavior is seen as being caused by the characteristics of a follower, the more likely the leader is to take some action toward the follower.*

24.*(p. 348)* Attribution theory offers a framework for explaining leader behavior more insightfully than personal-behavior theories.   
**TRUE**

25.*(p. 349)* Researchers have concluded that the sex composition of the leader-subordinate dyad is too insignificant to warrant research.   
**FALSE**

*Rationale: Researchers have concluded that the sex composition of the leader-subordinate dyad is a critical variable in attributional research.*

26.*(p. 349)* People often develop positive attitudes toward objects that are instrumental in satisfying their needs.   
**TRUE**

27.*(p. 349)* If an organization rewards leaders based on the performance of followers, then leaders are likely to develop a positive attitude toward high-performing followers.   
**TRUE**

28.*(p. 349)* Follower performance can cause changes in a leader's emphasis on consideration and the structuring of behavior-performance relationships.   
**TRUE**

29.*(p. 349)* Japanese management techniques suggest that the reciprocal causation view has no validity.   
**FALSE**

*Rationale: Japanese management techniques suggest that the reciprocal causation view has some validity.*

30.*(p. 350)* Power that can't be clearly explained by logical means is called *charisma*.   
**TRUE**

31.*(p. 350)* Charismatic leadership behavior has not been precisely defined.   
**TRUE**

32.*(p. 351)* A charismatic leader nudges or orders people to share his/her views.   
**FALSE**

*Rationale: This is the behavior of a noncharismatic leader.*

33.*(p. 351)* Linking follower's goals with the organization's goals is harder if the followers are dissatisfied with the current situation.   
**FALSE**

*Rationale: Linking follower's goals with the organization's goals is easier if the followers are dissatisfied with the current situation.*

34.*(p. 352)* *Visionary* charismatic leaders communicate clearly what actions need to be taken and what their consequences will be.   
**FALSE**

*Rationale: Crisis-produced charismatic leaders communicate clearly what actions need to be taken and what their consequences will be.*

35.*(p. 353)* A crisis permits a leader to promote nontraditional actions by followers.   
**TRUE**

36.*(p. 353)* Our knowledge about charismatic leadership is still relatively abstract and ambiguous.   
**TRUE**

37.*(p. 354)* The transactional leadership approach is the opposite of the path-goal concept.   
**FALSE**

*Rationale: The transactional approach uses the path-goal concepts as its framework.*

38.*(p. 354)* The majority of workers in the United States believe that good pay is contingent on good performance.   
**FALSE**

*Rationale: A national sample showed that only 22 percent of the participants saw a direct relationship between how hard they worked and how much pay they received.*

39.*(p. 354)* With the *attribution* style of management, the leader relies on contingent rewards and on management by exception.   
**FALSE**

*Rationale: This is a description of the transactional style of leadership.*

40.*(p. 354)* When *contingent reinforcement* is used, followers exhibit an increase in satisfaction.   
**TRUE**

41.*(p. 354)* With management by exception, the leader will never be directly involved in the tasks being performed.   
**FALSE**

*Rationale: With management by exception, the leader will be involved when objectives aren't being accomplished.*

42.*(p. 357)* One of the most important characteristics of the *transformational leader* is charisma.   
**TRUE**

43.*(p. 357)* Charisma is a necessary ingredient of transformational leadership and is significant enough by itself to account for the transformational process.   
**FALSE**

*Rationale: Charisma is a necessary ingredient of transformational leadership, but by itself is not sufficient to account for the transformational process.*

44.*(p. 357)* The situational leadership approach suggests that the appropriate leadership behavior to use with followers who are able and willing to assume responsibility is coaching and assisting.   
**TRUE**

45.*(p. 358)* The need for independence neutralizes both relationship- and task-oriented leadership.   
**TRUE**

46.*(p. 358)* Close-knit, cohesive work groups neutralize relationship-oriented leadership, but not task-oriented leadership.   
**FALSE**

*Rationale: Close-knit, cohesive work groups neutralize both relationship- and task-oriented leadership.*

47.*(p. 360)* Leaders attribute followers' behavior to the person, the task or a unit set of circumstances called the *environment*.   
**FALSE**

*Rationale: Leaders attribute followers' behavior to the person, the task or a unit set of circumstances called the context.*

48.*(p. 360)* Charisma builds over time.   
**TRUE**

**Multiple Choice Questions**

49.*(p. 340)* According to the text, which of the following is the *least likely* to occur in work settings in the 21st century?   
A. Self-managed groups  
B. Self-leadership  
C. Contingency leadership  
**D.** No leaders will exist

50.*(p. 341)* When developing their model, Vroom and Yetton made all of the following assumptions *except*:   
A. No single leadership style is applicable to all situations.  
**B.** The leadership style used in one situation should constrain the styles used in other situations.  
C. A leader's primary focus should be the problem to be solved and the situation in which it occurs.  
D. Social processes influence the amount of participation by subordinates in problem solving

51.*(p. 343)* When critically important activities are not carried out because of time spent in meetings, the costs of these activities must be "traded off" against \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.   
A. The frequency of the meeting  
B. The social interaction of the group  
C. Future activities  
**D.** The benefits of the meeting

52.*(p. 346)* All of the following are aspects of the time-driven decision tree *except*:   
A. Quality requirements  
**B.** Management conflict  
C. Goal congruence  
D. Subordinate conflict

53.*(p. 346)* The first question that a manager should ask when using the Vroom-Jago decision-making model is:   
A. Is there conflict among subordinates over preferred solutions?  
B. Do subordinates have sufficient information?  
**C.** How important is the technical quality of this decision?  
D. Do subordinates share organizational goals?

54.*(p. 347)* \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ theory is concerned with the cognitive process by which a person interprets behavior as being caused by certain cues in the relevant environment.   
**A.** Attribution theory  
B. Charismatic leadership  
C. Situational leadership  
D. Transformational leadership

55.*(p. 347)* The \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ approach starts with the position that the leader is essentially an information processor.   
**A.** Attribution theory  
B. Charismatic leadership  
C. Situational leadership  
D. Transformational leadership

56.*(p. 347)* A leader who searches for informational cues as to why something is happening processes information in \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ order.   
A. Follower behavior–›leader behavior–›leader attributions  
B. Leader attributions–›follower behavior–›leader behavior  
**C.** Follower behavior–›leader attributions–›leader behavior  
D. Leader behavior–›leader attributions–›follower behavior

57.*(p. 347)* The leader's primary attributional task is to categorize the causes of follower behavior into all of the following dimensions *except*:   
A. Person  
**B.** Task  
C. Entity  
D. Context

58.*(p. 347-348)* When forming attributions about a follower's behavior, a leader should look for all of the following types of information *except*:   
**A.** Reliability  
B. Distinctiveness  
C. Consistency  
D. Consensus

59.*(p. 348)* All of the following are causal attributions of poor quality employee output *except*:   
A. Lack of ability  
B. Unfair deadlines  
C. Low effort  
**D.** Reprimand

60.*(p. 348)* The \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ leadership theory attempts to explain why behaviors are happening.   
**A.** Attribution  
B. Charismatic  
C. Situational  
D. Transformational

61.*(p. 349)* Sam Walton, founder of Wal-Mart stores, often told his employees that \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ must be the first, second and third priority if the firm was to be the top retailer.   
A. Cost savings  
**B.** Customer service  
C. Product variety  
D. Location

62.*(p. 349)* When a leader's behavior causes a follower's behavior and vice-versa, the relationship is known as \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.   
A. Situational leadership  
**B.** Reciprocal causation  
C. Role exchange  
D. Charismatic leadership

63.*(p. 350)* The charismatic leader uses \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ to instill within followers the belief that they can achieve the vision.   
A. Monetary rewards  
B. Speeches  
**C.** Praise  
D. Repetition

64.*(p. 350)* During what stage does a charismatic leader communicate a vision, articulate the status quo as unacceptable and the vision as the most attractive alternative?   
A. Stage one  
**B.** Stage two  
C. Stage three  
D. Stage four

65.*(p. 350)* During what stage does a charismatic leader build trust through technical expertise, personal risk taking, self-sacrifice and unconventional behavior?   
A. Stage one  
B. Stage two  
**C.** Stage three  
D. Stage four

66.*(p. 350)* During what stage does a charismatic leader demonstrate the means to achieve the vision through role modeling, empowerment and unconventional tactics?   
A. Stage one  
B. Stage two  
C. Stage three  
**D.** Stage four

67.*(p. 351)* The two types of charismatic leaders identified in the text are \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.   
A. Situational-based and punitive  
B. Visionary and situational-based  
**C.** Visionary and crisis-based  
D. Magnanimous and punitive

68.*(p. 351)* Which of the following characteristics is true for a non-charismatic leader?   
A. Essentially opposed to status quo and strives to change it  
B. Expert in using unconventional means to transcend the existing order  
**C.** Egalitarian, consensus-seeking or directive  
D. Transforms people to share the radical changes advocated

69.*(p. 353)* Evidence suggests that charismatic leaders can secure greater commitment to \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ goals than can the average leader.   
A. Failing  
B. Personally demeaning  
C. Tragic  
**D.** All of the choices are correct

70.*(p. 353)* In a transactional leadership situation, which of the following occurs first?   
A. The leader clarifies the follower's role  
B. The follower feels confidence in meeting role requirements  
C. The follower recognizes the value of designated outcomes  
**D.** The leader recognizes what the follower needs

71.*(p. 354)* \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ leadership is not often found in organizational settings.   
A. Attribution  
**B.** Transactional  
C. Situational  
D. Transformational

72.*(p. 354)* The \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ leader motivates followers to work for achievement and self-actualization instead of security.   
A. Attribution  
B. Charismatic  
C. Situational  
**D.** Transformational

73.*(p. 354)* \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ leadership is the ability to inspire and motivate followers to achieve results greater than originally planned and to do so for internal rewards.   
A. Charismatic  
**B.** Transformational  
C. Transactional  
D. Attribution

74.*(p. 354)* In order to achieve their vision, transformational leaders will overhaul the entire \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ of an organization.   
A. Philosophy  
B. System  
C. Culture  
**D.** All of the choices are correct

75.*(p. 356)* A superhero CEO generally does all of the following *except*:   
**A.** Adds strong potential successors to the management team  
B. Takes responsibility for failures  
C. Sacrifices their own gain for the gain of the company  
D. Never blames other people, external factors or bad luck

76.*(p. 357)* All of the following neutralize task-oriented leadership *except*:   
A. Methodically invariant tasks  
B. Highly specified and active advisory and staff functions  
**C.** Intrinsically satisfying jobs  
D. Close-knit, cohesive work groups

77.*(p. 359)* The Vroom and Jago leadership model suggests that the amount of subordinate participation depends on all of the following *except*:   
**A.** The cost of making a poor decision  
B. The extent to which the job is structured  
C. Whether a quality decision is needed  
D. Whether acceptance by subordinates is needed to implement the decision

78.*(p. 359)* Anne M. Mulcahy, CEO of Xerox, used all of the following strategies to turn the company around *except*:   
A. Constantly innovate  
**B.** Plan nothing  
C. Listen to others  
D. State a clear vision

79.*(p. 360)* There are two types of \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ leaders; one who articulates a vision and one who exercises leadership in a crisis situation.   
A. Attributional  
**B.** Charismatic  
C. Situational  
D. Transformational

80.*(p. 360)* Which of the following is *not* one of the main characteristics of transformational leadership?   
A. Charisma  
B. Individual attention to followers  
C. Intellectual stimulation of followers  
**D.** A high degree of technical knowledge

**Fill in the Blank Questions**

81.*(p. 340)* Gore's four guiding principles are *fairness*, *freedom*, *commitment* and \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.   
**discretion**

82.*(p. 342)* DEff is dependent on decision *quality* and decision \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.   
**commitment**

83.*(p. 342)* Complete this formula: DEff = DQual + DComm – \_\_\_\_\_\_\_\_\_\_.   
**DTP**

84.*(p. 344)* Met Life's managers recommend that team leadership be divided into two roles: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ and facilitator.   
**client**

85.*(p. 349)* In \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ causation, leader behavior causes follower behavior and follower behavior causes leader behavior.   
**reciprocal**

**Short Answer Questions**

86.*(p. 348)* Name five common behaviors that leaders may direct toward followers in response to the causal attribution of poor quality.

Any five of the following: reprimand, transfer, demotion, job redesign, personal concern, training.

87.*(p. 356)* Explain how one would manage by exception.

The leader permits followers to work on the task and doesn't intervene unless goals aren't being met in a reasonable time and at a reasonable cost.

**Essay Questions**

88.*(p. 339)* What steps can the Federal Reserve take to help stabilize the improve overall health of the U.S. economy?

The Federal Reserve can lower the interest rates charged to banks on interbank loans, support the value of the U.S. dollar and coordinate action with other central banks from major trading partners. Other answers that are not listed in the text may also be correct, such as capping the amount of interest that can be charged on credit card debt or limiting the amount that can be charged as "late fees."

89.*(p. 344)* Facilitators have four basic responsibilities. What are they?

(1) Helping other team members keep time commitments. (2) Keeping group members on track. (3) Remaining neutral about the meeting's content. (4) Clarifying group members' ideas and making sure other members' ideas are protected from attack.

90.*(p. 352)* What actions did the management team at Johnson & Johnson take when informed that an unknown number of Extra Strength Tylenol capsules had been laces with cyanide?

They recalled 31 million bottles of Tylenol; disclosed information about the tampering to the media in order to alert the public; sent scientists to the Chicago area to pinpoint the exact locations and/or manufacturing sites in which the tampering took place; took out full-page newspaper ads in 300 markets offering to switch Tylenol capsules for tablets; and introduced new tamperproof bottles to the market.

91.*(p. 354)* A national sample of U.S. workers showed that only 22 percent perceived a direct relationship between how hard they worked and how much pay they received. What could cause such a low recognition of the link between output and paycheck?

There are probably a number of reasons, such as unreliable performance appraisal systems, subjectively administered rewards, poor management skills in showing employees the pay-performance link, conditions outside a manager's control and rewards that are perceived by followers as meaningful or important.

92.*(p. 355-356)* Bass identified five factors that are attributed to transformational leaders. What are they?

Charisma, individual attention, intellectual stimulation, contingent reward and management by exception.

**Multiple Choice Questions**

93.*(p. 356)* According to Jim Collins, author of *Good to Great*, how many levels of executives are there on a scale of good to great?   
A. Three  
B. Five  
C. Seven  
**D.** Ten

**Essay Questions**

94.*(p. 357)* In addition to charisma, what abilities and skills must transformational leaders have in order to achieve their vision?

In addition to charisma, transformational leaders need assessment skills, communication abilities, a sensitivity to others, the ability to articulate their vision and sensitivity to the skill deficiencies of followers.

95.*(p. 359)* What advice did David A. Brandon, chairman and chief executive of Domino's Pizza, give for being a good leader?

He said to be a coach and a teacher; lead by example; articulate a vision; find out how other people want to be treated and them treat them that way; build a great team; surround yourself with people who are smarter than you; study effective leaders; read what they write; listen to them speak; observe what they do right and emulate them; observe what they do wrong and avoid their mistakes.

96.*(p. 359)* Anne M. Mulcachy, CEO of Xerox, received leadership help from a prominent Dallas businessman who said that she reminded him of a farmer whose cow had gotten stuck in a ditch. What three things did he say she needed to do?

He said to (a) get the cow out of the ditch, (b) find out how the cow got into the ditch and (c) do whatever it takes to keep the cow from getting in the ditch again.

97.*(p. N/A)* What type of leader do you think you are most likely to be... charismatic, transformational, attributional or transactional? Why?

Student answers will vary.

98.*(p. N/A)* Think back to a manager or leader that you've had in the past. What management qualities did you like most about this person and which did you like the least?

Student answers will vary.

**Matching Questions**

99.*(p. 351)* Match the type of leader to the appropriate statement.

|  |  |  |
| --- | --- | --- |
| 1. Non-charismatic leader | Strong articulation of future vision and motivation to lead. | **3** |
| 2. Non-charismatic leader | Essentially agrees with status quo and strives to maintain it. | **1** |
| 3. Charismatic leader | Egalitarian, consensus-seeking or directive. | **1** |
| 4. Non-charismatic leader | Transforms people to share the radical changes advocated. | **3** |
| 5. Charismatic leader | Goal not too discrepant from status quo. | **1** |
| 6. Non-charismatic leader | Shared perspective makes him/her likable. | **1** |
| 7. Non-charismatic leader | Personal power based on expertise, respect and admiration for a unique hero. | **3** |
| 8. Charismatic leader | Nudges or orders people to share his/her views. | **1** |

100.*(p. 358)* Match the subordinate, task or organizational characteristic to the type(s) of leadership that it neutralizes.

|  |  |  |
| --- | --- | --- |
| 1. Neutralizes task-oriented leadership | Indifference toward organizational goals | **4** |
| 2. Neutralizes task-oriented leadership | Ability, experience, training, knowledge | **1** |
| 3. Neutralizes task-oriented leadership | Indifference toward organizational goals | **1** |
| 4. Neutralizes relationship-oriented leadership | Unambiguous and routine tasks | **1** |
| 5. Neutralizes task-oriented leadership | Intrinsically satisfying work | **4** |
| 6. Neutralizes relationship-oriented leadership | Spatial distance between superior and subordinates | **1** |
| 7. Neutralizes relationship-oriented leadership | Inflexibility (rigid, unbending rules and procedures) | **1** |
| 8. Neutralizes relationship-oriented leadership | Organizational rewards not within the leader's control | **4** |
| 9. Neutralizes task-oriented leadership | Organizational rewards not within the leader's control | **1** |
| 10. Neutralizes task-oriented leadership | "Professional" orientation | **4** |
| 11. Neutralizes task-oriented leadership | "Professional" orientation | **1** |