

Chapter 1: Definition and Significance of Leadership

Multiple Choice Questions

1. Various definitions of leadership include all but one of the following:
 - a. influence process
 - b. goal achievement
 - c. group phenomenon
 - d. control(d; Moderate; p. 3)
2. Which one of the following is not part of a general definition of leadership?
 - a. exercise of control
 - b. group
 - c. influence
 - d. hierarchy(a; Moderate; p. 3)
3. The definition of leadership has how many key elements?
 - a. one
 - b. two
 - c. three
 - d. four(c; Moderate; p. 4)
4. Lorraine Monroe, director of the School of Leadership Academy, considers which of the following to be key to leadership?
 - a. setting goals
 - b. articulating a vision
 - c. taking care of followers
 - d. addressing the needs of stakeholders(b; Moderate; p. 366)
5. Cintra Purtra, CEO of 3n (National Notification Network), believes that _____ is the key to leadership.
 - a. having passion
 - b. inspiration
 - c. goal setting
 - d. control(a; Moderate; p. 4)
6. Which of the following factors is not part of the definitions of leadership effectiveness?
 - a. achieving goals
 - b. follower satisfaction
 - c. implementation of change
 - d. maintaining control(d; Moderate; p. 3)

7. Chick-fil-A, the chicken fast food company, focuses on _____ as the key element in leadership effectiveness.

- a. employee empowerment
- b. goal achievement
- c. customer satisfaction
- d. increase in stock price

(c; Moderate; p. 4)

8. According to Fred Luthans, effective managers focus on _____ while successful managers focus on _____.

- a. stakeholders; goal achievement
- b. employee satisfaction; quick promotions
- c. goal achievement; stock prices
- d. change management; employee satisfaction

(b; Moderate; p.4)

9. According to Fred Luthans, effective managers are those who:

- a. take care of their own careers
- b. take care of their employees
- c. worry about all stakeholders
- d. maintain control through a crisis

(b; Moderate; p. 4)

10. According to Fred Luthans, successful managers are those who:

- a. take care of their own careers
- b. take care of their employees
- c. worry about all stakeholders
- d. maintain control through a crisis

(a; Moderate; p. 4)

11. Based on Fred Luthans' research, what percentage of managers are both effective and successful?

- a. 10%
- b. 30%
- c. 50%
- d. over 60%

(a; Moderate; p. 4)

12. Which of the following statements is true about the definition of leadership effectiveness?

- a. Leadership effectiveness depends on the goals of the organization
- b. Leadership effectiveness must take into account the personality of the leader
- c. Leadership effectiveness is the same regardless of the organization
- d. Leadership effectiveness is always based on performance

(a; Moderate; p. 4)

13. The case of the *New York Times* newspaper is an example of _____.

- a. the importance of stakeholders in defining effectiveness
- b. the role of national culture
- c. generational differences
- d. the complexity of defining effectiveness

(d; Moderate; p. 5)

14. Which one of the following factors is the key element of most definitions of leadership effectiveness?
- a. employee satisfaction
 - b. stakeholder needs
 - c. focus on outcome
 - d. financial measures

(c; Moderate; p. 5)

15. While _____ is an important aspect of leadership effectiveness, the key element is _____.
- a. leader style; providing direction
 - b. process; outcome
 - c. goal achievement; stakeholder satisfaction
 - d. empowerment; participation

(b; Moderate; p. 5)

16. Which one of the following is not an element of the definition of leadership effectiveness?
- a. goal achievement
 - b. smooth internal functioning
 - c. external adaptability
 - d. efficiency

(d; Moderate; p. 5)

17. The three key elements of leadership effectiveness are:
- a. goal achievement, smooth internal processes, external adaptability
 - b. follower satisfaction, leader control, empowerment
 - c. goal achievement, stock prices, customer satisfaction
 - d. flexibility, follower satisfaction, stakeholder satisfaction

(a; Moderate; p. 5)

18. Comparable companies require salespersons to get 8 hours of training before a new store opens, however The Container Store requires salespersons to get ____ hours of training.

- a. 12
- b. 20
- c. 100
- d. 200

(d; Moderate; p. 6)

19. The Container Store is able to pay its associates how much more than their competitors?

- a. 10-30 percent
- b. 30-50 percent
- c. 50-100 percent
- d. 100-200 percent

(c; Moderate; p. 6)

20. The Contain Store's efforts to create a family-friendly environment have paid off. Whereas their competitors' turn-over rate is approximately 90 percent, The Container Store's turnover rate is only ____.

- a. 2 percent
- b. 10 percent
- c. 20 percent
- d. 50 percent

(b; Moderate; p. 6)

21. Which is not a reason the text provides as to why leaders are needed?

- a. to keep groups orderly and focused
- b. to accomplish tasks
- c. to be romantic ideals
- d. to provide effective customer service

(d; Moderate; p. 7)

22. Bob, a salesperson for ABC, Inc., relies heavily on his supervisor to provide annual goals and direction as well as to clarify activities for the upcoming year. Which reason for 'why we need leaders' best fits this situation?

- a. to keep groups orderly and focused
- b. to accomplish tasks
- c. to make sense of the world
- d. to be romantic ideals

(b; Moderate; p. 7) (AACSB: Reflective Thinking)

23. Which one of the following is not one of the obstacles to effective leadership?

- a. uncertainty that creates pressure for quick responses
- b. vague definition of leadership
- c. rigid and short-term oriented organizations
- d. inaccessible academic research

(b; Moderate; p. 8)

24. Sally was recently hired as president and CEO of AlphaSports, Inc, a regional chain of sporting goods stores. She has been hired to internalize the organization as well as expand market share. Many members of the organization are highly skeptical because the organization has never attempted anything like this in the past. Sally is experiencing which obstacle to effective leadership?

- a. the organization is rigid and unforgiving
- b. the organization is falling back on old ideas
- c. the organization is facing considerable uncertainty
- d. there is a lack of understanding in applying academic research findings

(c; Moderate; p. 8) (AACSB: Reflective Thinking)

25. Jake was appointed president and CEO of XYZ, Inc. The board of directors wants him to lower expenses by laying off 50 percent of the front-line workers. Which reason does not likely explain why this recommendation will not likely work.

- a. They are relying on overly simplistic ideas.
- b. The organization is facing considerable uncertainty.
- c. They are looking only for short-term fixes.
- d. They are falling back on old ideas.

(b; Moderate; p. 8) (AACSB: Reflective Thinking)

26. While managers focus on _____, leadership is aimed at _____.

- a. getting power; here and now
- b. getting followers motivated; sharing values
- c. stability; change
- d. personal relationships; political networks

(c; Easy; p. 9)

27. Managers are _____, while leaders are _____.
a. short-term oriented; long-term oriented
b. long-term future oriented; short-term oriented
c. interested in creating a culture based on values; interested in maintaining existing structure
d. making use of personal power; making use of positional power

(a; Moderate; p. 9)

28. Compared to managers, leaders do all of the following except _____.
a. focus on the future
b. create culture based on shared values
c. maintain existing structure
d. create change

(c; Moderate; p. 9)

29. Compared to leaders, managers do all of the following except _____.
a. establish an emotional link with followers
b. maintain status quo
c. implement policies and procedures
d. use position power

(a; Moderate; p. 9)

30. Leadership and management become more closely similar when considering the issue of _____.
a. effectiveness and competence
b. national and organizational culture
c. individual traits
d. organizational performance

(a; Moderate; p. 9)

31. In addition to basic managerial functions of planning, organizing, staffing, directing, and controlling, leaders are ascribed _____.
a. procedural and external roles
b. procedural and internal roles
c. strategic and internal roles
d. strategic and external roles

(d; Moderate; p. 10)

32. Kip Tindell, founder of The Container Store, created a family-friendly work environment with higher wages and flexible shifts. He may be considered an effective leader because _____.
a. he focused entirely on the present
b. he created a culture on shared values
c. he was interested in maintaining the status quo
d. he only used position power to get things done

(b; Moderate; p. 6) (AACSB: Reflective Thinking)

33. Which of the following is not one of the managerial roles proposed by Mintzberg?
a. figurehead
b. leader
c. conflict manager
d. resource allocator

(c; Moderate; p. 10)

34. Henry Mintzberg identified ____ executive roles for managerial activities.

- a. 5
- b. 7
- c. 9
- d. 10

(d; Moderate; p. 10)

35. According to research by Mintzberg, the job of a manager is characterized by ____.

- a. many cultural encounters
- b. a wide variety of tasks and many interruptions
- c. a series of well-defined activities that start with planning and end in controlling
- d. political activities that are essential to being effective

(b; Moderate; p. 10)

36. Helgesen's research about gender differences in management found that ____.

- a. women are better managers
- b. women preferred face-to-face communication
- c. women managers often have to focus on their job at the expense of personal life
- d. women are more isolated than men

(b; Moderate; p. 10)

37. Helgesen called the "female" style of management ____.

- a. the web
- b. participative management
- c. interconnected management
- d. non-hierarchical charisma

(a; Moderate; p. 11)

38. Helgesen's research found that female managers only matched how many of Mintzberg's categories of executive roles?

- a. one
- b. two
- c. four
- d. five

(b; Moderate; p. 10)

39. The example of Starbucks gourmet coffee illustrates ____.

- a. the importance of social responsibility
- b. how founders can impact an organization
- c. the importance of quality in the mission of an organization
- d. how men and women both practice participative management

(b; Moderate; p. 11)

40. If the founder of the organization is a workaholic and control oriented, the organization is likely to be characterized as:

- a. 'the web' whereby the manager is in the center of an interconnected circle
- b. fast-paced decision making and centralized
- c. decentralized and open
- d. participative and supportive

(b; Moderate; p. 11) (AACSB: Reflective Thinking)

41. Leaders are often role models for their followers. Recent research suggests that leaders must also pay attention to ____.
- a. sexual harassment and its negative impact
 - b. the use of power
 - c. how outsiders impact their followers
 - d. their own emotional reactions
- (d; Moderate; p. 12)

42. Stepen Oesterle is a senior executive of Medtronics, an organization dedicated to promoting healthy lifestyles. Stepen runs marathons and maintains a personal healthy lifestyle. Which function of shaping an organizational culture best describes Stepen's approach?
- a. creating an effective reward system
 - b. being a role model
 - c. hiring the right people
 - d. creating an effective organizational strategy and structure
- (b; Moderate; p. 11) (AACSB: Reflective Thinking)

43. Tyler Winkler, senior vice president of sales for Secure Works, takes an approach whereby employees "make your numbers in three months or you're out." Through this process he measures employee performance, provides detailed feedback and training to improve sales. Which function of how leaders shape organizational culture best describes Tyler's approach?
- a. role modeling
 - b. creating an effective reward system
 - c. hiring the right people
 - d. creating an effective organizational strategy and structure
- (b; Moderate; p. 11-12) (AACSB: Reflective Thinking)

44. Bob Landouceur, La Salle high-school football coach wants his team members to get in touch with their emotions and develop 'love' for their teammates. Through this process he demonstrates great empathy for his players. Which function of how leaders shape organizational culture best describes Bob's leadership style?
- a. role modeling
 - b. creating an effective reward system
 - c. hiring the right people
 - d. creating an effective organizational strategy and structure
- (a; Moderate; p. 12) (AACSB: Reflective Thinking)

45. Leaders shape the culture of their organization through all but one of the following:
- a. role modeling
 - b. the reward system
 - c. establishing personal relationships with followers
 - d. hiring decisions related to employees and other managers and leaders
- (c; Moderate; p. 12)

46. Determining span of control, reporting relationships, and degree of formalization and specialization are all elements of which function of how leaders shape organizational culture?
- a. developing strategies and structures
 - b. influencing hiring decisions
 - c. creating effective reward systems
 - d. role modeling

(a; Moderate; p. 13)

47. The key argument against the impact of leadership centers around the idea that ____.
- a. most leaders are simply not effective
 - b. social and environmental factors affect organizations more than leaders
 - c. culture and organizational rigidity do not allow leaders to make their mark
 - d. other managers impact organizations as much as leaders

(b; Moderate; p. 14)

48. A commonly accepted position regarding the significance of leadership in organizations states:
- a. Leadership is a myth that plays an important role in followers' perception.
 - b. While leaders are important, environmental factors often impact the organization more.
 - c. In most organizations, leaders have some, but not much, discretion to impact the organization.
 - d. Leadership is one of many important factors in organizations.

(d; Moderate; p. 315)

49. The factors that are pushing for new roles for leaders include all but one of the following.
- a. push for quality
 - b. use of teams
 - c. changing hierarchies
 - d. increased homogeneity

(d; Moderate; p. 16)

50. In a results oriented organization that focuses on quality and teamwork, which level of organizational structure should assume primary responsibility?
- a. senior executives
 - b. mid-level managers
 - c. front line supervisors
 - d. employees

(d; Moderate; p. 16-17)

51. In traditional organizations, employees are primarily responsible for _____ while leaders are responsible for _____.
- a. production; planning
 - b. planning; controlling
 - c. preparing; implementing
 - d. controlling; quality

(a; Moderate; p. 17)

52. Changes in many organizations are causing leaders to rely more on _____ and less on _____.
- a. consideration; task
 - b. vision; consideration
 - c. facilitation; structuring
 - d. planning; leading

(c; Moderate; p. 17)

53. Which one of the following is not one of the key factors that the Hay Group has identified to be one of the key elements of an effective corporate culture?
- a. control
 - b. teamwork

- c. customer focus
- d. innovation

(a; Moderate; p. 17)

54. Leaders such as Philip Diehl, director of the U.S. Mint, have made _____ one of their key activities.

- a. quality control
- b. providing a vision
- c. leading
- d. communicating

(d; Moderate; p. 17)

55. Which are not some of the primary factors fueling change for organizations and their leadership?

- a. political changes
- b. ambiguity and uncertainty
- c. demographic changes
- d. globalization

(b; Moderate; p. 18)

56. Which of the following are not some of the factors that are fueling the changes in leadership?

- a. increase in global competition
- b. political changes
- c. legal requirements
- d. demographic and social changes

(c; Moderate; p. 18)

57. The increased cultural diversity in organizations is _____.

- a. causing most leaders to become ineffective
- b. causing changes in organizational practices
- c. creating considerable resentment among employees
- d. leading to conflict between leaders and followers

(b; Moderate; p. 19) (AACSB: Multicultural and Diversity)

58. The fastest growing segment of the U.S. population is currently:

- a. African Americans
- b. Asian Americans
- c. Hispanics
- d. European

(c; Moderate; p. 20) (AACSB: Multicultural and Diversity)

59. By 2016, what fraction of the United States population will be of a minority group?

- a. one fifth
- b. one forth
- c. one third
- d. one half

(c; Moderate; p. 20) (AACSB: Multicultural and Diversity)

60. By 2025, Hispanics are estimated to be what percent of the United States population?

- a. 8%
- b. 21%
- c. 28%

d. 38%
(b; Moderate; p. 20) (AACSB: Multicultural and Diversity)

61. By 2050, the Hispanic population in the United States is estimated to grow to what percent of the total population?
a. 40%
b. 30%
c. 20%
d. 10%

(b; Moderate; p. 366) (AACSB: Multicultural and Diversity)

62. According to the text, which country has a high percentage of women in corporate boards?"
a. United States
b. Malaysia
c. Venezuela
d. Sweden

(d; Moderate; p. 19) (AACSB: Multicultural and Diversity)

63. In the United States there is a 'population hourglass' whereby the largest percentage of the population is older baby boomers, the millennial generation is at the bottom and generation Xers are in the middle. The challenges arising from issues regarding the differences in these age groups represents which major factor fueling organizational change and their leaders?
a. increased globalization
b. employee expectations
c. political changes
d. demographic changes

(d; Moderate; p. 20) (AACSB: Multicultural and Diversity)

64. Which generation comprises the largest population segment in the United States?
a. Millennial generation
b. Generation Xers
c. Generation Y
d. Baby boomers

(d; Moderate; p. 20) (AACSB: Multicultural and Diversity)

65. The younger employees who are joining the workforce typically expect to _____.
a. become leaders very quickly
b. have autonomy and participate in decisions
c. be promoted slower than previous generations
d. stay with the same company for over ten years

(b; Moderate; p. 20) (AACSB: Multicultural and Diversity)

66. Leaders such as John Grundhofer – aka Jack the Ripper – continue to remain in leadership positions, primarily because _____.
a. they are effective
b. organizations face short-term financial pressures
c. they focus on stakeholders
d. they are able to manage global cultures

(b; Moderate; p. 21)

67. Young employees entering the workforce are looking for fast promotions, challenging learning opportunities and work-life balance. This represents which category of factors fueling organizational change?

- a. increased globalization
- b. employee expectations
- c. political changes
- d. technological advances

(b; Moderate; p. 21)

68. _____ is/are barrier(s) to changes in organizations and leaders.

- a. Lack of teams in upper management
- b. Open structures and ill-defined goals
- c. Global cultural changes
- d. The focus on team rewards

(a; Moderate; p. 21)

69. The XYZ organization recruits leaders who are dominant and willing to take control over those who focus on team building. This is an example of ____.

- a. cultural insensitivity
- b. lingering images of traditional leadership
- c. organizational stupidity
- d. poor decision making

(b; Moderate; p. 20-21) (AACSB: Reflective Thinking)

70. Which of the following factors is key to JetBlue's flexibility?

- a. the airline's growing size and importance in its industry
- b. the emphasis on teamwork
- c. a powerful leadership team
- d. a centralized organization where all employee can stay in touch

(b; Moderate; p. 27)

71. Which one of the following is not one of the factors in JetBlue's success?

- a. David Neeleman
- b. a decentralized structure
- c. JetBlue's ability to copy other airlines
- d. constant communication with employees

(c; Moderate; p. 27)

True/False Questions

72. There is one commonly accepted definition of leadership.

- a. true
- b. false

(b; Moderate; p. 2)

73. A leader is defined as a person who influences individuals and groups, helps them in establishing goals, and guides them towards achievement of those goals.

- a. true
- b. false

(a; Moderate; p. 3)

74. It is easy to define leadership.

- a. true
- b. false

(b; Moderate; p. 2)

75. Researchers agree that a leader is effective when the group performs its task.

- a. true
- b. false

(b; Moderate; p. 3)

76. The definition of leadership effectiveness often depends on the point of view of the person who is defining effectiveness.

- a. true
- b. false

(a; Moderate; p. 4)

77. For Barbara Waugh, personnel manager of Hewlett-Packard Laboratories, effectiveness is communication, collaboration, and innovation.

- a. true
- b. false

(a; Moderate; p. 4)

78. According to Fred Luthans, effective and successful managers engage in different types of activities.

- a. true
- b. false

(a; Moderate; p. 4)

79. Fred Luthans found that the majority of managers are both effective and successful.

- a. true
- b. false

(b; Moderate; p. 27)

80. Fred Luthans found that only 10% of managers are both effective and successful.

- a. true
- b. false

(a; Moderate; p. 4)

81. Based on Luthans' research, in order for organizations to be effective they must reward effective managers and help them become successful.

- a. true
- b. false

(a; Moderate; p. 4)

82. The definition of leadership effectiveness depends on the organization and the context.

- a. true
- b. false

(a; Moderate; p. 4)

83. The common thread in many definitions of leadership effectiveness is the focus on outcomes.

- a. true

b. false
(a; Moderate; p. 27)

84. Leaders are effective when their followers achieve their goals, can function well together, and can adapt to the changing demands from external forces.

a. true
b. false
(a; Moderate; p. 5)

85. Leadership is not a universal phenomenon, but rather culturally contingent.

a. true
b. false
(b; Moderate; p. 7)

86. The presence of leaders creates an unavoidable hierarchy and inequality.

a. true
b. false
(a; Moderate; p. 7)

87. Managing the inequality inherent in leader-follower relationships is essential in the leadership process.

a. true
b. false
(a; Moderate; p. 7)

88. The key to effective leadership is practice and learning from one's mistakes.

a. true
b. false
(a; Moderate; p. 7)

89. The keys to being an effective leader are knowledge, experience, practice and learning from one's mistakes.

a. true
b. false
(a; Moderate; p.7)

90. Becoming an effective leader requires experimentation and organizational support.

a. true
b. false
(a; Moderate; p. 8)

91. Most researchers agree that leadership and management are basically the same concept.

a. true
b. false
(b; Moderate; p. 9)

92. According to McGregor, managers tend to take a long-term perspective, whereas leaders take a short-term perspective

a. true
b. false
(b; Moderate; p. 9)

93. Leaders provide a vision for their followers, where as managers focus on routine issues.

- a. true
- b. false

(a; Moderate; p. 9)

94. According to Kotter, while leadership is an age-old concept, the idea of management was developed during the industrial revolution.

- a. true
- b. false

(a; Moderate; p. 9)

95. Effective managers often have to perform roles and functions attributed to leaders.

- a. true
- b. false

(a; Moderate; p. 9-10)

96. For organizations to function properly all managers can be replaced by leaders.

- a. true
- b. false

(b; Moderate; p. 9)

97. Research about the difference between male and female managers indicates that women are generally less effective leaders, but excellent managers.

- a. true
- b. false

(b; Moderate; p. 10) (AACSB: Multicultural and Diversity)

98. There is general agreement that there are fundamental differences between how men and women manage.

- a. True
- b. false

(a; Moderate; p. 11) (AACSB: Multicultural and Diversity)

99. One of the primary roles of leaders is to create and maintain the culture of their organizations.

- a. true
- b. false

(a; Moderate; p. 11)

100. The only means leaders have to influence their followers is through role modeling.

- a. true
- b. false

(b; Moderate; p. 11)

101. Research has clearly established that leadership has a key impact on organizations.

- a. true
- b. false

(b; Moderate; p. 15)

102. There is considerable debate among leadership scholars regarding whether leadership actually impacts organizations.

- a. true

b. false
(a; Moderate; p. 15)

103. Hiring decisions are an important aspect of how leaders can shape the organization's culture.
a. true
b. false

(a; Moderate; p. 11-12)

104. Recent research suggests that leaders must be able to manage their followers' emotional states.
a. true
b. false

(a; Moderate; p. 12)

105. While the leader's impact on the organization may not always be tangible, leadership is significant in providing a vision and direction for followers.
a. true
b. false

(a; Moderate; p. 15)

106. In cultures where power is highly differentiated and centralized, managers rely on employees to offer solutions and answers to organizational challenges.
a. true
b. false

(b; Moderate; p. 16) (AACSB: Multicultural and Diversity)

107. Leadership in traditional organizations continues to include a desire for control and power.
a. true
b. false

(a; Moderate; p. 16-17)

108. The focus on quality forces organizations to expect leaders to be in charge and show dominance.
a. true
b. false

(b; Moderate; p. 18)

109. Today's leaders need to improve their structuring skills.
a. true
b. false

(b; Moderate; p. 17)

110. As the leader's roles are changing, employees are increasingly expected to understand strategic and financial issues.
a. true
b. false

(a; Moderate; p. 17)

111. Planning and organizing is increasingly being done by followers instead of leaders alone.
a. true
b. false

(a; Moderate; p. 17)

112. Because of many changes in organizations, leaders have to increasingly rely on structuring skills to be effective.

- a. true
- b. false

(b; Moderate; p. 17)

113. Rick Sapio, CEO of Mutual.com, and Jeff Imelt, of GE, both focus on listening to their employees.

- a. true
- b. false

(a; Moderate; p. 17)

114. The factors that are fueling leadership changes include legal pressures and requirements.

- a. true
- b. false

(b; Moderate; p. 18)

115. The United States is one of the few countries that is experiencing increased diversity.

- a. true
- b. false

(b; Moderate; p. 19) (AACSB: Multicultural and Diversity)

116. By 2025, Hispanics are estimated to outnumber African Americans in the United States.

- a. true
- b. false

(a; Moderate; p. 20) (AACSB: Multicultural and Diversity)

117. Women hold about 50% of managerial and professional positions in the U.S.

- a. true
- b. false

(a; Moderate; p. 19) (AACSB: Multicultural and Diversity)

118. Women currently hold 20 percent of all executive positions in the United States.

- a. true
- b. false

(b; Moderate; p. 19) (AACSB: Multicultural and Diversity)

119. Sweden leads all countries in percentage of women who hold senior level executive positions.

- a. true
- b. false

(a; Moderate; p. 19) (AACSB: Multicultural and Diversity)

120. By 2050, the average U.S. resident will be from a non-European background.

- a. true
- b. false

(a; Moderate; p. 20) (AACSB: Multicultural and Diversity)

121. By 2050, the majority of new entrants in the U.S. labor force will be Hispanic.

- a. true
- b. false

(b; Moderate; p. 20) (AACSB: Multicultural and Diversity)

122. Although women are not well represented in executive positions around the world, they are holding a majority of board memberships.
a. true
b. false
(b; Moderate; p. 190) (AACSB: Multicultural and Diversity)
123. Ted Childs of IBM considers diversity to be an essential part of the business.
a. true
b. false
(a; Moderate; p. 20) (AACSB: Multicultural and Diversity)
124. Financial pressures often force organizations to select ruthless leaders.
a. true
b. false
(a; Moderate; p. 20)
125. One of the obstacles to effective leadership is the extensive use of teams in upper management.
a. true
b. false
(b; Moderate; p. 21)
126. Male images of leadership which include dominance and control are no longer used in most organizations.
a. true
b. false
(b; Moderate; p. 21) (AACSB: Multicultural and Diversity)
127. Job satisfaction is higher in organizations with more bureaucracy and lower autonomy.
a. true
b. false
(b; Moderate; p. 21)
128. Few organization take full advantage of their employees' ideas and potential.
a. true
b. false
(a; Moderate; p. 21)

Short Answer/ Essay Questions:

129. Cintra Purtra, CEO of 3n (National Notification Network) states having passion is key to leadership. Explain what she means by that statement, why it is important, and give an example that demonstrates her belief.
(Moderate; p. 3)
130. Wendy Kopp, CEO and founder of Teach for America, considers teaching successfully to be leadership. Create an argument supporting her argument including which leadership elements are and are not relevant to her argument.
(Moderate; p. 4)

- 131 Explain what the author means by: Leadership and management become more closely similar when considering the issue of effectiveness and competence.
(Challenging; p. 9)
- 132 Helgensen found that women reported having ample time to themselves; time to read and reflect; and time to schedule meetings to share information with colleagues and subordinates. Conversely, men found themselves stressed; had little to no time to reflect or time for themselves. Does that mean women are better leaders and handle leadership positions better than men do? Explain.
(Easy; p. 11)
- 133 Explain what is meant by demographic trends in the United States including what is called the population hourglass.
(Easy; p. 20)
- 134 Explain why people like John Grundhofer, nicknamed “Jack the Ripper,” who specialized in implementing massive layoffs, continue to find their skills in high demand.
(Moderate; p. 21)