CHAPTER 2—TRAITS, BEHAVIORS, AND RELATIONSHIPS

TRUE/FALSE

1. The Great Man approach sought to identify the traits leaders possessed that distinguished them from people who were not leaders.

    ANS: T   PTS: 1   REF: p. 38

2. Researchers contend that some traits are essential to leadership: self- confidence, honesty, integrity, and drive.

    ANS: T   PTS: 1   REF: p. 41 | p. 42

3. The trait approach says that anyone with the appropriate behavior can be a good leader.

    ANS: F   PTS: 1   REF: p. 44

4. The leadership continuum model implies that a participative leadership can be used when subordinates are able to learn decision-making readily.

    ANS: T   PTS: 1   REF: p. 45

5. Directing tasks, planning, and ruling with an iron hand is a "consideration" style.

    ANS: F   PTS: 1   REF: p. 46

6. The University of Michigan studies showed that goal emphasis, work facilitation, support, and interaction facilitation can be performed by subordinates.

    ANS: T   PTS: 1   REF: p. 49

7. The *Leadership Grid* shows that team management is the least effective style.

    ANS: F   PTS: 1   REF: p. 49

8. Dyadic theory examines why leaders have greater impact on some followers than on others.

    ANS: T   PTS: 1   REF: p. 52

9. Leader-member exchange research emphasizes that all employees should be managed in the same manner.

    ANS: F   PTS: 1   REF: p. 54

10. A characteristic considered essential for effective leadership is drive.

    ANS: T   PTS: 1   REF: p. 42

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

    ANS: F   PTS: 1   REF: p. 44

12. Consideration is the extent to which a leader is sensitive to subordinates.

    ANS: T   PTS: 1   REF: p. 46

13. The Leadership Continuum is a theory based on the notion that a leader develops a unique relationship with each subordinate or group.

    ANS: F   PTS: 1   REF: p. 45

14. Critics of early LMX theory felt that distinguishing between an in-group and out-group would lead to resentments or even hostility.

    ANS: T   PTS: 1   REF: p. 54

15. Entrepreneurial leaders exist within established organizations.

    ANS: T   PTS: 1   REF: p. 55

MULTIPLE CHOICE

1. Trait research does NOT consider the following personal characteristics of leaders:
   a. personal characteristics such as energy.
   b. personality characteristics such as self-confidence.
   c. social characteristics such as interpersonal skills.
   d. professional characteristics such as work experience.

   ANS: D   PTS: 1   REF: p. 40

2. Possessing the traits of honesty and integrity are essential for leaders in order to:
   a. build productive relationships.
   b. build trust.
   c. both build productive relationships *and* build trust.
   d. seek achievement.

   ANS: C   PTS: 1   REF: p. 42

3. Autocratic versus democratic leadership research showed all EXCEPT:
   a. groups with autocratic leaders only performed well under leader supervision.
   b. groups with democratic leaders only performed well when the leader supervised.
   c. groups with autocratic leaders had feelings of hostility.
   d. groups with democratic leaders had positive feelings.

   ANS: B   PTS: 1   REF: p. 44

4. The Leadership Continuum by Tannenbaum and Schmidt suggested that leaders should be boss-centered or subordinate-centered depending on:
   a. organizational circumstances.
   b. the skill level of the employees.
   c. the self-confidence, creativity, and energy of the leader.
   d. both organizational circumstances *and* the skill level of the employees.

   ANS: D   PTS: 1   REF: p. 45

5. Initiating structure describes the following leadership behavior:
   a. A leader who is task-oriented and directs subordinates' work.
   b. A leader who is sensitive to subordinates and respects their ideas, and feelings.
   c. A leader who seeks input from subordinates regarding important decisions.
   d. A leader who listens carefully to problems.

   ANS: A   PTS: 1   REF: p. 46

6. The University of Michigan research reached all the following conclusions EXCEPT:
   a. Goal emphasis, work facilitation, and support can be performed by subordinates.
   b. Only the leader can supply the job-centered and employee-centered behaviors.
   c. A leader is identified by one or the other behavior style, not both.
   d. Leadership behavior affected the performance and satisfaction of subordinates.

   ANS: B   PTS: 1   REF: p. 48

7. "High-high" leadership behavior is generally considered desirable because:
   a. leaders display concern for both people and production.
   b. leaders will meet people-oriented and task-oriented needs simultaneously.
   c. both leaders display concern for both people and production *and* leaders will meet people-oriented and task-oriented needs simultaneously.
   d. task-oriented behavior was associated with higher productivity.

   ANS: C   PTS: 1   REF: p. 51

8. The Vertical Dyad Linkage model argues for all EXCEPT:
   a. Subordinates provide the same descriptions about the same leader.
   b. Subordinates exist in a "in-group" or an "out-group" in relation to the leader.
   c. Subordinates provide very different descriptions of the same leader.
   d. Subordinates who rated the leader highly had a close relationship with the leader.

   ANS: A   PTS: 1   REF: p. 52

9. The leader-member exchange explores all EXCEPT:
   a. communication frequency.
   b. value agreement.
   c. traits.
   d. job satisfaction.

   ANS: C   PTS: 1   REF: p. 54

10. During the Partnership Building stage of the dyadic approach:
    a. leader dyads are created across levels and boundaries.
    b. leaders can reach out to create a positive exchange with every subordinate.
    c. leaders' behaviors and traits have different impacts on individuals.
    d. leadership is not individualized for each subordinate.

    ANS: B   PTS: 1   REF: p. 54

11. In the Leadership Grid, the term Country Club Management refers to:
    a. the exertion of minimum effort to get required work done.
    b. efficiency in operations from arranging work conditions.
    c. thoughtful attention to the needs of people for satisfying relationships.
    d. work accomplishment from committed people and interdependence.

    ANS: C   PTS: 1   REF: p. 49

12. Active leaders need self-confidence because:
    a. followers will not cooperate if the leader is not confident.
    b. they initiate changes and must make decisions without adequate information.
    c. leaders could be paralyzed into inaction without confidence.
    d. all of these choices.

    ANS: D   PTS: 1   REF: p. 42

13. Trait research has identified all of the following categories as essential to leadership EXCEPT:
    a. work-related characteristics.
    b. social characteristics.
    c. personality.
    d. culture.

    ANS: D   PTS: 1   REF: p. 40

14. Drive is considered essential to effective leadership because:
    a. leaders with drive seek achievement.
    b. leaders with drive actively pursue goals.
    c. leaders with drive have stamina.
    d. all of these choices

    ANS: D   PTS: 1   REF: p. 42

15. Entrepreneurship is the process of:
    a. initiating a business venture.
    b. assuming the associated risks and rewards.
    c. organizing the necessary resources.
    d. all of the choices

    ANS: D   PTS: 1   REF: p. 55

16. Entrepreneurs are:
    a. autocratic leaders.
    b. leaders of innovation and change.
    c. not risk takers.
    d. "high-high" leaders.

    ANS: B   PTS: 1   REF: p. 55

17. Different personal characteristics and behavioral styles are suited to different types of:
    a. leadership roles.
    b. vertical dyad linkages.
    c. authority-compliance management.
    d. job-centered leadership.

    ANS: A   PTS: 1   REF: p. 55

18. Team management is:
    a. recommended because organization members work together to accomplish tasks.
    b. considered the most effective style.
    c. used when efficiency in operations is the dominant orientation.
    d. both recommended because organization members work together to accomplish tasks *and* considered the most effective style.

    ANS: D   PTS: 1   REF: p. 49

19. Leaders can develop performance and productivity gains if they:
    a. use an operational role.
    b. are independent.
    c. develop positive relationships one-on-one with each subordinate.
    d. maintain the status quo.

    ANS: C   PTS: 1   REF: p. 55

20. The operational role is:
    a. a horizontal role.
    b. closest to a vertically oriented management role.
    c. a leadership role that provides guidance and support.
    d. a natural behavioral style.

    ANS: B   PTS: 1   REF: p. 56

21. Collaborative leaders:
    a. need excellent people skills.
    b. are highly proactive and tenacious.
    c. exhibit extreme flexibility.
    d. all of the choices

    ANS: D   PTS: 1   REF: p. 56

22. Leader behavior towards in-group members includes all EXCEPT:
    a. listening to employee's suggestions.
    b. praising accomplishments.
    c. punishing mistakes.
    d. treating mistakes as learning opportunities.

    ANS: C   PTS: 1   REF: p. 53

23. Individualized leadership is based on:
    a. a leader's unique relationship with each subordinate.
    b. a series of *dyads,* two-person interactions.
    c. the Leadership Grid.
    d. both a leader's unique relationship with each subordinate *and* a series of *dyads,* two-person interactions.

    ANS: D   PTS: 1   REF: p. 51

24. Traits:
    a. alone cannot define effective leadership.
    b. alone can define effective leadership.
    c. are not part of twenty-first century leadership research.
    d. are part of LMX research.

    ANS: A   PTS: 1   REF: p. 43

25. Leaders who are drawn to new opportunities, are action oriented, and try to influence their teams toward creativity are:
    a. entrepreneurial leaders.
    b. "high-high" leaders.
    c. operational leaders.
    d. individualized leaders.

    ANS: A   PTS: 1   REF: p. 55

26. Advisory leaders need
    a. great people skills.
    b. the ability to influence through personal knowledge.
    c. honesty and integrity to build trust.
    d. all of the choices

    ANS: D   PTS: 1   REF: p. 56

27. The job-centered leader focuses on:
    a. accomplishing tasks.
    b. the human needs of their subordinates.
    c. efficiency.
    d. both accomplishing tasks *and* efficiency.

    ANS: D   PTS: 1   REF: p. 48

28. The University of Michigan studies are part of:
    a. trait theory.
    b. behavioral theory.
    c. individualized leadership.
    d. entrepreunial leadership.

    ANS: B   PTS: 1   REF: p. 48

29. Many think a leader has:
    a. to be "all things to all people."
    b. to handle any problem that comes along.
    c. both to be "all things to all people" *and* to handle any problem that comes along.
    d. to maintain the status quo.

    ANS: C   PTS: 1   REF: p. 38

30. Becoming an effective leader requires all EXCEPT:
    a. discovering your own unique strengths.
    b. seeking new opportunities.
    c. discovering your capabilities.
    d. learning how to make the most of your strengths.

    ANS: B   PTS: 1   REF: p. 38

COMPLETION

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

    ANS: Traits

    PTS: 1   REF: p. 38

2. _____ a leadership perspective that sought to identify the inherited traits leaders possessed that distinguished them from people who were not leaders.

    ANS: Great Man approach

    PTS: 1   REF: p. 38

3. The Behavior approach recognized _____ and _____ leadership styles.

    ANS:
    autocratic, democratic
    democratic, autocratic

    PTS: 1   REF: p. 44

4. The extent to which a leader is task oriented and directs subordinates' work activities toward goal achievement is called _____

   ANS: initiating structure

   PTS: 1   REF: p. 46

5. A leadership behavior that displays a focus on the human needs of subordinates is called _____.

   ANS: employee-centered

   PTS: 1   REF: p. 48

6. In the Leadership Grid, _____ is considered the most effective style.

   ANS: team management

   PTS: 1   REF: p. 49

7. The _____ leader displays a concern for both people and production.

   ANS: high-high

   PTS: 1   REF: p. 50

8. The _____ examines why leaders have more influence a greater impact on some members than on others.

   ANS: dyadic theory

   PTS: 1   REF: p. 52

9. _____ is a theory based on the notion that a leader develops a unique relationship with each subordinate which determines how the leader behaves toward the member.

   ANS: Individualized leadership

   PTS: 1   REF: p. 51

10. The Leader-Member Exchange (LMX) is an individualized leadership model that explores _____.

    ANS: leader-member relationships

    PTS: 1   REF: p. 53

SHORT ANSWER

1. Describe trait approach research.

   ANS:
   The traits and their respective categories comprise trait approach research (physical characteristics, intelligence and ability, personality, work-related characteristics, an social characteristics). Effective leaders were often identified by exceptional follower performance, or a high status position within an organization and a salary that exceed that of one's peers.

   PTS: 1   REF: p. 38

2. Describe the Leadership Continuum by Tannenbaum and Schmidt.

   ANS:
   Tannenbaum and Schmidt indicated that leadership behavior could exist on a continuum reflecting different amounts of employee participation. One leader might be autocratic (boss-centered) another democratic (subordinate-centered), and a third a mix of the two styles. Boss-centered or subordinate-centered leadership depended on circumstance.

   PTS: 1   REF: p. 45

3. What are the characteristics of a "high-high" leader?

   ANS:
   The research into the behavior approach culminated in two predominate types of leadership behaviors people-oriented and task-oriented. A "high-high leader, one who displays concern for both people and production. There is a general belief that "high-high" leadership is a desirable quality, because the leader will meet both needs simultaneously.

   PTS: 1   REF: p. 50

4. Describe the Vertical Linkage Model.

   ANS:
   The Vertical Linkage Model argues for the importance of the dyad formed by a leader with each member of the subordinate group. Subordinates were found to exist in an "in-group" and "out-group" in relation the leader. In-group members had high access to the leader, expressed greater mutual influence, and had higher satisfaction and performance.

   PTS: 1   REF: p. 52

5. Describe the leader-member exchange relationship.

   ANS:
   Stage two in the development of the dyad theory explored the leader-member exchange, discovering that the impact on outcomes depends on how the process develops over time. Studies evaluated: communication frequency, value agreement, characteristics of followers, job satisfaction, job climate, and commitment. The theory proposes that this higher-quality relationship will lead to higher performance and more interesting assignments, greater responsibility, and rewards such as pay increases and bonuses.

PTS: 1   REF: p. 54

ESSAY

1. When might an autocratic leader be more effective? When might a democratic leader be more effective ?

    ANS:
    p. 44

    PTS: 1   REF: p. 44

2. Is the Great Man perspective on leadership alive today? Discuss.

    ANS:
    p. 39

    PTS: 1   REF: p. 39

3. What leadership style best describes you? Explain.

    ANS:
    Answer not provided.

    PTS: 1   REF: p. 44-47