**Chapter 1: The Nature of Leadership**

1. What is the best explanation for so many different definitions of leadership?

a. scholarly nitpicking about trivial issues

b. disagreement about what should be included in the definition

c. little opportunity for rigorous scientific analysis

d. leadership is a very old topic with centuries of definitions

Answer: b.

2. What is the most common element in definitions of leadership?

a. leadership is an authority relationship

b. leadership is the ability to make good decisions

c. leadership is an attribution made by followers

d. leadership is an influence process

Answer: d.

3. Definitions of leadership:

a. are usually derived by systematic observation of leaders

b. are only minor variations of the same general description

c. are important for designing and interpreting research

d. are pointless because there is no basis for their verification

Answer: c.

4. What process is emphasized in the definition of leadership proposed by Yukl?

a. influencing followers to have complete trust in the leader

b. motivating followers to do more than they initially expected

c. empowering each follower to become self reliant

d. facilitating collective efforts to accomplish shared objectives

Answer: d.

5. Leadership effectiveness is best assessed:

a. by evaluations from the leader’s boss

b. by subordinate evaluations of the leader

c. by a variety of subjective and objective criteria

d. by objective indicators of group performance

Answer: c.

6. Most leadership theories emphasize:

a. leader characteristics

b. follower characteristics

c. both leader and follower characteristics

d. characteristics of the leadership situation

Answer: a.

7. What aspect of leadership has been emphasized most often in leadership theories and research during the past half century?

a. leader traits and skills

b. leadership behavior

c. leader power and authority

d. the leadership situation

Answer: b.

8. What level of leadership processes is emphasized in most theories of effective leadership?

a. intra-individual

b. dyadic

c. group

d. organizational

Answer: b.

9. A theory that identifies the essential behaviors for any type of leader is best classified as:

a. descriptive and universal

b. prescriptive and universal

c. descriptive and situational

d. prescriptive and situational

Answer: b.

10. A theory that emphasizes leader traits and skills as determinants of leadership behavior is best categorized at what level?

a. individual

b. dyadic

c. group

d. organizational

Answer: a.

11. A theory that explains the most effective pattern of leadership behavior in a specified situation is best classified as:

a. descriptive

b. prescriptive

c. universal

d. comprehensive

Answer: b.

12. A theory that describes how changes by top management in the structure and culture of an organization affect the behavior of employees is best described as a:

a. prescriptive theory

b. hierarchical theory

c. multi-level theory

d. complexity theory

Answer: c.

13. Most of the leadership theory and research has described:

a. direct leadership

b. ethical leadership

c. informal leadership

d. toxic leadership

Answer: a.

14. A leadership theory that describes relationships among leader traits, behavior, influence processes, outcomes, and situational variables is best classified as:

a. descriptive

b. integrative

c. comprehensive

d. universal

Answer: b.

15. Which is the least accurate statement about the outcomes of leadership actions?

a. immediate and delayed outcomes are usually consistent with each other

b. immediate outcomes are easier to predict than end-result outcomes

c. immediate and delayed outcomes are usually interrelated in complex causal chains

d. end-result outcomes are less useful as criteria of leadership effectiveness

Answer: a.

16. Which statement about leaders and managers is most accurate according to Yukl?

a. managers and leaders are different types of people

b. managing and leading are mutually exclusive and unrelated

c. managing is not important for effective leadership

d. leadership is important for the success of most managers

Answer: d.

**Chapter 2: The Nature of Managerial Work**

1. Which was not found in most descriptive research on managerial activities?

a. the content of managerial work is varied and fragmented

b. the pace of managerial work is hectic and unrelenting

c. much time is spent on reflective activities such as planning

d. many interactions involve peers or outsiders

Answer: c.

2. The descriptive research found that a network of contacts and cooperative relationships is especially important to:

a. motivate subordinates

b. implement change

c. improve time management

d. identify quality problems in the work

Answer: b.

3. Which was not found by most descriptive research on decision processes in organizations?

a. most major decisions are made in an orderly, rational manner

b. decision processes are prolonged for important decisions

c. decision processes are often affected by organizational politics

d. major decisions may involve a series of small, incremental choices

Answer: a.

4. Planning in organizations is usually:

a. formal and detailed

b. formal and flexible

c. informal and detailed

d. informal and flexible

Answer: d.

5. Which type of managerial role usually requires the most time and attention?

a. entrepreneur

b. spokesperson

c. disturbance handler

d. negotiator

Answer: c.

6. Which of the following was not a recommendation for managers with regard to role expectations?

a. understand the role expectations others have for them

b. influence the role expectations others have for them

c. disregard inconsistent role expectations others have for them

d. reconcile inconsistent role expectations others have for them

Answer: c.

7. According to Stewart, which of the following statements is not correct?

a. demands and constraints are essentially the same for most managerial jobs

b. managerial behavior is strongly influenced by demands and constraints

c. role conflicts are caused by incompatible demands from different people

d. demands and constraints depend in part on a manager’s perceptions

Answer: a.

8. In comparison to low-level managers, most top executives:

a. are more focused on solving immediate problems

b. are more autocratic in their decision making

c. have a stronger concern about efficiency

d. have a longer time perspective

Answer: d.

9. Managers in large units are most likely to:

a. use less delegation

b. use group decision making more often

c. spend more time planning and coordinating

d. provide more coaching

Answer: c.

10. In a crisis situation, effective leaders are likely to:

a. consult with subordinates

b. reduce their exposure

c. act more considerate

d. act more decisive

Answer: d.

11. The primary management function in the initial stage of the organizational life cycle is:

a. coordinating work activities

b. obtaining resources

c. increasing member motivation

d. improving efficiency

Answer: b.

12. The descriptive research shows that effective managers are likely to:

a. carefully study each possible option before acting

b. experiment with innovative ideas and approaches

c. get authorization from the boss before taking any action

d. get all the concerned parties to agree before taking action

Answer: b.

13. To improve problem solving, it was recommended that managers should:

a. concentrate on solving the easy problems first

b. concentrate on solving the most difficult problems first

c. deal with a problem as soon as it is discovered

d. look for ways to solve related problems at the same time

Answer: d.

14. Which of the following was not mentioned as a reason for changes in managerial work?

a. human nature

b. globalization

c. cultural diversity of employees

d. communication technology

Answer: a.

15. Which of the following was not a recommendation for effective time management?

a. determine how much time is spent on different activities

b. eliminate activities that require a lot of time

c. plan daily and weekly activities

d. avoid procrastination

Answer: b.

16. Which of the following is not one of the recommended guidelines for time management by leaders?

a. Analyze how you have been using your time

b. Determine the important objectives to be accomplished

c. Use multi-tasking to conduct important activities

d. Plan daily and weekly activities in advance

Answer: c.