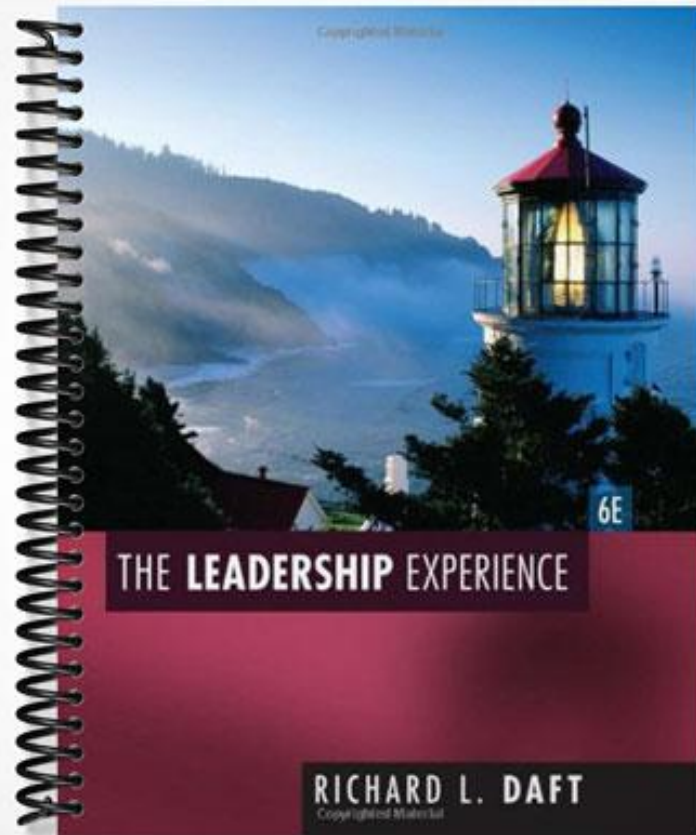# TEST BANK

THE **LEADERSHIP** EXPERIENCE

6E

RICHARD L. **DAFT**

1. The contingency approach to leadership sought to identify the traits leaders possessed that distinguished them from people who were not leaders.
   a. **True**
   b. False

ANSWER:	False
RATIONALE:	The Great Man approach sought to identify the traits leaders possessed that distinguished them from people who were not leaders. Research early in the twentieth century examined leaders who had achieved a level of greatuess and hence became known as the Great Man approach.
POINTS:	1
DIFFICULTY:	Easy
REFERENCES:	p.36
LEARNING OBJECTIVES:	LEAD.DAFT.l5.02.01
NATIONAL STANDARDS:	United States- BUSPROG: Reflective Thiniking- BUSPROG: Reflective Thinking
STATE STANDARDS:	United States - AK- DISC: Leadership Principles
TOPICS:	The Trait Approach
KEYWORDS:	Bloom's: Comprehension
NOTES:	Digital story: Connect

2. A few traits typically considered highly important for leadership are optimism, self-confidence, honesty and integrity, and drive.
   a. **True**
   b. False

ANSWER:	True
RATIONALE:	Many researchers still contend that some traits are essential to effective leadership, but only in combination with other factors. A few traits typically considered highly important for leadership are optimism, self-confidence, honesty and integrity, and drive.
POINTS:	1
DIFFICULTY:	Easy
REFERENCES:	p. 38
LEARNING OBJECTIVES:	LEAD.DAFT.l5.02.01
NATIONAL STANDARDS:	United States- BUSPROG: Reflective Thiniking- BUSPROG: Reflective Thinking
STATE STANDARDS:	United States - AK- DISC: Leadership Principles
TOPICS:	The Trait Approach
KEYWORDS:	Bloom's: Knowledge
NOTES:	Digital story: Engage

3. Leaders at all levels need some degree of optimism to see possibilities and rally people around a vision for a better tomorrow.
   a. True
   b. False

ANSWER:	True
RATIONALE:	Leaders at all levels need some degree of optimism to see possibilities even through the thickest fog and rally people around a vision for a better tomorrow. Optimism refers to a tendency to see the positive side of things and expect that things will tum out well.
POINTS:	▮
DIFFICULTY:	Moderate
REFERENCES:	p. 38
LEARNING OBJECTIVES:	LEAD.DAFT.l5.02.0 I
NATIONAL STANDARDS:	United States- BUSPROG: Reflective Thiniking- BUSPROG: Reflective Thinking
STATE STANDARDS:	United States - AK- DISC: Leadership Principles
TOPICS:	The Trait Approach
KEYWORDS:	Bloom's: Knowledge
NOTES:	Digital story: Engage

4. Self-confidence doesn't mean being arrogant and prideful but rather knowing and trusting in oneself.
   a. True
   b. False

ANSWER:	True
RATIONALE:	Leaders who know themselves develop self-confidence, which is general assurance in one's own judgments, decision making, ideas, and capabilities. Selfconfidence doesn't mean being arrogant and prideful but rather knowing and trusting in oneself.
POINTS:	▮
DIFFICULTY:	Easy
REFERENCES:	p. 38
LEARNING OBJECTIVES:	LEAD.DAFT.l5.02.0 I
NATIONAL STANDARDS:	United States- BUSPROG: Reflective Thiniking- BUSPROG: Reflective Thinking
STATE STANDARDS:	United States - AK- DISC: Leadership Principles
TOPICS:	The Trait Approach
KEYWORDS:	Bloom's: Knowledge
NOTES:	Digital story: Engage

5. The myth of a "complete leader" can cause stress and frustration for leaders and followers, as well as damage to the organization.

   a. True

   b. False

ANSWER:	True
RATIONALE:	Some people tend to think a leader should have a complete set of skills, characteristics, and abilities to handle any problem, challenge, or opportunity that comes along. This myth of the "complete leader" can cause stress and frustration for leaders and followers, as well as damage to the organization.
POINTS:	▮
DIFFICULTY:	Moderate
REFERENCES:	p.41
LEARNING OBJECTIVES:	LEAD.DAFT.l5.02.02
NATIONAL STANDARDS:	United States- BUSPROG: Reflective Thiniking- BUSPROG: Reflective Thinking
STATE STANDARDS:	United States - AK- DISC: Leadership Principles
TOPICS:	Know Your Strengths
KEYWORDS:	Bloom's: Comprehension
NOTES:	Digital story: Connect

6. Talent arises from a strength that has been supported and reinforced with knowledge and skills.

   a. True

   b. False

ANSWER:	False
RATIONALE:	A strength arises from a natural talent that has been supported and reinforced with knowledge and skills. Talents can be thought of as innate traits and naturally recurring patterns of thought, feeling, and behavior.
POINTS:	▮
DIFFICULTY:	Easy
REFERENCES:	p.41
LEARNING OBJECTIVES:	LEAD.DAFT.l5.02.02
NATIONAL STANDARDS:	United States- BUSPROG: Reflective Thiniking- BUSPROG: Reflective Thinking
STATE STANDARDS:	United States - AK- DISC: Leadership Principles
TOPICS:	Know Your Strengths
KEYWORDS:	Bloom's: Knowledge
NOTES:	Digital story: Engage

7. People excel in life by fixing their weaknesses, not by maximizing their strengths.

   a. True

   b. False

ANSWER:	False
RATIONALE:	People excel in life by maximizing their strengths, not by fixing their weaknesses. When they live and work from their strengths, they are more motivated, competent, and satisfied.
POINTS:	1
DIFFICULTY:	Moderate
REFERENCES:	p.42
LEARNING OBJECTIVES:	LEAD.DAFT.15.02.02
NATIONAL STANDARDS:	United States- BUSPROG: Reflective Thiniking- BUSPROG: Reflective Thinking
STATE STANDARDS:	United States - AK- DISC: Leadership Principles
TOPICS:	Know Your Strengths
KEYWORDS:	Bloom's: Comprehension
NOTES:	Digital story: Connect

8. In the operational leadership role, an executive does not have direct control over people and resources to accomplish results.

   a. True

   b. False

ANSWER:	False
RATIONALE:	The operational role, a type of leadership role, is the closest to a traditional, vertically oriented management role, where an executive has direct control over people and resources to accomplish results.
POINTS:	1
DIFFICULTY:	Easy
REFERENCES:	p.42
LEARNING OBJECTIVES:	LEAD.DAFT.15.02.03
NATIONAL STANDARDS:	United States- BUSPROG: Reflective Thiniking- BUSPROG: Reflective Thinking
STATE STANDARDS:	United States - AK- DISC: Leadership Principles
TOPICS:	Know Your Strengths
KEYWORDS:	Bloom's: Knowledge
NOTES:	Digital story: Engage

9. With respect to the three types of leadership roles, leaders in collaborative roles typically don't have the strong position power of the operational role.
   a. True
   b. False

ANSWER:	True
RATIONALE:	Leaders in collaborative roles typically don't have the strong position power of the operational role. They often work behind the scenes, using their personal power to influence others and get things done.
POINTS:	1
DIFFICULTY:	Easy
REFERENCES:	p.43
LEARNING OBJECTIVES:	LEAD.DAFT.15.02.03
NATIONAL STANDARDS:	United States- BUSPROG: Reflective Thiniking- BUSPROG: Reflective Thinking
STATE STANDARDS:	United States - AK- DISC: Leadership Principles
TOPICS:	Know Your Strengths
KEYWORDS:	Bloom's: Comprehension
NOTES:	Digital story: Connect

10. Leaders in an advisory role are responsible for developing broad organizational capabilities rather than accomplishing specific business results.
    a. True
    b. False

ANSWER:	True
RATIONALE:	Leaders in an advisory role provide guidance and support to other people and departments in the organization. These leaders are responsible for developing broad organizational capabilities rather than accomplishing specific business results.
POINTS:	1
DIFFICULTY:	Easy
REFERENCES:	p.43
LEARNING OBJECTIVES:	LEAD.DAFT.15.02.03
NATIONAL STANDARDS:	United States- BUSPROG: Reflective Thiniking- BUSPROG: Reflective Thinking
STATE STANDARDS:	United States - AK- DISC: Leadership Principles
TOPICS:	Know Your Strengths
KEYWORDS:	Bloom's: Knowledge
NOTES:	Digital story: Engage

11. A democratic leader is one who tends to centralize authority and derive power from position.

   a. True

   b. False

ANSWER:	False
RATIONALE:	An autocratic leader is one who tends to centralize authority and derive power from position, control of rewards, and coercion.
POINTS:	1
DIFFICULTY:	Easy
REFERENCES:	p.44
LEARNING OBJECTIVES:	LEAD.DAFT.l5.02.04
NATIONAL STANDARDS:	United States- BUSPROG: Reflective Thiniking- BUSPROG: Reflective Thinking
STATE STANDARDS:	United States - AK- DISC: Leadership Principles
TOPICS:	Behavior Approaches
KEYWORDS:	Bloom's: Knowledge
NOTES:	Digital story: Engage

12. Consideration describes the extent to which a leader cares about subordinates, respects their ideas and feelings, and establishes mutual trust.

   a. True

   b. False

ANSWER:	True
RATIONALE:	Consideration describes the extent to which a leader cares about subordinates, respects their ideas and feelings, and establishes mutual trust. Showing appreciation, listening carefully to problems, and seeking input from subordinates regarding important decisions are all examples of consideration behaviors.
POINTS:	1
DIFFICULTY:	Easy
REFERENCES:	p.46
LEARNING OBJECTIVES:	LEAD.DAFT.l5.02.04
NATIONAL STANDARDS:	United States- BUSPROG: Reflective Thiniking- BUSPROG: Reflective Thinking
STATE STANDARDS:	United States - AK- DISC: Leadership Principles
TOPICS:	Behavior Approaches
KEYWORDS:	Bloom's: Knowledge
NOTES:	Digital story: Engage

13. Task-oriented leadership behaviors include giving time and encouragement.
  a. True
  b. False

ANSWER:	False
RATIONALE:	Refer to Exhibit 2.5. People-oriented leadership behaviors include giving time and encouragement, acknowledging accomplishments, respecting people, being positive, showing acceptance and compassion, and displaying trust.
POINTS:	1
DIFFICULTY:	Easy
REFERENCES:	p. 51
LEARNING OBJECTIVES:	LEAD.DAFT.l5.02.05
NATIONAL STANDARDS:	United States- BUSPROG: Reflective Thiniking- BUSPROG: Reflective Thinking
STATE STANDARDS:	United States - AK- DISC: Leadership Principles
TOPICS:	Behavior Approaches
KEYWORDS:	Bloom's: Knowledge
NOTES:	Digital story: Engage

14. The first stage of research in the area of individualized leadership explored whether leaders could intentionally develop partnerships with each group member.
  a. True
  b. False

ANSWER:	False
RATIONALE:	The third stage of research on individualized leadership explored whether leaders could intentionally develop partnerships with each group member.
POINTS:	1
DIFFICULTY:	Easy
REFERENCES:	p.52
LEARNING OBJECTIVES:	LEAD.DAFT.l5.02.06
NATIONAL STANDARDS:	United States- BUSPROG: Reflective Thiniking- BUSPROG: Reflective Thinking
STATE STANDARDS:	United States - AK- DISC: Leadership Principles
TOPICS:	Individualized Leadership
KEYWORDS:	Bloom's: Knowledge
NOTES:	Digital story: Engage

15. Entrepreneurial leaders are more concerned with maintaining the status quo than with innovation and creativity.
    a. True
    b. False

ANSWER:	False
RATIONALE:	Entrepreneurial leaders are drawn to new opportunities and are more concerned with innovation, creativity, and creating new processes than with maintaining the status quo.
POINTS:	**1**
DIFFICULTY:	Easy
REFERENCES:	p.55
LEARNING OBJECTIVES:	LEAD.DAFT.l5.02.07
NATIONAL STANDARDS:	United States- BUSPROG: Reflective Thiniking- BUSPROG: Reflective Thinking
STATE STANDARDS:	United States - AK- DISC: Leadership Principles
TOPICS:	Entrepreneurial Traits and Behaviors
KEYWORDS:	Bloom's: Knowledge
NOTES:	Digital story: Engage

16. In the context of the trait approach to leadership, the diversity of traits that effective leaders possess indicates that:
    a. leadership includes grasping diverse points of view and leaving everybody satisfied.
    b. leadership ability is not a genetic endowment.
    c. leadership ability cannot be acquired without a complete set of skills.
    d. leadership includes being prideful and arrogant.

ANSWER:	b
RATIONALE:	According to the trait approach to leadership, the diversity of traits that effective leaders possess indicates that leadership ability is not a genetic endowment. Generally, research found only a weak relationship between personal traits and leader success.
POINTS:	**1**
DIFFICULTY:	Moderate
REFERENCES:	p.36
LEARNING OBJECTIVES:	LEAD.DAFT.l5.02.0**1**
NATIONAL STANDARDS:	United States- BUSPROG: Reflective Thiniking- BUSPROG: Reflective Thinking
STATE STANDARDS:	United States - AK- DISC: Leadership Principles
TOPICS:	The Trait Approach
KEYWORDS:	Bloom's: Comprehension
NOTES:	Digital story: Connect

17. According to the trait approach to leadership, which of the following is categorized as a social characteristic of leaders?
    a. Optimism
    b. Knowledge
    c. Cooperativeness
    d. Humility

ANSWER:	c
RATIONALE:	Exhibit 2.1 presents some of the traits and their respective categories that have been identified through trait research over the years. Social characteristics include sociability, interpersonal skills, cooperativeness, ability to enlist cooperation, tact, and diplomacy.
POINTS:	1
DIFFICULTY:	Easy
REFERENCES:	p. 38
LEARNING OBJECTIVES:	LEAD.DAFT.l5.02.01
NATIONAL STANDARDS:	United States- BUSPROG: Reflective Thiniking- BUSPROG: Reflective Thinking
STATE STANDARDS:	United States - AK- DISC: Leadership Principles
TOPICS:	The Trait Approach
KEYWORDS:	Bloom's: Knowledge
NOTES:	Digital story: Engage

18. _____refers to a tendency to see the positive side of things and expect that things will tum out well.
    a. Integrity
    b. Honesty
    c. Drive
    d. Optimism

ANSWER:	d
RATIONALE:	Optimism refers to a tendency to see the positive side of things and expect that things will tum out well. Numerous surveys indicate that optimism is the single characteristic most common to top executives.
POINTS:	1
DIFFICULTY:	Easy
REFERENCES:	p. 38
LEARNING OBJECTIVES:	LEAD.DAFT.l5.02.01
NATIONAL STANDARDS:	United States- BUSPROG: Reflective Thiniking- BUSPROG: Reflective Thinking
STATE STANDARDS:	United States - AK- DISC: Leadership Principles
TOPICS:	The Trait Approach
KEYWORDS:	Bloom's: Knowledge
NOTES:	Digital story: Engage

19. Which of the following statements is true of self-confidence?

    a. It includes being arrogant and prideful.

    b. It causes one to become jaded and pessimistic.

    c. It involves managing competing points of view.

    d. It includes knowing and trusting in oneself.

ANSWER:	d
RATIONALE:	Leaders who know themselves develop self-confidence, which is general assurance in one's own judgments, decision making, ideas, and capabilities. Self-confidence doesn't mean being arrogant and prideful but rather knowing and trusting in oneself.
POINTS:	1
DIFFICULTY:	Moderate
REFERENCES:	p. 38
LEARNING OBJECTIVES:	LEAD.DAFT.l5.02.01
NATIONAL STANDARDS:	United States- BUSPROG: Reflective Thiniking- BUSPROG: Reflective Thinking
STATE STANDARDS:	United States - AK- DISC: Leadership Principles
TOPICS:	The Trait Approach
KEYWORDS:	Bloom's: Comprehension
NOTES:	Digital story: Connect

20. People in organizations rise to the top because they:

    a. refrain from creating hopes that things will tum out well.

    b. have the ability to identity problems.

    c. can instill in others a sense of hope for the future.

    d. are always cautious when interpreting situations.

ANSWER:	c
RATIONALE:	People in organization rise to the top because they have the ability to see opportunities where others see problems and can instill in others a sense of hope for the future. Numerous surveys indicate that optimism is the single characteristic most common to top executives.
POINTS:	1
DIFFICULTY:	Moderate
REFERENCES:	p. 38
LEARNING OBJECTIVES:	LEAD.DAFT.l5.02.01
NATIONAL STANDARDS:	United States- BUSPROG: Reflective Thiniking- BUSPROG: Reflective Thinking
STATE STANDARDS:	United States - AK- DISC: Leadership Principles
TOPICS:	The Trait Approach
KEYWORDS:	Bloom's: Comprehension
NOTES:	Digital story: Connect

21. Which of the following is an important aspect that should be kept in mind by active leaders?
    a. Uniform thinking should be encouraged among employees.
    b. Decision making should be avoided if adequate information is not available.
    c. Setbacks have to be managed with a pessimistic mindset.
    d. Competing points of view have to be managed, with some people left unsatisfied.

ANSWER:	d
RATIONALE:	Leaders initiate change, and they often must make decisions without adequate information. Competing points of view have to be managed, with some people left unsatisfied.
POINTS:	▌
DIFFICULTY:	Moderate
REFERENCES:	p.39
LEARNING OBJECTIVES:	LEAD.DAFT.l5.02.0I
NATIONAL STANDARDS:	United States- BUSPROG: Reflective Thiniking- BUSPROG: Reflective Thinking
STATE STANDARDS:	United States - AK- DISC: Leadership Principles
TOPICS:	The Trait Approach
KEYWORDS:	Bloom's: Comprehension
NOTES:	Digital story: Connect

22. Which of the following statements is true of drive?
    a. Leaders with drive tend to be less ambitious.
    b. Leaders with drive seek achievement and have energy.
    c. Drive refers to truthfulness and nondeception.
    d. Drive is the foundation of trust between leaders and followers.

ANSWER:	b
RATIONALE:	Drive refers to high motivation that creates a high effort level by a leader. Leaders with drive seek achievement, have energy and tenacity, and are frequently perceived as ambitious.
POINTS:	▌
DIFFICULTY:	Moderate
REFERENCES:	p.40
LEARNING OBJECTIVES:	LEAD.DAFT.l5.02.0I
NATIONAL STANDARDS:	United States- BUSPROG: Reflective Thiniking- BUSPROG: Reflective Thinking
STATE STANDARDS:	United States - AK- DISC: Leadership Principles
TOPICS:	The Trait Approach
KEYWORDS:	Bloom's: Comprehension
NOTES:	Digital story: Connect

23. Which of the following statements is true of honesty?

    a. It refers to high motivation that creates a high effort level by a leader.

    b. It implies an openness that followers welcome.

    c. It helps leaders interpret situations in more conservative ways.

    d. It includes a complete set of skills and characteristics to handle any problem.

ANSWER:	b
RATIONALE:	Honesty refers to truthfulness and nondeception. It implies an openness that followers welcome.
POINTS:	▌
DIFFICULTY:	Moderate
REFERENCES:	p.40
LEARNING OBJECTIVES:	LEAD.DAFT.l5.02.0I
NATIONAL STANDARDS:	United States- BUSPROG: Reflective Thiniking- BUSPROG: Reflective Thinking
STATE STANDARDS:	United States - AK- DISC: Leadership Principles
TOPICS:	The Trait Approach
KEYWORDS:	Bloom's: Comprehension
NOTES:	Digital story: Connect

24. Which of the following statements is true of talents?

    a. Talents include having a complete set of skills and abilities to handle any problem.

    b. Talents can be turned into strengths by consciously enhancing them.

    c. Talents are not mere aspects of one's potential.

    d. Talents arise from natural strengths.

ANSWER:	b
RATIONALE:	Talents can be thought of as innate traits and naturally recurring patterns of thought, feeling, and behavior. Once recognized, talents can be turned into strengths by consciously developing and enhancing them with learning and practice.
POINTS:	▌
DIFFICULTY:	Moderate
REFERENCES:	pp. 41-42
LEARNING OBJECTIVES:	LEAD.DAFT.l5.02.02
NATIONAL STANDARDS:	United States- BUSPROG: Reflective Thiniking- BUSPROG: Reflective Thinking
STATE STANDARDS:	United States - AK- DISC: Leadership Principles
TOPICS:	Know Your Strengths
KEYWORDS:	Bloom's: Comprehension
NOTES:	Digital story: Connect

25. Which of the following is a characteristic of operational leaders?
    a. They don't have the strong position power of the collaborative role.
    b. They provide gnidance and support to other people and departments in the organization.
    c. They need high self-confidence and tend to be assertive.
    d. They are responsible for developing broad organizational capabilities.

ANSWER:	c
RATIONALE:	Operational leaders are doggedly focused on delivering results. They need high self-confidence and tend to be assertive, always pushing forward and raising the bar.
POINTS:	▌
DIFFICULTY:	Moderate
REFERENCES:	p.43
LEARNING OBJECTIVES:	LEAD.DAFT.l5.02.03
NATIONAL STANDARDS:	United States- BUSPROG: Reflective Thiniking- BUSPROG: Reflective Thinking
STATE STANDARDS:	United States - AK- DISC: Leadership Principles
TOPICS:	Know Your Strengths
KEYWORDS:	Bloom's: Comprehension
NOTES:	Digital Story: Connect

26. Which of the following is a characteristic of advisory leaders?
    a. They possess the ability to influence others through communication, knowledge, and personal persuasion.
    b. They are responsible for accomplishing specific business results rather than developing broad organizational capabilities.
    c. They lack exceptionally high level of integrity and honesty.
    d. They typically do not have the strong position power of the collaborative role.

ANSWER:	a
RATIONALE:	Leaders in an advisory role provide gnidance and support to other people and departments in the organization. Advisory leaders need great people skills and the ability to influence others through communication, knowledge, and personal persuasion.
POINTS:	▌
DIFFICULTY:	Easy
REFERENCES:	p.43
LEARNING OBJECTIVES:	LEAD.DAFT.l5.02.03
NATIONAL STANDARDS:	United States- BUSPROG: Reflective Thiniking- BUSPROG: Reflective Thinking
STATE STANDARDS:	United States - AK- DISC: Leadership Principles
TOPICS:	Know Your Strengths
KEYWORDS:	Bloom's: Comprehension
NOTES:	Digital story: Connect

27. Which of the following is an example of consideration behavior of leaders?
    a. Directing tasks and planning
    b. Providing explicit schedules for work activities
    c. Seeking input from subordinates regarding important decisions
    d. Getting people to work hard and ruling with an iron hand

ANSWER:	c
RATIONALE:	Consideration, a category of leader behavior, describes the extent to which a leader cares about subordinates, respects their ideas and feelings, and establishes mutual trust. Showing appreciation, listening carefully to problems, and seeking input from subordinates regarding important decisions are all examples of consideration behaviors.
POINTS:	1
DIFFICULTY:	Moderate
REFERENCES:	p.46
LEARNING OBJECTIVES:	LEAD.DAFT.15.02.04
NATIONAL STANDARDS:	United States- BUSPROG: Reflective Thiniking- BUSPROG: Reflective Thinking
STATE STANDARDS:	United States - AK- DISC: Leadership Principles
TOPICS:	Behavior Approaches
KEYWORDS:	Bloom's: Comprehension
NOTES:	Digital story: Connect

28. Which of the following is an example of initiating structure behavior ofleaders?
    a. Showing appreciation
    b. Directing tasks
    c. Seeking input from subordinates
    d. Listening carefully to problems

ANSWER:	b
RATIONALE:	Initiating structure, a category ofleader behavior, describes the extent to which a leader is task oriented and directs subordinates' work activities toward goal achievement. This type of leader behavior includes directing tasks, getting people to work hard, planning, providing explicit schedules for work activities, and ruling with an iron hand.
POINTS:	1
DIFFICULTY:	Moderate
REFERENCES:	p.46
LEARNING OBJECTIVES:	LEAD.DAFT.15.02.04
NATIONAL STANDARDS:	United States- BUSPROG: Reflective Thiniking- BUSPROG: Reflective Thinking
STATE STANDARDS:	United States - AK- DISC: Leadership Principles
TOPICS:	Behavior Approaches
KEYWORDS:	Bloom's: Comprehension
NOTES:	Digital story: Connect

29. Leader support and _____ are the two underlying dimensions of employee-centered leadership behavior.
    a. goal emphasis
    b. efficiency achievement
    c. interaction facilitation
    d. work facilitation

ANSWER: c
RATIONALE: Employee-centered leaders display a focus on the human needs of their subordinates. Leader support and interaction facilitation are the two underlying dimensions of employee-centered behavior.
POINTS: ▮
DIFFICULTY: Moderate
REFERENCES: p.48
LEARNING OBJECTIVES: LEAD.DAFT.l5.02.04
NATIONAL STANDARDS: United States- BUSPROG: Reflective Thiniking- BUSPROG: Reflective Thinking
STATE STANDARDS: United States - AK- DISC: Leadership Principles
TOPICS: Behavior Approaches
KEYWORDS: Bloom's: Comprehension
NOTES: Digital story: Connect

30. Which of the following is an underlying dimension of job-centered leadership behavior?
    a. Leader support
    b. Interaction facilitation
    c. Conflict minimization
    d. Goal emphasis

ANSWER: d
RATIONALE: The job-centered leader directs activities toward scheduling, accomplishing tasks, and achieving efficiency. Goal emphasis and work facilitation are dimensions of this leadership behavior.
POINTS: ▮
DIFFICULTY: Moderate
REFERENCES: p.48
LEARNING OBJECTIVES: LEAD.DAFT.l5.02.04
NATIONAL STANDARDS: United States- BUSPROG: Reflective Thiniking- BUSPROG: Reflective Thinking
STATE STANDARDS: United States - AK- DISC: Leadership Principles
TOPICS: Behavior Approaches
KEYWORDS: Bloom's: Comprehension
NOTES: Digital story: Connect

31. According to the Leadership Grid, _____ occurs when primary emphasis is given to people rather than towak ou1puts.
   a. team management
   b. authority-compliance management
   c. middle-of-the-road management
   d. country club management

ANSWER:	d
RATIONALE:	Blake and Mouton of the University of Texas proposed a two-dimensional leadership theory called the Leadership Grid that builds on the work of the Ohio State and Michigan studies. Country club management occurs when primary emphasis is given to people rather than to work outputs.
POINTS:	▌
DIFFICULTY:	Easy
REFERENCES:	p.49
LEARNING OBJECTIVES:	LEAD.DAFT.l5.02.04
NATIONAL STANDARDS:	United States- BUSPROG: Reflective Thiniking- BUSPROG: Reflective Thinking
STATE STANDARDS:	United States - AK- DISC: Leadership Principles
TOPICS:	Behavior Approaches
KEYWORDS:	Bloom's: Knowledge
NOTES:	Digital story: Engage

32. Which of the following is an example of people-oriented leader behavior?
   a. Planning use of resources
   b. Setting performance expectations
   c. Evaluating performance
   d. Displaying trust

ANSWER:	d
RATIONALE:	Refer to Exhibit 2.5. Leaders with people orientation tend to display trust, show acceptance and compassion, acknowledge compliments, respect people, be positive, and give time and encouragement.
POINTS:	▌
DIFFICULTY:	Easy
REFERENCES:	p. 51
LEARNING OBJECTIVES:	LEAD.DAFT.l5.02.05
NATIONAL STANDARDS:	United States- BUSPROG: Reflective Thiniking- BUSPROG: Reflective Thinking
STATE STANDARDS:	United States - AK- DISC: Leadership Principles
TOPICS:	Behavior Approaches
KEYWORDS:	Bloom's: Knowledge
NOTES:	Digital story: Engage

33. Which of the following is an example of task-oriented leader behavior?

    a. Giving time and encouragement

    b. Showing acceptance and compassion

    c. Acknowledging accomplishments

    d. Checking the progress and quality of work

ANSWER:	d
RATIONALE:	Refer to Exhibit 2.5. Task-oriented leader behaviors include checking progress and quality of work, clarifying task objectives and job responsibilities, setting performance expectations, planning use of resources, coordinating activities, and evaluating performance.
POINTS:	▮
DIFFICULTY:	Easy
REFERENCES:	p. 51
LEARNING OBJECTIVES:	LEAD.DAFT.l5.02.05
NATIONAL STANDARDS:	United States- BUSPROG: Reflective Thiniking- BUSPROG: Reflective Thinking
STATE STANDARDS:	United States - AK- DISC: Leadership Principles
TOPICS:	Behavior Approaches
KEYWORDS:	Bloom's: Knowledge
NOTES:	Digital story: Engage

34. Which of the following statements is true of individualized leadership?

    a. It adopts a general leadership style that is used with all group members.

    b. It looks at the specific relationship between a leader and each individual follower.

    c. It holds that leaders have particular traits that distinguish them from non-leaders.

    d. It conceptualizes leadership as a single great individual who put everything together and influence others to follow along.

ANSWER:	b
RATIONALE:	Individualized leadership, a more recent approach to leadership behavior research, looks at the specific relationship between a leader and each individual follower. In this view, leadership is a series of dyads, or a series of two- person interactions.
POINTS:	▮
DIFFICULTY:	Moderate
REFERENCES:	p.52
LEARNING OBJECTIVES:	LEAD.DAFT.l5.02.06
NATIONAL STANDARDS:	United States- BUSPROG: Reflective Thiniking- BUSPROG: Reflective Thinking
STATE STANDARDS:	United States - AK- DISC: Leadership Principles
TOPICS:	Individualized Leadership
KEYWORDS:	Bloom's: Comprehension
NOTES:	Digital story: Connect

35. Which of the following characteristics was explored by the studies evaluating the characteristics of the leader-member exchange relationship?
    a. Income
    b. Educational qualification
    c. Value agreement
    d. Recruitment process

ANSWER:	c
RATIONALE:	Studies evaluating characteristics of the leader-member exchange relationship explored such things as communication frequency, value agreement, characteristics of followers, job satisfaction, performance, job climate, and commitment.
POINTS:	▌
DIFFICULTY:	Moderate
REFERENCES:	p.54
LEARNING OBJECTIVES:	LEAD.DAFT.l5.02.06
NATIONAL STANDARDS:	United States- BUSPROG: Reflective Thiniking- BUSPROG: Reflective Thinking
STATE STANDARDS:	United States - AK- DISC: Leadership Principles
TOPICS:	Individualized Leadership
KEYWORDS:	Bloom's: Comprehension
NOTES:	Digital story: Connect

36. Which of the following statements is true
    of individualized leadership?
    a. It holds that leadership is a series of dyads or a series of two-person interactions.
    b. It assumes that a leader adopts a general leadership style that is used with all group members.
    c. It is based on the notion that leaders should not develop relationships with subordinates.
    d. It is against the concept of exchange, what each party gives to and receives from the other.

ANSWER:	a
RATIONALE:	According to the individualized leadership approach, leadership is a series of dyads, or a series of two-person interactions. The dyadic view focuses on the concept of exchange, what each party gives to and receives from the other.
POINTS:	▌
DIFFICULTY:	Moderate
REFERENCES:	p.52
LEARNING OBJECTIVES:	LEAD.DAFT.l5.02.06
NATIONAL STANDARDS:	United States- BUSPROG: Reflective Thiniking- BUSPROG: Reflective Thinking
STATE STANDARDS:	United States - AK- DISC: Leadership Principles
TOPICS:	Individualized Leadership
KEYWORDS:	Bloom's: Comprehension
NOTES:	Digital story: Connect

37. Which of the following is a difference between leader behavior toward out-group members and in-group members?
   a. Leaders assign interesting assigrunents to out-group subordinates, whereas leaders assign primarily routine jobs to in-group subordinates and monitor their work closely.
   b. Leaders usually impose their views on out-group subordinates, whereas leaders sometimes defer to in-group subordinates' opinions.
   c. Leaders give specific directives for how to accomplish tasks and attain goals to in-group subordinates whereas leaders trust out-group subordinates to use their own approaches in solving problems.
   d. Leaders listen to suggestions and ideas given by in-group subordinates, whereas little interest is shown in comments and suggestions given by out-group subordinates.

ANSWER:	d
RATIONALE:	Refer to Exhibit 2.7. According to the vertical dyad linkage model of individualized leadership, leaders listen to in-group subordinates' suggestions and ideas about how work is done, whereas leaders show little interest in out-group subordinates' comments and suggestions.
POINTS:	▌
DIFFICULTY:	Moderate
REFERENCES:	p.53
LEARNING OBJECTIVES:	LEAD.DAFT.l5.02.06
NATIONAL STANDARDS:	United States- BUSPROG: Reflective Thiniking- BUSPROG: Reflective Thinking
STATE STANDARDS:	United States - AK- DISC: Leadership Principles
TOPICS:	Individualized Leadership
KEYWORDS:	Bloom's: Comprehension
NOTES:	Digital story: Connect

38. Stage two in the development of the individualized leadership theory explored the _____ in more detail.
   a. vertical dyad linkage model
   b. partnership building
   c. leader-member exchange
   d. entrepreneurship model

ANSWER:	c
RATIONALE:	Stage two in the development of the individualized leadership theory explored the leader-member exchange (LMX) in more detail, discovering that the impact on outcomes depends on how the LMX process develops over time.
POINTS:	▌
DIFFICULTY:	Moderate
REFERENCES:	p.53
LEARNING OBJECTIVES:	LEAD.DAFT.l5.02.06
NATIONAL STANDARDS:	United States- BUSPROG: Reflective Thiniking- BUSPROG: Reflective Thinking
STATE STANDARDS:	United States - AK- DISC: Leadership Principles
TOPICS:	Individualized Leadership
KEYWORDS:	Bloom's: Knowledge
NOTES:	Digital story: Engage

39. High-quality leader-member exchange relationships:

    a. lead to poor job satisfaction in the long mn.

    b. have been found to lead to very positive outcomes for the organization.

    c. pertain to lesser responsibility and authority in the case of followers.

    d. support the sharply differentiated in-group and out-group relationships.

ANSWER:	b
RATIONALE:	High-quality leader-member exchange (LMX) relationships have been found to lead to very positive outcomes for leaders, followers, work units, and the organization. LMX theory proposes that this higher-quality relationship will lead to higher performance and greater job satisfaction for in-group members, and research in general supports this idea.
POINTS:	▌
DIFFICULTY:	Moderate
REFERENCES:	p.54
LEARNING OBJECTIVES:	LEAD.DAFT.l5.02.06
NATIONAL STANDARDS:	United States- BUSPROG: Reflective Thiniking- BUSPROG: Reflective Thinking
STATE STANDARDS:	United States - AK- DISC: Leadership Principles
TOPICS:	Individualized Leadership
KEYWORDS:	Bloom's: Comprehension
NOTES:	Digital story: Connect

40. The third phase of research in the development of the individualized leadership theory:

    a. evaluated characteristics of the leader-member exchange relationship by exploring communication frequency and value agreement.

    b. focused on whether leaders could develop positive relationships with a large number of followers.

    c. argues for the importance of the dyad formed by a leader with each member of the group.

    d. included the awareness of a relationship between a leader and each individual rather than between a leader and a group of followers.

ANSWER:	b
RATIONALE:	The third phase of research in the area of individualized leadership focused on whether leaders could develop positive relationships with a large number of followers. In this approach, the leader views each person independently and may treat each individual in a different but positive way.
POINTS:	▌
DIFFICULTY:	Moderate
REFERENCES:	p.55
LEARNING OBJECTIVES:	LEAD.DAFT.l5.02.06
NATIONAL STANDARDS:	United States- BUSPROG: Reflective Thiniking- BUSPROG: Reflective Thinking
STATE STANDARDS:	United States - AK- DISC: Leadership Principles
TOPICS:	Individualized Leadership
KEYWORDS:	Bloom's: Knowledge
NOTES:	Digital story: Engage

41. In the leader-member exchange research study on individualized leadership, leaders were trained to offer the opportunity for a high-quality relationship to all group members. Accorrlingto1his concepwhichof1hefollowing is1rneof fullowers?

   a. The followers were treated in a positive or a negative way depending on their individual performances.

   b. The boon of establishing sharply differentiated in-group and out-group relationships was established.

   c. The followers who responded to the offer dramatically improved their performance.

   d. The in-group subordinates got better and the out-group subordinates got worse at their work respectively.

ANSWER:	c
RATIONALE:	In the leader-member exchange research study, leaders were trained to offer the opportunity for a high-quality relationship to all group members, and the followers who responded to the offer dramatically improved their performance.
POINTS:	1
DIFFICULTY:	Moderate
REFERENCES:	p.55
LEARNING OBJECTIVES:	LEAD.DAFT.15.02.06
NATIONAL STANDARDS:	United States- BUSPROG: Reflective Thiniking- BUSPROG: Reflective Thinking
STATE STANDARDS:	United States - AK- DISC: Leadership Principles
TOPICS:	Individualized Leadership
KEYWORDS:	Bloom's: Comprehension
NOTES:	Digital story: Connect

42. Which of the following statements is true of entrepreneurial leaders?

   a. They stay away from risks and are unwilling to stretch themselves.

   b. They refrain from taking up new opportunities.

   c. They areconcerned wi1hrnaintaining1hestatus quo.

   d. They tend to be persistenindepen andactionoriented.

ANSWER:	d
RATIONALE:	Entrepreneurial leaders need strong drive, enthusiasm, and future vision. They tend to be persistenindependenand action oriented.
POINTS:	1
DIFFICULTY:	Easy
REFERENCES:	p.55
LEARNING OBJECTIVES:	LEAD.DAFT.15.02.07
NATIONAL STANDARDS:	United States- BUSPROG: Reflective Thiniking- BUSPROG: Reflective Thinking
STATE STANDARDS:	United States - AK- DISC: Leadership Principles
TOPICS:	Entrepreneurial Traits and Behaviors
KEYWORDS:	Bloom's: Comprehension
NOTES:	Digital story: Connect

43. Which of the following is a characteristic of entrepreneurial leaders?
    a. They are concerned with innovation and creativity.
    b. They are interested in maintaining the status quo.
    c. They avoid taking risks and are unwilling to stretch themselves.
    d. They tend to be dependent on their followers.

ANSWER:	a
RATIONALE:	Entrepreneurial leaders are drawn to new opportunities and are more concerned with innovation, creativity, and creating new processes than with maintaining the status quo. They are typically highly self-motivated and are willing to stretch themselves and take risks for improvement.
POINTS:	1
DIFFICULTY:	Moderate
REFERENCES:	p.55
LEARNING OBJECTIVES:	LEAD.DAFT.15.02.07
NATIONAL STANDARDS:	United States- BUSPROG: Reflective Thiniking- BUSPROG: Reflective Thinking
STATE STANDARDS:	United States - AK- DISC: Leadership Principles
TOPICS:	Entrepreneurial Traits and Behaviors
KEYWORDS:	Bloom's: Comprehension
NOTES:	Digital story: Connect

44. Leaders who are drawn to new opportunities, are action oriented, and are more concerned with innovation, creativity, and creating new processes than with maintaining the status quo are known as:
    a. entrepreneurial leaders.
    b. autocratic leaders.
    c. advisory leaders.
    d. traditional leaders.

ANSWER:	a
RATIONALE:	Entrepreneurial leaders are drawn to new opportunities and are more concerned with innovation, creativity, and creating new processes than with maintaining the status quo. They are typically highly self-motivated and are willing to stretch themselves and take risks for improvement.
POINTS:	1
DIFFICULTY:	Moderate
REFERENCES:	p.55
LEARNING OBJECTIVES:	LEAD.DAFT.15.02.07
NATIONAL STANDARDS:	United States- BUSPROG: Reflective Thiniking- BUSPROG: Reflective Thinking
STATE STANDARDS:	United States - AK- DISC: Leadership Principles
TOPICS:	Entrepreneurial Traits and Behaviors
KEYWORDS:	Bloom's: Comprehension
NOTES:	Digital story: Connect

45. Which of the following statements is true of entrepreneurship?

    a. Entrepreneurship advocates dependence as the key to effective leadership.

    b. Leaders with entrepreneurial traits are dependent on others for making decisions.

    c. Entrepreneurship involves maintaining the status quo for established organizations.

    d. Leaders with entrepreneurial traits exist within established organizations.

ANSWER:	d
RATIONALE:	Leaders with entrepreneurial traits exist within established organizations. These leaders take risks to create novel solutions to competitive challenges confronting a business, especially the development or enhancement of products and services.
POINTS:	▮
DIFFICULTY:	Moderate
REFERENCES:	p.55
LEARNING OBJECTIVES:	LEAD.DAFT.l5.02.07
NATIONAL STANDARDS:	United States- BUSPROG: Reflective Thiniking- BUSPROG: Reflective Thinking
STATE STANDARDS:	United States - AK- DISC: Leadership Principles
TOPICS:	Entrepreneurial Traits and Behaviors
KEYWORDS:	Bloom's: Comprehension
NOTES:	Digital story: Connect

46. _____are the distinguishing personal characteristics of a leader, such as intelligence, honesty, self-confidence, and appearance.

ANSWER:	Traits
RATIONALE:	Traits are the distinguishing personal characteristics of a leader, such as intelligence, honesty, self-confidence, and appearance.
POINTS:	▮
DIFFICULTY:	Easy
REFERENCES:	p.36
LEARNING OBJECTIVES:	LEAD.DAFT.l5.02.0I
NATIONAL STANDARDS:	United States- BUSPROG: Reflective Thiniking- BUSPROG: Reflective Thinking
STATE STANDARDS:	United States - AK- DISC: Leadership Principles
TOPICS:	The Trait Approach
KEYWORDS:	Bloom's: Knowledge
NOTES:	Digital story: Engage

47. _____ refers to a person's strong belief that he or she can successfully accomplish a specific task or outcome.

ANSWER:	Self-efficacy
RATIONALE:	Self-confidence is related to self-efficacy, which refers to a person's strong belief that he or she can successfully accomplish a specific task or outcome.
POINTS:	▌
DIFFICULTY:	Easy
REFERENCES:	p.39
LEARNING OBJECTIVES:	LEAD.DAFT.l5.02.0 I
NATIONAL STANDARDS:	United States- BUSPROG: Reflective Thiniking- BUSPROG: Reflective Thinking
STATE STANDARDS:	United States - AK- DISC: Leadership Principles
TOPICS:	The Trait Approach
KEYWORDS:	Bloom's: Knowledge
NOTES:	Digital story: Engage

48. A _____ arises from a natural talent that has been supported and reinforced with knowledge and skills.

ANSWER:	strength
RATIONALE:	A strength arises from a natural talent that has been supported and reinforced with knowledge and skills. Talents can be thought of as innate traits and naturally recurring patterns of thought, feeling, and behavior.
POINTS:	▌
DIFFICULTY:	Easy
REFERENCES:	p.41
LEARNING OBJECTIVES:	LEAD.DAFT.l5.02.02
NATIONAL STANDARDS:	United States- BUSPROG: Reflective Thiniking- BUSPROG: Reflective Thinking
STATE STANDARDS:	United States - AK- DISC: Leadership Principles
TOPICS:	Know Your Strengths
KEYWORDS:	Bloom's: Knowledge
NOTES:	Digital story: Engage

49. The _____, a type of leadership role, is the closest to a traditional, vertically oriented management role, where an executive has direct control over people and resources to accomplish results.

ANSWER:	operatiooalmle
RATIONALE:	The operational role, a type of leadership role, is the closest to a traditional, vertically oriented management role, where an executive has direct control over people and resources to accomplish results.
POINTS:	▌
DIFFICULTY:	Easy
REFERENCES:	p.42
LEARNING OBJECTIVES:	LEAD.DAFT.l5.02.03
NATIONAL STANDARDS:	United States- BUSPROG: Reflective Thiniking- BUSPROG: Reflective Thinking
STATE STANDARDS:	United States - AK- DISC: Leadership Principles
TOPICS:	Know Your Strengths
KEYWORDS:	Bloom's: Knowledge
NOTES:	Digital story: Engage

50. The _____, a type of leadership role, is a horizontal role and includes people such as project managers, matrix managers, and team leaders in todaYs more horizontally organized companies.

ANSWER:	collaborative role
RATIONALE:	The collaborative role, a type of leadership role, is a horizontal role and includes people such as project managers, matrix managers, and team leaders in today's more horizontally organized companies.
POINTS:	▌
DIFFICULTY:	Easy
REFERENCES:	p.43
LEARNING OBJECTIVES:	LEAD.DAFT.l5.02.03
NATIONAL STANDARDS:	United States- BUSPROG: Reflective Thiniking- BUSPROG: Reflective Thinking
STATE STANDARDS:	United States - AK- DISC: Leadership Principles
TOPICS:	Know Your Strengths
KEYWORDS:	Bloom's: Knowledge
NOTES:	Digital story: Engage

51. _____, a category of leader behavior, describes the extent to which a leader is task oriented and directs subordinates' work activities toward goal achievement.

ANSWER:	Initiating structure
RATIONALE:	Initiating structure, a category of leader behavior, describes the extent to which a leader is task oriented and directs subordinates' work activities toward goal achievement.
POINTS:	1
DIFFICULTY:	Easy
REFERENCES:	p.46
LEARNING OBJECTIVES:	LEAD.DAFT.15.02.04
NATIONAL STANDARDS:	United States- BUSPROG: Reflective Thiniking- BUSPROG: Reflective Thinking
STATE STANDARDS:	United States - AK- DISC: Leadership Principles
TOPICS:	Behavior Approaches
KEYWORDS:	Bloom's: Knowledge
NOTES:	Digital story: Engage

52. In the context of leadership styles, _____ leaders display a focus on the human needs of their subordinates.

ANSWER:	employee-centered
RATIONALE:	In the context of leadership styles, employee-centered leaders display a focus on the human needs of their subordinates. Leader support and interaction facilitation are the two underlying dimensions of employee-centered behavior.
POINTS:	1
DIFFICULTY:	Easy
REFERENCES:	p.48
LEARNING OBJECTIVES:	LEAD.DAFT.15.02.04
NATIONAL STANDARDS:	United States- BUSPROG: Reflective Thiniking- BUSPROG: Reflective Thinking
STATE STANDARDS:	United States - AK- DISC: Leadership Principles
TOPICS:	Behavior Approaches
KEYWORDS:	Bloom's: Knowledge
NOTES:	Digital story: Engage

53. Setting performance expectations is an example of _____ leader behavior.

ANSWER:	task-oriented
RATIONALE:	Refer to Exhibit 2.5. Task-oriented leader behaviors include clarifying task objectives and job responsibilities, setting performance expectations, planning use of resources, coordinating activities, checking the progress and quality of work, and evaluating performance.
POINTS:	∎
DIFFICULTY:	Easy
REFERENCES:	p. 51
LEARNING OBJECTIVES:	LEAD.DAFT.l5.02.05
NATIONAL STANDARDS:	United States- BUSPROG: Reflective Thiniking- BUSPROG: Reflective Thinking
STATE STANDARDS:	United States - AK- DISC: Leadership Principles
TOPICS:	Behavior Approaches
KEYWORDS:	Bloom's: Knowledge
NOTES:	Digital story: Engage

54. The dyadic view of individualized leadership focuses on the concept of _____, what each party gives to and receives from the other.

ANSWER:	exchange
RATIONALE:	Individualized leadership provides a view wherein leadership is a series of dyads, or a series of two-person interactions. The dyadic view of leadership focuses on the concept of exchange, what each party gives to and receives from the other.
POINTS:	∎
DIFFICULTY:	Easy
REFERENCES:	p.52
LEARNING OBJECTIVES:	LEAD.DAFT.l5.02.06
NATIONAL STANDARDS:	United States- BUSPROG: Reflective Thiniking- BUSPROG: Reflective Thinking
STATE STANDARDS:	United States - AK- DISC: Leadership Principles
TOPICS:	Individualized Leadership
KEYWORDS:	Bloom's: Knowledge
NOTES:	Digital story: Engage

55. _____refers to initiating a business venture, organizing the necessary resources, and assuming the associated risks and rewards.

ANSWER:	Entrepreneurship
RATIONALE:	Entrepreneurship refers to initiating a business venture, organizing the necessary resources, and assuming the associated risks and rewards. An entrepreneur recognizes a viable idea for a business product or service and carries it out by fmding and assembling the necessary resources-money, people, machinery, location-to undertake the business venture.
POINTS:	▌
DIFFICULTY:	Easy
REFERENCES:	p.55
LEARNING OBJECTIVES:	LEAD.DAFT.l5.02.07
NATIONAL STANDARDS:	United States- BUSPROG: Reflective Thiniking- BUSPROG: Reflective Thinking
STATE STANDARDS:	United States - AK- DISC: Leadership Principles
TOPICS:	Entrepreneurial Traits and Behaviors
KEYWORDS:	Bloom's: Knowledge
NOTES:	Digital story: Engage

56. Briefly describe the trait approach to leadership.

ANSWER:	Traits are the distinguishing personal characteristics of a leader, such as intelligence, honesty, self-confidence, and appearance. Research early in the twentieth century examined leaders who had achieved a level of greatuess and hence became known as the Great Man approach. Fundamental to this theory was the idea that some people are born with traits that make them natural leaders. The Great Man approach sought to identify the traits leaders possessed that distinguished them from people who were not leaders. Generally, research found only a weak relationship between personal traits and leader success. Indeed, the diversity of traits that effective leaders possess indicates that leadership ability is not a genetic endowment.
POINTS:	▌
DIFFICULTY:	Moderate
REFERENCES:	p.36
LEARNING OBJECTIVES:	LEAD.DAFT.l5.02.0I
NATIONAL STANDARDS:	United States- BUSPROG: Reflective Thiniking- BUSPROG: Reflective Thinking
STATE STANDARDS:	United States - AK- DISC: Leadership Principles
TOPICS:	The Trait Approach
KEYWORDS:	Bloom's: Knowledge
NOTES:	Digital story: Engage

57. Briefly explain the operational role of leadership.

ANSWER: The operational role, a type of leadership role, is the closest to a traditional, vertically oriented management role, where an executive has direct control over people and resources to accomplish results. Operational leaders fill traditional line and general management positions in a business, for example. They set goals, establish plans, and get things done primarily through the vertical hierarchy and the use of position power. Operational leaders are doggedly focused on delivering results. They need high self-confidence and tend to be assertive,
always pushing forward and raising the bar. Successful operational leaders are typically analytical and knowledgeable, yet they also have the ability to translate their knowledge into a vision that others can become passionate about.

POINTS: ▮

DIFFICULTY: Moderate

REFERENCES: pp. 42-43

LEARNING OBJECTIVES: LEAD.DAFT.l5.02.03

NATIONAL STANDARDS: United States- BUSPROG: Reflective Thiniking- BUSPROG: Reflective Thinking

STATE STANDARDS: United States - AK- DISC: Leadership Principles

TOPICS: Know Your Strengths

KEYWORDS: Bloom's: Knowledge

NOTES: Digital story: Engage

58. Briefly describe the theories of a "high-high" leader.

ANSWER: Research into the behavior approach to leadership culminated in two predominate types of leadership behaviors-people-oriented and task-oriented. The fmdings about two underlying dimensions and the possibility of leaders rated high on both dimensions raise three questions to think about. The first question is whether these two dimensions are the most important behaviors of leadership. Certainly, these two behaviors are important. They capture fundamental, underlying aspects of human behavior that must be considered for organizations to succeed. One reason why these two dimensions are compelling is that the findings are based on empirical research, which means that researchers went into the field to study real leaders across a variety of settings. The second question is whether people orientation and task orientation exist together in the same leader, and how. The grid theory argues that yes, both are present when people work with or through others to accomplish an activity. The third question concerns whether people can actually change themselves into leaders high on people-or task-orientation Although 'high-high"leadership is not1he only effective style, researchers have looked to 1his kind ofleader as a candidate for success in a wide variety of situatioos.

POINTS: ▮

DIFFICULTY: Moderate

REFERENCES: pp. 50-51

LEARNING OBJECTIVES: LEAD.DAFT.l5.02.04

NATIONAL STANDARDS: United States- BUSPROG: Reflective Thiniking- BUSPROG: Reflective Thinking

STATE STANDARDS: United States - AK- DISC: Leadership Principles

TOPICS: Behavior Approaches

KEYWORDS: Bloom's: Comprehension

NOTES: Digital story: Connect

59. Briefly describe the vertical dyad linkage model of individualized leadership.

ANSWER: The vertical dyad linkage (VDL) model, a stage in the development of individualized leadership, argues for the importance of the dyad formed by a leader with each member of the group. Some leaders may spend a disproportionate arnountoftirnewifu certain people and1hat1hese "insiders" are often highly trusted and may obtain special privileges. In the terminology of the VDL model, these people would be considered to participate in an in-group relationship with the leader, whereas other members of the group who did not experience a sense of trust and extra consideration would participate in an out-group relationship. By focusing on the relationship between a leader and each individual, the VDL research found great variance of leader style and impact within a group of followers.

POINTS: ▮

DIFFICULTY: Moderate

REFERENCES: pp. 52-53

LEARNING OBJECTIVES: LEAD.DAFT.l5.02.06

NATIONAL STANDARDS: United States- BUSPROG: Reflective Thiniking- BUSPROG: Reflective Thinking

STATE STANDARDS: United States - AK- DISC: Leadership Principles

TOPICS: Individualized Leadership

KEYWORDS: Bloom's: Comprehension

NOTES: Digital story: Connect

60. In terms of the stages of development of individualized leadership, briefly describe the leader-member exchange.

ANSWER: Stage two in the development of the individualized leadership theory explored the leader-member exchange (LMX) in more detail, discovering that the impact on outcomes depends on how the LMX process develops over time. Studies evaluating characteristics of the LMX relationship explored such things as communication frequency, value agreement, characteristics of followers, job satisfaction, performance, job climate, and commitment. Leaders typically tend to establish in-group exchange relationships with individuals who have characteristics similar to those of the leader, such as similarity in background, interests, and values, and with those who demonstrate a high level of competence and interest in the job.

POINTS: ▮

DIFFICULTY: Moderate

REFERENCES: pp. 53-54

LEARNING OBJECTIVES: LEAD.DAFT.l5.02.06

NATIONAL STANDARDS: United States- BUSPROG: Reflective Thiniking- BUSPROG: Reflective Thinking

STATE STANDARDS: United States - AK- DISC: Leadership Principles

TOPICS: Individualized Leadership

KEYWORDS: Bloom's: Comprehension

NOTES: Digital story: Connect

61. Is the Great Man perspective on leadership still in use today? Discuss.

ANSWER:	p.36
POINTS:	**1**
DIFFICULTY:	Moderate
REFERENCES:	p.36
LEARNING OBJECTIVES:	LEAD.DAFT.l5.02.0**1**
NATIONAL STANDARDS:	United States- BUSPROG: Reflective Thiniking- BUSPROG: Reflective Thinking
STATE STANDARDS:	United States - AK- DISC: Leadership Principles
TOPICS:	The Trait Approach
KEYWORDS:	Bloom's: Comprehension
NOTES:	Digital story: Connect

62. Discuss the aspects of being an ethical leader. Discuss the existence of trust in organizations today.

ANSWER:	p.40
POINTS:	**1**
DIFFICULTY:	Moderate
REFERENCES:	p.40
LEARNING OBJECTIVES:	LEAD.DAFT.l5.02.0**1**
NATIONAL STANDARDS:	United States- BUSPROG: Reflective Thiniking- BUSPROG: Reflective Thinking
STATE STANDARDS:	United States - AK- DISC: Leadership Principles
TOPICS:	The Trait Approach
KEYWORDS:	Bloom's: Comprehension
NOTES:	Digital story: Connect

63. Describe the differences between autocratic leaders and democratic leaders.

ANSWER:	pp. 44-45
POINTS:	**1**
DIFFICULTY:	Moderate
REFERENCES:	pp. 44-45
LEARNING OBJECTIVES:	LEAD.DAFT.l5.02.04
NATIONAL STANDARDS:	United States- BUSPROG: Reflective Thiniking- BUSPROG: Reflective Thinking
STATE STANDARDS:	United States - AK- DISC: Leadership Principles
TOPICS:	Behavior Approaches
KEYWORDS:	Bloom's: Comprehension
NOTES:	Digital story: Connect