

Chapter 1 Test Bank

True or False

1. If we ever hope to be effective leaders of ourselves, we must first lead others effectively.
A. False (p. 1-ourselves, moderate; LO: #3)
2. We cannot choose what we are, but we can choose who we become.
A. False (p. 1-we choose, easy; LO: #6)
3. When a manager and a subordinate set a goal jointly, a participative leadership process is at work.
A. True (p. 2, moderate; LO: #3)
4. Leadership may be defined as a process of influencing one's self.
A. False (p. 2-influence, easy; LO: #1)
5. The concept of self-leadership is derived primarily from research and theory in the two areas of psychology: Social Cognitive Theory and Intrinsic Motivation Theory.
A. True (p. 6, hard; LO: #5)
6. Self-leadership may be defined as the process of influence.
A. False (p. 5-influencing one's self, easy; LO: #4)
7. The giving of orders and the use of methods of influence such as rewards and punishment by a formal organization manager over his or her subordinates describes the internal source of leadership influence.
A. False (p. 2-external source of leadership influence, moderate; LO: #2)
8. Because we all lead ourselves, we are all effective self-leaders.
A. False (p. 4-we are not all effective, easy; LO: #3)
9. We influence our actions in countless ways, of which we might not be aware.
A. True (p. 1, easy; LO: #2)

10. External, participative, and self-leadership are the three primary sources of leadership influence.
A. True (p. 2, hard; LO: #3)

Multiple Choice

11. If we ever hope to be effective leaders of others, we must first lead _____ effectively.
A. ourselves
B. within an organization
C. individuals
D. none of the above

Answer: A (p. 1, easy; LO: #3)

12. _____ influence(s) our actions in countless ways, of which we might not be aware.
A. We
B. The world
C. Friends
D. Family

Answer: A (p. 1, easy; LO: #3)

13. Leadership may be defined as a process of _____.
A. influencing oneself
B. delegating tasks
C. influence
D. none of the above

Answer: C (p. 2, easy; LO: #1)

14. When a manager and a subordinate set a goal jointly, a _____ leadership process is at work.
A. goal-setting
B. participative
C. management by objectives
D. collaborative

Answer: B (p. 2, moderate; LO: #3)

15. Although we all lead ourselves, we are not all _____ self-leaders.
- A. ineffective
 - B. superior
 - C. excellent
 - D. effective

Answer: D (p. 4, easy; LO: #3)

16. We _____ what we are and what we become.
- A. choose
 - B. accept
 - C. do not choose
 - D. do not accept

Answer: A (p. 1, easy; LO: #6)

17. The giving of orders and the use of methods of influence, such as rewards and punishment by a formal organization manager over his or her subordinates, describes which source of leadership influence?

- A. internal
- B. self-leadership
- C. external
- D. all of the above

Answer: C (p. 2, moderate; LO: #2)

18. Self-leadership may be defined as the process of _____.
- A. influencing oneself
 - B. influencing others
 - C. both A & B
 - D. none of the above

Answer: A (p. 5, easy; LO: #4)

Short Essay

19. Briefly discuss Social Cognitive Theory and Intrinsic Motivation Theory.

The concept of self-leadership is derived primarily from research and theory in the two areas of psychology: Social Cognitive Theory and Intrinsic Motivation Theory.

Social Cognitive Theory recognizes that human behavior may influence and be influenced by the world we live in, that behavior may be managed or controlled by oneself, that behavior may be learned or shaped through vicarious and symbolic mechanisms, and, finally, stresses the importance of our perceptions of our own effectiveness or potential to be effective.

Intrinsic Motivation Theory emphasizes the importance of natural rewards we enjoy that are derived from engaging in activities that we like. (p. 6, hard; LO: #5)

20. Discuss the three primary sources of leadership influence.

*Leadership, as a process of influence, can originate from **three primary sources**: external, self, and participative. **External leadership** is the basic influence of a leader on a follower; **Self-leadership** is the internal influence that we exert on ourselves, while **Participative leadership** involves a combination of self and external influence. (p. 2, moderate; LO: #2)*