




Chapter 02 Essay Questions

- 1  How will your personal traits, skills, and behaviors benefit you as a supervisor?


Answer:

- 2  How might a supervisor enhance authority at work thereby strengthening leadership skills?


Answer:

- 3  Explain how an effective supervisor strengthens and best uses leadership styles to gain productivity and performance from subordinates.

Answer:




- 4  "Men and women use differing leadership styles." Do you agree? Explain your position.




Answer:




- 5  The supervisor is in a position to help overcome the barriers (such as prejudice) that hamper some employees from being fully included in the team. What can the supervisor do to ensure inclusiveness?




Answer:




Chapter 02 Multiple Choice Questions




- 1    Effective leaders seem to have a talent for:
- ☐ Accomplishing difficult and time-consuming tasks
 - ☒ Getting other people to follow them willingly
 - ☐ Providing creative solutions to challenging situations
 - ☐ All of the above

- 2    Certain core traits significantly contribute to business leaders' success. Among them are:
- ☐ Drive
 - ☐ Honesty
 - ☐ Cognitive ability
 - ☒ All of the above

- 3    A supervisor has power based on authority to:
- ☐ Reward employees
 - ☐ Coerce employees
 - ☐ Punish employees
 - ☒ All of the above

- 4    In order to have more expert power, a supervisor should be able to:
- ☐ Consult outside sources of information
 - ☐ Enlist the assistance of another supervisor
 - ☒ Provide needed technical knowledge
 - ☐ All of the above

- 5    University of Michigan researchers define a general leader as one who:
- ☒ Sets guidelines and lets employees use their discretion within those guidelines
 - ☐ Follows a hands-off policy with employees
 - ☐ Specifies the roles for subordinates and checks to see that they comply with the specifications
 - ☐ All of the above

- 6    Transformational leaders:
- ☐ Recognize the need for revitalization
 - ☐ Create a new vision
 - ☐ Institutionalize change
 - ☒ All of the above

7 ■■= According to path-goal theory, ambiguous work
■■= situations call for:

- ☐ Direction from upper management
- ☒ Directive leadership
- ☐ Supportive leadership
- ☐ All of the above

8 ■■= Employees will need less direct supervision if they
■■= have:

- ☐ Experience
- ☐ Training
- ☐ Professional behavior
- ☒ All of the above

9 ■■= The Vroom-Jago-Yetton Model consists of three
■■= components, among them:

- ☐ A list of rules
- ☐ A set of detailed instructions
- ☒ A set of diagnostic questions
- ☐ All of the above

10 ■■= Decision-making guidelines a supervisor might use
■■= include:

- ☐ Increasing knowledge
- ☐ Using intuition
- ☐ Freeing judgment of bias
- ☒ All of the above

11 ■■= The leader-member exchange (LMX) theory says that
■■= leaders tend to adapt their styles to:

- ☐ The urgency of the situation
- ☒ The quality of the relationship between the leader and the subordinate
- ☐ The frequency of exchanges between the leader and the subordinate
- ☐ All of the above

Chapter 02 True False Questions

1 ■ ■ Leadership is influencing someone to work willingly toward a predetermined objective.

- ☒ True
☐ False

2 ■ ■ Effective supervisory leadership reflects a balance of traits, skills, and behaviors.

- ☒ True
☐ False

3 ■ ■ Most experts agree that great leaders are born not made.

- ☐ True
☒ False

4 ■ ■ Leaders prefer to be in leadership rather than subordinate roles, and they willingly shoulder the mantle of authority.

- ☒ True
☐ False

5 ■ ■ The leader's intelligence and decision-making ability are not crucial to being a strong leader.

- ☐ True
☒ False

6 ■ ■ The leader's task-oriented behaviors include making it clear to subordinates what they must do, and then making sure they do it.

- ☒ True
☐ False

7 ■ ■ Employee-centered leaders focus on production and technical aspects of a job.

- ☐ True
- ☒ False

8 ■ ■ Transformational leadership is primarily used when turning around a company or making major changes.

- ☐ True
- ☒ False

9 ■ ■ Path-goal leadership theory says the leader's job is to increase the personal rewards subordinates receive for achieving their goals, and to make the path to these goals easier to follow by reducing roadblocks.

- ☒ True
- ☐ False

10 ■ ■ If you select and train your followers well, there may be less need to exercise leadership on a daily basis.

- ☒ True
- ☐ False

11 ■ ■ Employees engaged in work that is intrinsically satisfying do not require leadership efforts on the part of their supervisors.

- ☐ True
- ☒ False


12 ■ ■ The Hersey-Blanchard Situational Leadership Model aims to provide a practical way for a leader to decide how to adapt his or her style to the task.

- ☒ True
- ☐ False


13 ■ ■ A formal companywide program determines whether diverse employees work together cooperatively, not the steps taken by the supervisor.

- ☐ True
- ☒ False


Chapter 03 Essay Questions

- 1  Herbert Simon suggests that when making decisions most people "satisfice," in other words, look for solutions until they find a satisfactory one. How can you ensure that you choose the best solution?


Answer:

- 2  When making a decision, how would you determine your main objectives?


Answer:

- 3  How might you use a Consequences Table to evaluate alternative solutions to a problem?

Answer:

- 4  Describe the techniques you would use to improve the quality of decisions.

Answer:

- 5  Explain how information technology tools might help a supervisor to make sound decisions.

Answer: