***Leadership: Enhancing the Lessons of Experience, 9e* (Hughes)**

**Chapter 1 What Do We Mean by Leadership?**

1) Leadership is a complex phenomenon involving the leader, the followers, and the situation.

2) A key reason behind using the phrase "desirable opportunities" in a definition of leadership was precisely to distinguish between leadership and management.

3) Some managers are likely to be effective leaders without ever having taken a course or training program in leadership.

4) Good leadership is all about calculation, planning, and following a checklist.

5) The mere presence of a group can cause people to act differently than when they are alone.

6) Leaders have a short-term view, whereas managers have a long-term view in management.

7) Leaders tend to ask questions pertaining to the "how" and "when" of situations, whereas managers tend to ask questions pertaining to the "what" and "why" of things.

8) One needs only common sense to be a good leader.

9) Formal study and learning from experience are mutually exclusive when developing leadership skills.

10) A widely respected leader who is selected from within an organization tends to receive less latitude in a new leadership position than a newcomer.

11) As followers are often at the levels where many organizational problems occur, they can give leaders relevant information so that good solutions are implemented.

12) Research indicates that men tend to view leadership as an exchange with subordinates for services rendered.

13) Leaders have considerably more influence with in-group followers than with out-group followers.

14) Out-group subordinates are distinguished from in-group subordinates by their high degree of loyalty, commitment, and trust felt toward their leader.

15) When followers have a say in the selection or election of a leader, they are likely to have low expectations and make few demands.

16) According to Robert Kelley, the best followers are self-starters who take initiative for themselves.

17) According to Robert Kelley, alienated followers habitually point out all the negative aspects of an organization to others, and leaders often see them as adversarial.

18) Pragmatist followers see themselves as mavericks who have a healthy skepticism of their organization.

19) Unlike the constructionist approach, the role approach believes that leadership is co-created through acts of leading and following, whoever may be performing those acts.

20) The glass cliff refers to the finding that female candidates for an executive position are more likely to be hired than equally qualified male candidates when an organization's performance is declining.

21) According to leadership researchers, leadership

A) is an interpersonal relation in which others comply because they want to.

B) is the study of leaders independent of the people they interact with.

C) postulates that leaders administer rather than innovate.

D) requires that leaders accept the status quo.

22) Which of the following definitions of leadership is fairly comprehensive and helpful?

A) actions that focus resources to create desirable opportunities

B) the process by which an agent induces a subordinate to behave in a desired manner

C) directing and coordinating the work of group members

D) the process of influencing an organized group toward accomplishing its goals

23) The interactional framework for analyzing leadership includes

A) followers, leaders, and situations.

B) individuals, groups, and organizations.

C) individual followers, groups, and leaders.

D) first-level supervisors, mid-level managers, and top-level leaders.

24) A key reason behind using the phrase "desirable opportunities" in a definition of leadership was precisely to distinguish between leadership and

A) tyranny.

B) management.

C) followership.

D) situation.

25) Which of the following words is most often associated with the word "management"?

A) dynamism

B) risk taking

C) efficiency

D) creativity

26) Leadership is most associated with words like

A) consistency.

B) planning.

C) control.

D) vision.

27) Which of the following is a conventional distinction between managers and leaders?

A) Managers maintain, while leaders develop.

B) Managers innovate, while leaders administer.

C) Managers inspire, while leaders control.

D) Managers originate, while leaders imitate.

28) What is Hollander's approach to leadership called?

A) participative

B) transformational

C) charismatic

D) transactional

29) According to Robert Kelley's basic styles of followership, \_\_\_\_\_\_\_\_ are the "yes people" of organizations and are very active at doing their organization's work.

A) pragmatist followers

B) conformist followers

C) alienated followers

D) exemplary followers

30) According to Robert Kelley's basic styles of followership, which of the following statements is true about pragmatist followers?

A) They are rarely committed to their group's work goals.

B) They usually point out all the negative aspects of their organization to others.

C) They are the "yes people" of organizations.

D) They often present a distinct image, with either positive or negative characteristics.

31) According to Robert Kelley's basic styles of followership, who among the following presents a consistent picture to both leaders and coworkers of being independent, innovative, and willing to stand up to superiors?

A) alienated followers

B) conformist followers

C) pragmatist followers

D) exemplary followers

32) Craig, a marketing manager at HeliZone Inc., rarely takes initiative or suggests new ideas during project meetings. He does his work halfheartedly and needs to be guided by his manager on a regular basis. According to Robert Kelley's basic styles of followership, Craig most likely is a(n)

A) passive follower

B) alienated follower

C) conformist follower

D) pragmatist follower

33) Identify a true statement about passive followers according to Robert Kelley's basic styles of followership.

A) They are the "yes people" of organizations.

B) They are highly likely to become experts in mastering the bureaucratic rules that can be used to protect them.

C) They require constant direction because they lack initiative and a sense of responsibility.

D) They are often seen as cynical, negative, and adversarial by leaders.

34) Unlike the role approach, the constructionist approach

A) stresses that a person's awareness of being judged by stereotypes has a deleterious impact on performance.

B) views leadership as combined acts of leading and following by different individuals.

C) emphasizes that leaders have more influence with out-group followers than with in-group followers.

D) states that female candidates are unable to deliver when an organization's performance is declining.

35) Most early research on leadership was based on the assumption that leadership is a general personal trait expressed independently of the situation in which the leadership is manifested. This view is commonly known as

A) interactional framework.

B) role approach.

C) the heroic theory.

D) the glass ceiling effect.

36) Ideal followers are most likely to be described as

A) independent.

B) forward-looking.

C) inspiring.

D) innovative.

37) In a classic study of sex roles, Schein

A) evidenced the fact that being a woman and being a manager are contradictory.

B) found a high correlation between the ways both male and female respondents perceived "females" and "managers."

C) demonstrated how bias in sex role stereotypes created problems for women moving up through managerial roles.

D) found no correlation between the ways respondents perceived "males" and "managers."

38) Which of the following is a phenomenon that refers to situations in which people feel themselves at risk of being judged by others holding negative images about them?

A) perceptual set

B) the stereotype threat

C) the glass cliff

D) role approach

39) Which of the following statements is true of women in leadership positions?

A) Women's commitment to their organizations was less guarded than that of their male counterparts.

B) Women were less likely than men to be willing to take career risks.

C) Women were less analytical and forceful than men.

D) Women had significantly lower well-being scores than men.

40) In survey research by Judith Rosener that identified several differences in how men and women described their leadership experiences, it was found that

A) men's trust in each other tended to decrease more than women when work situations became more professionally risky.

B) men described their influence in terms of personal characteristics like charisma and interpersonal skill.

C) women helped subordinates develop commitment to broader goals than their own self-interest.

D) women influenced others primarily through their organizational position and authority.

41) Discuss how leadership is both an art and a science.

42) Explain and illustrate the rational and emotional aspects of leadership.

43) Compare and contrast leadership and management.

44) Compare and contrast leadership and followership.

45) Briefly discuss Rosener's concept of interactive leadership and explain its development.

46) How does the situation variable affect leadership? How does a leader's job differ in simple and complex situations?

47) What are the advantages of formally studying leadership? What role do real-life experiences play in formal studies of leadership?

48) How does a leader's history with an organization affect leadership effectiveness? Explain how the way in which leadership status was achieved impacts effectiveness.

49) Identify and describe the five basic styles of followership as suggested by Robert Kelley.

50) What trends have contributed to the changing nature of the leader-follower relationship in organizations? How do these trends enable followers to take on leadership roles?