*RATIONALE:*

*POINTS: DIFFICULTY:*

*REFERENCES:*

Leadership is reciprocal. The people involved in the relationship want substantive changes -leadership involves creating change, not maintaining the status quo.

**1**

Easy

p. 5

*LEARNING OBJECTIVES:* LEAD.DAFT.l5.02.0 **1**

*NATIONAL STANDARDS:* United States- BUSPROG: Reflective Thiniking- BUSPROG: Reflective Thinking

*STATE STANDARDS: TOPICS: KEYWORDS:*

*NOTES:*

United States - AK- DISC: Leadership Principles

The Need for Leadership

Bloom's: Knowledge

Digital story: Engage

2. The qualities needed for effective leadership are the same as those needed to be an effective follower.

**a. True**

b. False

*ANSWER: RATIONALE:*

*POINTS: DIFFICULTY:*

*REFERENCES:*

True

A stereotype is that leaders are somehow different, that they are above others; however, in reality, the qualities needed for effective leadership are the same as those needed to be an effective follower.

**1**

Moderate

p. 6

*LEARNING OBJECTIVES:* LEAD.DAFT.l5.02.0 **1**

*NATIONAL STANDARDS:* United States- BUSPROG: Reflective Thiniking- BUSPROG: Reflective Thinking

*STATE STANDARDS: TOPICS: KEYWORDS:*

*NOTES:*

United States - AK- DISC: Leadership Principles

The Need for Leadership Bloom's: Comprehension Digital story: Connect

*ANSWER: RATIONALE: POINTS: DIFFICULTY:*

*REFERENCES:*

True

Social connectedness and mobility are becoming central aspects of every leader's job.

I Easy p. 7

*LEARNING OBJECTIVES:* LEAD.DAFT.l5.02.0 I

*NATIONAL STANDARDS:* United States- BUSPROG- ANALYTIC

*STATE STANDARDS: TOPICS: KEYWORDS:*

*NOTES:*

United States - AK- DISC: Leadership Principles

The New Reality for Leaders

Bloom's: Knowledge

Digital story: Engage

4. In a hyperconnected, networked age, competition becomes more important than collaboration.

**a. True**

b. False

*ANSWER: RATIONALE:*

*POINTS: DIFFICULTY: REFERENCES:*

False

In a hyperconnected, networked age, collaboration becomes more important than competition. Successful leaders harness and make the most of ideas, talent, and resources from across boundaries of all kinds.

I

Easy

p. 10

*LEARNING OBJECTIVES:* LEAD.DAFT.l5.02.02

*NATIONAL STANDARDS:* United States- BUSPROG: Reflective Thiniking- BUSPROG: Reflective Thinking

*STATE STANDARDS: TOPICS: KEYWORDS:*

*NOTES:*

United States - AK- DISC: Leadership Principles

The New Reality for Leaders Bloom's: Comprehension Digital story: Connect

*RATIONALE:*

*POINTS: DIFFICULTY: REFERENCES:*

A hero leader may make more risky and daring decisions, often without considering the greater good, whereas a humble leader will seek advice and take time to think through the possible consequences of his or her actions.

I

Easy

p. 12

*LEARNING OBJECTIVES:* LEAD.DAFT.l5.02.02

*NATIONAL STANDARDS:* United States- BUSPROG: Reflective Thiniking- BUSPROG: Reflective Thinking

*STATE STANDARDS: TOPICS: KEYWORDS:*

*NOTES:*

United States - AK- DISC: Leadership Principles

The New Reality for Leaders Bloom's: Comprehension Digital story: Connect

6. Derailed managers are people who reached a plateau, were fired, or were forced to retire early, and later excelled in a functional area.

**a. True**

b. False

*ANSWER: RATIONALE:*

*POINTS: DIFFICULTY: REFERENCES:*

False

Deraihnent refers to a phenomenon in organizations in which a manager with an impressive track record reaches a certain level but goes off track and can't advance because of a mismatch between job needs and the manager's personal skills and qualities. Derailed managers are successful people who excelled in a functional area and were expected to go far, but they reached a plateau, were fired, or were forced to retire early.

I

Moderate

p.21

*LEARNING OBJECTIVES:* LEAD.DAFT.l5.01.03

*NATIONAL STANDARDS:* United States- BUSPROG: Reflective Thin- BUSPROG: Analytic

*STATE STANDARDS: TOPICS: KEYWORDS:*

*NOTES:*

United States - AK- DISC: Leadership Principles

Leadership Can Be Learned Bloom's: Comprehension Digital story: Connect

*RATIONALE:*

*POINTS: DIFFICULTY: REFERENCES:*

Unsuccessful managers are often insensitive and critical, not trustworthy, do not learn from feedback and mistakes, can't build and develop the right teams, and are unable to see the big picture when promoted into a general management position.

1

Moderate p.21

*LEARNING OBJECTIVES:* LEAD.DAFT.15.01.03

*NATIONAL STANDARDS:* United States- BUSPROG: Reflective Thin- BUSPROG: Analytic

*STATE STANDARDS: TOPICS: KEYWORDS:*

*NOTES:*

United States - AK- DISC: Leadership Principles

Leadership Can Be Learned

Bloom's: Knowledge

Digital story: Engage

8. The best leaders, at all levels, are those who are genuinely interested in other people and find ways to bring out the best in them.

**a. True**

b. False

*ANSWER: RATIONALE:*

*POINTS: DIFFICULTY: REFERENCES:*

True

The best leaders, at all levels, are those who are genuinely interested in other people and fmd ways to bring out the best in them. Successful organizations pay attention to developing leaders in the soft skills needed to effectively lead technical people in a changing environment.

1

Easy p.21

*LEARNING OBJECTIVES:* LEAD.DAFT.15.01.03

*NATIONAL STANDARDS:* United States- BUSPROG: Reflective Thin- BUSPROG: Analytic

*STATE STANDARDS: TOPICS: KEYWORDS:*

*NOTES:*

United States - AK- DISC: Leadership Principles

Leadership Can Be Learned Bloom's: Comprehension Digital story: Connect

9. Managers and leaders are inherently different types of people as leadership and management cannot go hand-in­

hand.

**a. True**

b. False

*ANSWER: RATIONALE:*

*POINTS: DIFFICULTY: REFERENCES:*

False

Managers and leaders are not inherently different types of people. Leadership cannot replace management; the two have to go hand-in-hand.

1

Moderate

p. 13-14

*LEARNING OBJECTIVES:* LEAD.DAFT.15.02.04

*NATIONAL STANDARDS:* United States- BUSPROG: Reflective Thin- BUSPROG: Analytic

*STATE STANDARDS: TOPICS: KEYWORDS:*

*NOTES:*

United States - AK- DISC: Leadership Principles How Leadership Differs from Management Bloom's: Knowledge

Digital story: Engage

10. Management is concerned with communicating the vision and developing a shared culture and set of core values that can lead to the desired future state.

**a. True**

b. False

*ANSWER: RATIONALE:*

*POINTS: DIFFICULTY: REFERENCES:*

False

Leadership is concerned with communicating the vision and developing a shared culture and set of core values that can lead to the desired future state. Whereas the vision describes the destination, the culture and values help define the journey toward it so that everyone is lined up in the same direction.

1

Moderate

p. 15

*LEARNING OBJECTIVES:* LEAD.DAFT.15.02.04

*NATIONAL STANDARDS:* United States- BUSPROG: Reflective Thin- BUSPROG: Analytic

*STATE STANDARDS: TOPICS: KEYWORDS:*

*NOTES:*

United States - AK- DISC: Leadership Principles How Leadership Differs from Management Bloom's: Knowledge

Digital story: Engage

11. In terms of relationships, management focuses on getting the most results out of people so that production goals are achieved.

**a. True**

b. False

*ANSWER: RATIONALE:*

*POINTS: DIFFICULTY: REFERENCES:*

True

In terms of relationships, management focuses on getting the most results out of people so that production goals are achieved and goods and services are provided to

customers in a timely manner.

1

Moderate p. 15

*LEARNING OBJECTIVES:* LEAD.DAFT.l5.02.04

*NATIONAL STANDARDS:* United States- BUSPROG: Reflective Thin- BUSPROG: Analytic

*STATE STANDARDS: TOPICS: KEYWORDS:*

*NOTES:*

United States - AK- DISC: Leadership Principles How Leadership Differs from Management Bloom's: Knowledge

Digital story: Engage

12. The role ofleadership is to motivate people through rewards and punishments.

**a. True**

b. False

*ANSWER: RATIONALE:*

*POINTS: DIFFICULTY: REFERENCES:*

False

Leadership relies on influence which is less likely to use coercion. The role of leadership is to attract and energize people, motivating them through purpose and challenge rather than rewards or punishments.

1

Easy

p. 15

*LEARNING OBJECTIVES:* LEAD.DAFT.l5.02.05

*NATIONAL STANDARDS:* United States- BUSPROG: Reflective Thin- BUSPROG: Analytic

*STATE STANDARDS: TOPICS: KEYWORDS:*

*NOTES:*

United States - AK- DISC: Leadership Principles How Leadership Differs from Management Bloom's: Knowledge

Digital story: Engage

13. Leadership skills and qualities can be learned solely from a textbook

**a. True**

b. False

*ANSWER: RATIONALE:*

*POINTS: DIFFICULTY: REFERENCES:*

False

Leadership is an art because many leadership skills and qualities cannot be learned from a textbook. It takes practice and hands-on experience, as well as intense personal exploration and development.

1

Moderate

p.23

*LEARNING OBJECTIVES:* LEAD.DAFT.l5.01.06

*NATIONAL STANDARDS:* United States- BUSPROG: Reflective Thin- BUSPROG: Analytic

*STATE STANDARDS: TOPICS: KEYWORDS:*

*NOTES:*

United States - AK- DISC: Leadership Principles Mastering the Art and Science of Leadership Bloom's: Comprehension

Digital story: Connect

14. Leaders influence people to change by providing an inspiring vision of the future and shaping the culture and values needed to attain it.

**a. True**

b. False

*ANSWER: RATIONALE:*

*POINTS: DIFFICULTY: REFERENCES:*

True

Influence theories of leadership examine influence processes between leaders and followers. Leaders influence people to change by providing an inspiring vision of the future and shaping the culture and values needed to attain it.

1

Easy

p. 18

*LEARNING OBJECTIVES:* LEAD.DAFT.l5.01.06

*NATIONAL STANDARDS:* United States- BUSPROG: Reflective Thin- BUSPROG: Analytic

*STATE STANDARDS: TOPICS: KEYWORDS:*

*NOTES:*

United States - AK- DISC: Leadership Principles

Evolving Theories of Leadership

Bloom's: Knowledge

Digital story: Engage

15. According to the relational theories of leadership, interpersonal relationships are seen as the most important facet of leadership effectiveness.

**a. True**

b. False

*ANSWER: RATIONALE:*

*POINTS: DIFFICULTY: REFERENCES:*

True

According to the relational theories of leadership, interpersonal relationships are seen as the most important facet ofleadership effectiveness. Leadership is viewed as a relational process that meaningfully engages all participants and enables each person to contribute to achieving the vision.

1

Easy

p. 18

*LEARNING OBJECTIVES:* LEAD.DAFT.l5.01.06

*NATIONAL STANDARDS:* United States- BUSPROG: Reflective Thin- BUSPROG: Analytic

*STATE STANDARDS: TOPICS: KEYWORDS:*

*NOTES:*

United States - AK- DISC: Leadership Principles

Evolving Theories of Leadership

Bloom's: Knowledge

Digital story: Engage

16. Identify the correct statement regarding leadership. a. Leadership involves administrative paperwork.

b. Leadership involves noncoercive influence. c. Leadership involves unidirectional influence.

d. Leadership involves maintaining the status quo.

*ANSWER: RATIONALE:*

*POINTS: DIFFICULTY:*

*REFERENCES:*

b

Leadership involves influence; it occurs among people; those people intentionally desire significant changes; and the changes reflect purposes shared by leaders and followers. Influence means that the relationship among people is not passive; however, also inherent in this defmition is the concept that influence is multidirectional and **noncoerc1ve.**

1

Moderate

p. 5

*LEARNING OBJECTIVES:* LEAD.DAFT.l5.02.01

*NATIONAL STANDARDS:* United States- BUSPROG: Reflective Thin- BUSPROG: Analytic

*STATE STANDARDS: TOPICS: KEYWORDS:*

*NOTES:*

United States - AK- DISC: Leadership Principles

The Need for Leadership Bloom's: Comprehension Digital story: Connect

17. Which of the following statements is true of people involved in the leadership relationship?

a. They share a passive relationship.

b. They seek changes dictated by leaders.

c. They intentionally desire significant changes. d. They use coercion to bring about change.

*ANSWER: RATIONALE:*

*POINTS: DIFFICULTY: REFERENCES:*

c

Leadership involves influence; it occurs among people; those people intentionally desire significant changes; and the changes reflect purposes shared by leaders and followers.

1

Easy

p. 5

*LEARNING OBJECTIVES:* LEAD.DAFT.l5.02.01

*NATIONAL STANDARDS:* United States- BUSPROG: Reflective Thin- BUSPROG: Analytic

*STATE STANDARDS: TOPICS: KEYWORDS:*

*NOTES:*

United States - AK- DISC: Leadership Principles

The Need for Leadership Bloom's: Comprehension Digital story: Connect

18. An important aspect ofleadership is:

a. dictating changes required in an organization.

b. maintaining a passive relationship with followers.

c. maintaining the status quo and not creating change.

d. influencing others to come together around a common vision.

*ANSWER: RATIONALE:*

*POINTS: DIFFICULTY: REFERENCES:*

d

An important aspect of leadership is influencing others to come together around a common vision. Leadership involves the influence of people to bring about change toward a desirable future.

1

Moderate

p. 5

*LEARNING OBJECTIVES:* LEAD.DAFT.l5.02.01

*NATIONAL STANDARDS:* United States- BUSPROG: Reflective Thin- BUSPROG: Analytic

*STATE STANDARDS: TOPICS: KEYWORDS:*

*NOTES:*

United States - AK- DISC: Leadership Principles

The Need for Leadership Bloom's: Comprehension Digital story: Connect

19. Which of the following statements is a stereotype about leaders?

a. Leaders are different and above others.

b. All leaders are sometimes followers as well.

c. Leaders should not commit to something outside their own self-interest. d. Leadersneednotknowhowtofolloworsetanexarnpleforo1hers.

*ANSWER: RATIONALE:*

*POINTS: DIFFICULTY:*

*REFERENCES:*

a

A stereotype is that leaders are somehow different, that they are above others; however, in reality, the qualities needed for effective leadership are the same as those needed to be an effective follower.

1

Moderate

p. 6

*LEARNING OBJECTIVES:* LEAD.DAFT.l5.02.01

*NATIONAL STANDARDS:* United States- BUSPROG: Reflective Thin- BUSPROG: Analytic

*STATE STANDARDS: TOPICS: KEYWORDS:*

*NOTES:*

United States - AK- DISC: Leadership Principles

The Need for Leadership

Bloom's: Comprehension

Digital story: Connect

20. It becomes easier for people to see their own opportunities for leadership when they:

a. start seeing leaders as individuals who are above others.

b. understand that the concept of leadership cannot continue to develop. c. stop equating leadership with greatness and public visibility.

d. comprehend that leadership involves maintaining the statns quo.

*ANSWER: RATIONALE:*

*POINTS: DIFFICULTY: REFERENCES:*

c

When people stop equating leadership with greatness and public visibility, it becomes easier to see their own opportunities for leadership and recognize the leadership of people they interact with every day. Leaders come in all shapes and sizes, and many true leaders are working behind the scenes.

1

Challenging

p. 6

*LEARNING OBJECTIVES:* LEAD.DAFT.l5.02.01

*NATIONAL STANDARDS:* United States- BUSPROG: Reflective Thin- BUSPROG: Analytic

*STATE STANDARDS: TOPICS: KEYWORDS:*

*NOTES:*

United States - AK- DISC: Leadership Principles

The Need for Leadership Bloom's: Comprehension Digital story: Connect

21. Which of the following is a characteristic of old paradigm leaders?

a. They are facilitators. b. They are humble.

c. They are collaborators.

d. They are diversity avoiders.

*ANSWER: RATIONALE:*

*POINTS: DIFFICULTY: REFERENCES:*

d

Refer to Exhibit 1.2. Old paradigm leaders are diversity avoiders. Many oftoday's organizations were built on assumptions of uniformity, separation, and specialization.

I

Easy

p. 8

*LEARNING OBJECTIVES:* LEAD.DAFT.l5.02.02

*NATIONAL STANDARDS:* United States- BUSPROG: Reflective Thin- BUSPROG: Analytic

*STATE STANDARDS: TOPICS: KEYWORDS:*

*NOTES:*

United States - AK- DISC: Leadership Principles

The New Reality for Leaders

Bloom's: Knowledge

Digital story: Engage

22. Which of the following is a characteristic of new paradigm leaders?

a. They are humble.

b. They are competitive. c. They are stabilizers.

d. They are diversity avoiders.

*ANSWER: RATIONALE:*

*POINTS: DIFFICULTY: REFERENCES:*

a

Refer to Exhibit 1.2. New paradigm leaders are humble. They seek advice and take time to think through the possible consequences of their actions.

I

Easy

p. 8

*LEARNING OBJECTIVES:* LEAD.DAFT.l5.02.02

*NATIONAL STANDARDS:* United States- BUSPROG: Reflective Thin- BUSPROG: Analytic

*STATE STANDARDS: TOPICS: KEYWORDS:*

*NOTES:*

United States - AK- DISC: Leadership Principles

The New Reality for Leaders

Bloom's: Knowledge

Digital story: Engage

23. Steve leads the administrative department of Mayo Pvt. Ltd. He encourages people to perform to their maximum potential by providing support and regular feedback. He ensures that the opinions of his team members are considered before a decision is taken. He does not believe in rigidity and inviolate procedures. In the context of the given scenario, Steve holds that:

a. wealthy employees should be given more power.

b. people at the bottom of1he mganizational hi=hy should haveno power. c. human capital is more important than fmancial capital.

d. tangible assets form the fmancial basis oftoday's economy.

*ANSWER: RATIONALE:*

*POINTS: DIFFICULTY:*

*REFERENCES:*

c

Human capital is becoming more important than fmancial capital, which increases the power of employees. Success today depends on the intellectual capacity of all employees.

I

Challenging

p.9

*LEARNING OBJECTIVES:* LEAD.DAFT.l5.02.02

*NATIONAL STANDARDS:* United States- BUSPROG: Analytic

*STATE STANDARDS: TOPICS: KEYWORDS:*

*NOTES:*

United States - AK- DISC: Leadership Principles

The New Reality for Leaders

Bloom's: Application

Digital story: Perform

24. Which of the following statements is true of leaders who work collaboratively?

a. They learn to keep the lines of communication open. b. They wield their authority rather than using influence.

c. They encourage internal competition and aggressiveness.

d. They hoard power rather than share it.

*ANSWER: RATIONALE:*

*POINTS: DIFFICULTY: REFERENCES:*

a

Leaders with a collaborative mindset learn to keep the lines of communication open and use influence rather than wielding their authority to quell harmful politicking, get buy-in on important matters, and move things forward.

I

Moderate

p. 10

*LEARNING OBJECTIVES:* LEAD.DAFT.l5.02.02

*NATIONAL STANDARDS:* United States- BUSPROG: Reflective Thiniking- BUSPROG: Reflective Thinking

*STATE STANDARDS: TOPICS: KEYWORDS:*

*NOTES:*

United States - AK- DISC: Leadership Principles

The New Reality for Leaders Bloom's: Comprehension Digital story: Connect

25. Daniel, a management professor, wants to explain why a new paradigm leader is a facilitator rather than being a controller. Which of the following is the correct reason?

a. The most important element of an organization's revenues is becoming the number of working hours. b. The financial basis oftoday's economy is becoming information rather than tangible assets.

c. The old assumptions of sharing power and getting all employees involved are no longer valid.

d. The success of an organization in today's world depends on the wealth of its owners.

*ANSWER: RATIONALE:*

*POINTS: DIFFICULTY:*

*REFERENCES:*

b

A reason that a leader is a facilitator rather than being a controller is that the frnancial basis oftoday's economy is becoming information rather than the tangible assets of land, buildings, and machines. This means human capital is becoming more important than fmancial capital, which increases the power of employees.

I

Challenging

p.9

*LEARNING OBJECTIVES:* LEAD.DAFT.l5.01.02

*NATIONAL STANDARDS:* United States- BUSPROG: Analytic

*STATE STANDARDS: TOPICS: KEYWORDS:*

*NOTES:*

United States - AK- DISC: Leadership Principles

The New Reality for Leaders

Bloom's: Application

Digital story: Perform

26. Which of the following statements is true of uniformity in organizations?

a. It is encouraged in the new paradigm ofleadership.

b. People with similar job skills are placed in separate departments.

c. Homogenous groups fmd it challenging to communicate with one another. d. Uniform thinking can be a disaster in a multinational and diverse world.

*ANSWER: RATIONALE:*

*POINTS: DIFFICULTY: REFERENCES:*

d

Many oftoday's organizations were built on assumptions of uniformity, separation, and specialization. The uniform thinking that arises, however, can be a disaster in a world becoming more multinational and diverse.

I

Moderate

p. 10

*LEARNING OBJECTIVES:* LEAD.DAFT.l5.01.02

*NATIONAL STANDARDS:* United States- BUSPROG: Reflective Thin- BUSPROG: Analytic

*STATE STANDARDS: TOPICS: KEYWORDS:*

*NOTES:*

United States - AK- DISC: Leadership Principles

The New Reality for Leaders Bloom's: Comprehension Digital story: Connect

27. Erica, a team manager, was known for heading projects with diligence and conscientiousness. However, she was insensitive and excessively ambitious. She did not take feedback in a constructive manner. As a result, this prevented her from moving forward in terms of her career since she had problems communicating with her team members and motivating them. In the context of the given scenario, which of the following phenomenon does Erica experience?

a. Communication apprehension b. Fear-based motivation

c. Paradigm change

d. Deraihnent

*ANSWER: RATIONALE:*

*POINTS: DIFFICULTY:*

*REFERENCES:*

d

Deraihnent refers to a phenomenon in organizations in which a manager with an impressive track record reaches a certain level but goes off track and can't advance because of a mismatch between job needs and the manager's personal skills and qualities. Unsuccessful managers are often insensitive and critical, not trustworthy, do not learn from feedback and mistakes, can't build and develop the right teams, and are unable to see the big picture when promoted into a general management position.

1

Challenging p.20

*LEARNING OBJECTIVES:* LEAD.DAFT.15.01.03

*NATIONAL STANDARDS:* United States- BUSPROG: Analytic

*STATE STANDARDS: TOPICS: KEYWORDS:*

*NOTES:*

United States - AK- DISC: Leadership Principles

Leadership Can Be Learned

Bloom's: Application

Digital story: Perform

28. Attempts to achieve collaboration, empowerment, and diversity can succeed only if:

a. leaders follow the principles and practices of the industrial era.

b. managers want to treat people the way they treat machines or the bottom line. c. leaders intentionally practice and apply new paradigm principles.

d. leaders hire people who think and work alike.

*ANSWER: RATIONALE:*

*POINTS: DIFFICULTY: REFERENCES:*

c

Attempts to achieve collaboration, empowerment, and diversity in organizations may fail because the beliefs and thought processes of leaders as well as employees are stuck in an old paradigm that values control, stability, and homogeneity. Leaders can

make the leap to a new paradigm by intentionally practicing and applying new paradigm

principles.

1

Moderate p.20

*LEARNING OBJECTIVES:* LEAD.DAFT.15.01.03

*NATIONAL STANDARDS:* United States- BUSPROG: Reflective Thin- BUSPROG: Analytic

*STATE STANDARDS: TOPICS: KEYWORDS:*

*NOTES:*

United States - AK- DISC: Leadership Principles

Leadership Can Be Learned Bloom's: Comprehension Digital story: Connect

29. Executive coaches:

a. help leaders develop emotional distance from their followers.

b. encourage leaders to confront their flaws that inhibit effective leadership. c. intentionally value stability over change.

d. help people through the transition to an old paradigm of effective leadership.

*ANSWER: RATIONALE:*

*POINTS: DIFFICULTY:*

*REFERENCES:*

b

Executive coaches encourage leaders to confront their own flaws and hang-ups that inhibit effective leadership, and then help them develop stronger emotional and interpersonal skills.

I

Moderate p.23

*LEARNING OBJECTIVES:* LEAD.DAFT.l5.01.03

*NATIONAL STANDARDS:* United States- BUSPROG: Reflective Thin- BUSPROG: Analytic

*STATE STANDARDS: TOPICS: KEYWORDS:*

*NOTES:*

United States - AK- DISC: Leadership Principles

Leadership Can Be Learned

Bloom's: Comprehension

Digital story: Connect

30. Managers and leaders are different because:

a. managers promote nonconformity while leaders promote conformity.

b. managers maximize opportunities while leaders minimize risk for sure results. c. managers invest in people while leaders invest in goods.

d. managers maintain stability while leaders promote change.

*ANSWER: RATIONALE:*

*POINTS: DIFFICULTY: REFERENCES:*

d

Management maintains a degree of stability, predictability, and order through a culture of efficiency. Leadership, on the other hand, creates change within a culture of agility and integrity that helps the organization thrive over the long haul by promoting operrness and honesty, positive relationships, and long- term innovation.

I

Moderate pp. 16-17

*LEARNING OBJECTIVES:* LEAD.DAFT.l5.01.04

*NATIONAL STANDARDS:* United States- BUSPROG: Reflective Thiniking- BUSPROG: Reflective Thinking

*STATE STANDARDS: TOPICS: KEYWORDS:*

*NOTES:*

United States - AK- DISC: Leadership Principles How Leadership Differs from Management Bloom's: Comprehension

Digital story: Connect

31. Which of the following is a quality of managers?

a. They create vision and strategy instead of planning and budgeting. b. They use personal influence instead of the power of their position. c. They invest in people instead of investing in goods.

d. They have expert minds ra1herthan open minds.

*ANSWER: RATIONALE:*

*POINTS: DIFFICULTY: REFERENCES:*

d

Refer to Exhibit 1.3. In terms of personal qualities, managers have expert minds, whereas leaders have open minds or mindfulness.

I

Easy

p. 14

*LEARNING OBJECTIVES:* LEAD.DAFT.l5.02.04

*NATIONAL STANDARDS:* United States- BUSPROG: Reflective Thiniking- BUSPROG: Reflective Thinking

*STATE STANDARDS: TOPICS: KEYWORDS:*

*NOTES:*

United States - AK- DISC: Leadership Principles How Leadership Differs from Management Bloom's: Knowledge

Digital story: Connect

32. Management focuses on getting the most results out of people so that:

a. followers can be motivated through purpose rather than rewards or punishments. b. goods and services are provided to customers in a timely manner.

c. the relationship with followers can be based on personal influence and trust.

d. a shared culture and set of core values that can lead to the desired future state is developed.

*ANSWER: RATIONALE:*

*POINTS: DIFFICULTY: REFERENCES:*

b

In terms of relationships, management focuses on getting the most results out of people so that production goals are achieved and goods and services are provided to

customers in a timely manner.

I Moderate p. 15

*LEARNING OBJECTIVES:* LEAD.DAFT.l5.02.04

*NATIONAL STANDARDS:* United States- BUSPROG: Analytic

*STATE STANDARDS: TOPICS: KEYWORDS:*

*NOTES:*

United States - AK- DISC: Leadership Principles How Leadership Differs from Management Bloom's: Comprehension

Digital story: Connect

33. Which of the following is a personal quality ofleaders?

a. Emotional distance b. Humility

c. Conformity

d. Insight into organizaJion

*ANSWER: RATIONALE:*

*POINTS: DIFFICULTY:*

*REFERENCES:*

b

Leadership is more than a set of skills; it relies on a number of subtle personal qualities that are hard to see but that are very powerful. These include things like enthusiasm, integrity, courage, and humility.

I

Easy

p. 15

*LEARNING OBJECTIVES:* LEAD.DAFT.l5.02.05

*NATIONAL STANDARDS:* United States- BUSPROG: Reflective Thiniking- BUSPROG: Reflective Thinking

*STATE STANDARDS: TOPICS: KEYWORDS:*

*NOTES:*

United States - AK- DISC: Leadership Principles How Leadership Differs from Management Bloom's: Comprehension

Digital story: Connect

34. Level 5 leaders have :

a. strong egos. b. big ambitions.

c. unpretentious behavior.

d. larger-than-life personalities.

*ANSWER: RATIONALE:*

*POINTS: DIFFICULTY: REFERENCES:*

c

Level 5 leaders often seem shy and unpretentious and have no need to be in the limelight. They are more concerned with the success of the team or company than with **their own success.**

I

Moderate

p. 13

*LEARNING OBJECTIVES:* LEAD.DAFT.l5.02.05

*NATIONAL STANDARDS:* United States- BUSPROG: Analytic

*STATE STANDARDS: TOPICS: KEYWORDS:*

*NOTES:*

United States - AK- DISC: Leadership Principles

The New Reality for Leaders Bloom's: Comprehension Digital story: Connect

35. Fred, the president of Choice Inc., is providing general guidelines to managers in his organization on how to develop effective personal qualities. Which of the following should be a part of the guidelines?

a. Invest in people rather than in goods.

b. Create change and a culture of agility and integrity. c. Focus on providing answers and solving problems. d. Have the courage to admit mistakes and doubts.

*ANSWER: RATIONALE:*

*POINTS: DIFFICULTY: REFERENCES:*

d

Management means providing answers and solving problems, whereas leadership requires the courage to admit mistakes and doubts, to listen, and to trust and learn from others.

I

Moderate

p. 15

*LEARNING OBJECTIVES:* LEAD.DAFT.l5.01.05

*NATIONAL STANDARDS:* United States- BUSPROG: Analytic

*STATE STANDARDS: TOPICS: KEYWORDS:*

*NOTES:*

United States - AK- DISC: Leadership Principles How Leadership Differs from Management Bloom's: Application

Digital story: Perform

36. Melanie has been promoted as the operations head of Apex Inc. She aims to lead the organization in an effective manner. Which of the following should be implemented by Melanie to achieve her aim?

a. Focus on getting the most results out of people so that production goals are achieved.

b. Ensure that employees are part of a community and feel that they are contributing to something worthwhile. c. Maintain a relationship based on position and formal authority and not on personal influence and trust.

d. Maintain a degree of stability, predictability, and order through a culture of efficiency.

*ANSWER: RATIONALE:*

*POINTS: DIFFICULTY: REFERENCES:*

b

Good leadership springs from a genuine caring for the work and a genuine concern for other people. Where there is leadership, people become part of a community and feel that they are contributing to something worthwhile.

I

Moderate

p. 15

*LEARNING OBJECTIVES:* LEAD.DAFT.l5.01.05

*NATIONAL STANDARDS:* United States- BUSPROG: Analytic

*STATE STANDARDS: TOPICS: KEYWORDS:*

*NOTES:*

United States - AK- DISC: Leadership Principles How Leadership Differs from Management Bloom's: Application

Digital story: Perform

37. Linda heads the proofreading team oflnk Heart Pvt. Ltd., a publishing finn. She wants to align her followers toward

the main objectives of the organization. Which of the following strategies should be applied by Linda?

a. Organize a structure to accomplish the plan.

b. Staff an organizational structure with employees.

c. Direct employees and monitor implementation of plans. d. Communicate the vision and develop a shared culture.

*ANSWER: RATIONALE:*

*POINTS: DIFFICULTY:*

*REFERENCES:*

d

In terms of aligning followers, leadership is concerned with communicating the vision and developing a shared culture and set of core values that can lead to the desired future state.

I

Moderate

p. 15

*LEARNING OBJECTIVES:* LEAD.DAFT.l5.02.05

*NATIONAL STANDARDS:* United States- BUSPROG: Reflective thinking

*STATE STANDARDS: TOPICS: KEYWORDS:*

*NOTES:*

United States - AK- DISC: Leadership Principles How Leadership Differs from Management Bloom's: Application

Digital story: Perform

38. Wilma supervises the mutual funds team ofVerdana Pvt. Ltd. She listens to the needs and opinions of her subordinates and does not believe in simply giving orders. She understands and accepts others when they do not share a certain mindset. She readily admits her mistakes and doubts. Which of the following qualities of Wilma is depicted in this scenario?

a. Conformist qualities b. Controlling qualities

c. Management qualities

d. Leadership qualities

*ANSWER: RATIONALE:*

*POINTS: DIFFICULTY: REFERENCES:*

d

True leaders tend to have open minds that welcome new ideas rather than closed minds that criticize new ideas. Leaders listen and discern what people want and need more than they talk to give advice and orders.

I

Moderate

p. 15

*LEARNING OBJECTIVES:* LEAD.DAFT.l5.01.05

*NATIONAL STANDARDS:* United States- BUSPROG: Reflective thinking

*STATE STANDARDS: TOPICS: KEYWORDS:*

*NOTES:*

United States - AK- DISC: Leadership Principles How Leadership Differs from Management Bloom's: Application

Digital story: Perform

39. The belief that leaders were born with certain natural abilities of power and influence characterizes the of leadership.

a. Great Man theories b. trait theories

c. behavior theories

d. contingency theories

*ANSWER: RATIONALE:*

*POINTS: DIFFICULTY: REFERENCES:*

a

The earliest studies of leadership, the Great Man Theories, adopted the belief that leaders (who were always thought of as male) were born with certain heroic leadership traits and natural abilities of power and influence.

I

Easy

p. 17

*LEARNING OBJECTIVES:* LEAD.DAFT.l5.01.06

*NATIONAL STANDARDS:* United States- BUSPROG: Reflective Thiniking- BUSPROG: Reflective Thinking

*STATE STANDARDS: TOPICS: KEYWORDS:*

*NOTES:*

United States - AK- DISC: Leadership Principles

Evolving Theories of Leadership

Bloom's: Knowledge

Digital story: Engage

40. Charismatic leadership is a part of the of leadership. a. influence theories

b. behavioral theories c. trait theories

d. contingency theories

*ANSWER: RATIONALE:*

*POINTS: DIFFICULTY: REFERENCES:*

a

Influence theories of leadership examine influence processes between leaders and followers. A primary topic of study is charismatic leadership, which refers to leadership influence based not on position or formal authority but, rather, on the qualities and charismatic personality of the leader.

I

Easy

p. 18

*LEARNING OBJECTIVES:* LEAD.DAFT.l5.01.06

*NATIONAL STANDARDS:* United States- BUSPROG: Reflective Thiniking- BUSPROG: Reflective Thinking

*STATE STANDARDS: TOPICS: KEYWORDS:*

*NOTES:*

United States - AK- DISC: Leadership Principles

Evolving Theories of Leadership

Bloom's: Knowledge

Digital story: Engage

41. In Leadership Era 2, ofleadership worked because leaders could analyze their situation and develop careful plans.

a. influence theories b. behavior theories c. trait theories

d. relational theories

*ANSWER: RATIONALE:*

*POINTS: DIFFICULTY: REFERENCES:*

b

Refer to Exhibit 1.4. The behavior and contingency theories worked in Leadership Era

2 because leaders could analyze their situation, develop careful plans, and control what happened.

I

Easy

p. 19

*LEARNING OBJECTIVES:* LEAD.DAFT.l5.01.06

*NATIONAL STANDARDS:* United States- BUSPROG: Reflective Thiniking- BUSPROG: Reflective Thinking

*STATE STANDARDS: TOPICS: KEYWORDS:*

*NOTES:*

United States - AK- DISC: Leadership Principles

Evolving Theories of Leadership

Bloom's: Knowledge

Digital story: Engage

42. Which of the following is an important characteristic of organizations during Leadership Era 3?

a. High-performance culture b. Functional management

c. Cross-functional teams

d. Pre-bureaucratic organization

*ANSWER: RATIONALE:*

*POINTS: DIFFICULTY: REFERENCES:*

c

Refer to Exhibit 1.4. Leadership Era 3 sees the emergence of knowledge work, an emphasis on horizontal collaboration, and a shift to influence theories.

I

Easy

p. 19

*LEARNING OBJECTIVES:* LEAD.DAFT.l5.01.06

*NATIONAL STANDARDS:* United States- BUSPROG: Reflective Thiniking- BUSPROG: Reflective Thinking

*STATE STANDARDS: TOPICS: KEYWORDS:*

*NOTES:*

United States - AK- DISC: Leadership Principles

Evolving Theories of Leadership

Bloom's: Knowledge

Digital story: Engage

43. Which of the following statements is true of Leadership Era 4?

a. This is the era of Great Man leadership and the emphasis on personal traits of leaders. b. This era may be conceptualized as pre-industrial and pre-bureaucratic.

c. This era sees the rise of the "rational manager" who directs and controls others using an impersonal approach.

d. This era requires the full scope of leadership that goes beyond rational management or team leadership.

*ANSWER: RATIONALE:*

*POINTS: DIFFICULTY: REFERENCES:*

d

Leadership Era 4 is the era of the agile leader who has made the leap to giving up control in the traditional sense. This era requires the full scope of leadership that goes far beyond rational management or even team leadership.

1

Moderate p.20

*LEARNING OBJECTIVES:* LEAD.DAFT.15.01.06

*NATIONAL STANDARDS:* United States- BUSPROG: Analytic

*STATE STANDARDS: TOPICS: KEYWORDS:*

*NOTES:*

United States - AK- DISC: Leadership Principles

Evolving Theories of Leadership

Bloom's: Comprehension

Digital story: Connect

44. Which of the following statements is true of the art and science of leadership?

a. Leadership is a science because many leadership skills and qualities cannot be learned from a textbook. b. Most people can learn to be good leaders no matter their innate characteristics.

c. Many people have never tried to be a leader because it requires executive coaching.

d. Leadership is an art because a growing body of knowledge and objective facts describes the leadership process.

*ANSWER: RATIONALE:*

*POINTS: DIFFICULTY: REFERENCES:*

b

It may be true that some inborn qualities and personality characteristics can provide a foundation for being a good leader, but most people can learn to be good leaders no matter their innate characteristics.

1

Moderate p.23

*LEARNING OBJECTIVES:* LEAD.DAFT.15.01.06

*NATIONAL STANDARDS:* United States- BUSPROG: Reflective Thiniking- BUSPROG: Reflective Thinking

*STATE STANDARDS: TOPICS: KEYWORDS:*

*NOTES:*

United States - AK- DISC: Leadership Principles Mastering the Art and Science of Leadership Bloom's: Comprehension

Digital story: Connect

45. Many people have never tried to be a leader because:

a. they do not have leadership skills.

b. they lack the personality traits necessary for leadership. c. they have no understanding of what leaders actually do.

d. leadership requires executive coaching.

*ANSWER: RATIONALE:*

*POINTS: DIFFICULTY: REFERENCES:*

c

Many people have never tried to be a leader because they have no understanding of what leaders actually do. The chapters in this book are designed to help one gain a firm knowledge of what leadership means and some of the skills and qualities that make a good leader.

I

Moderate p.24

*LEARNING OBJECTIVES:* LEAD.DAFT.l5.01.06

*NATIONAL STANDARDS:* United States- BUSPROG: Analytic

*STATE STANDARDS: TOPICS: KEYWORDS:*

*NOTES:*

United States - AK- DISC: Leadership Principles

Evolving Theories of Leadership

Bloom's: Comprehension

Digital story: Connect

46. Leadership involves influence that is multidirectional and

*ANSWER: RATIONALE:*

*POINTS: DIFFICULTY:*

*REFERENCES:*

**noncoercive**

Leadership involves influence; it occurs among people; those people intentionally desire significant changes; and the changes reflect purposes shared by leaders and followers. Influence means that the relationship among people is not passive; however, also inherent in this defmition is the concept that influence is multidirectional and **noncoerc1ve.**

I

Easy

p. 5

*LEARNING OBJECTIVES:* LEAD.DAFT.l5.02.0 I

*NATIONAL STANDARDS:* United States- BUSPROG: Analytic

*STATE STANDARDS: TOPICS: KEYWORDS:*

*NOTES:*

United States - AK- DISC: Leadership Principles

The Need for Leadership Bloom's: Knowledge Digital story: Engage

47. Leadership is a activity.

*ANSWER: RATIONALE:*

*POINTS: DIFFICULTY: REFERENCES:*

people

Leadership is a people activity and is distinct from administrative paperwork or

planning activities. Leadership occurs among people; it is not something done to people.

I Easy p. 5

*LEARNING OBJECTIVES:* LEAD.DAFT.l5.02.0 I

*NATIONAL STANDARDS:* United States- BUSPROG: Analytic

*STATE STANDARDS: TOPICS: KEYWORDS:*

*NOTES:*

United States - AK- DISC: Leadership Principles

The Need for Leadership Bloom's: Knowledge Digital story: Engage

48. can be defined as the attairnnent of organizational goals in an effective and efficient manner through planning, organizing, staffmg, directing, and controlling organizational resources.

*ANSWER: RATIONALE:*

*POINTS: DIFFICULTY:*

*REFERENCES:*

Management

Management can be defined as the attainment of organizational goals in an effective and efficient manner through planning, organizing, staffmg, directing, and controlling **organizational resources.**

I

Easy

p. 13

*LEARNING OBJECTIVES:* LEAD.DAFT.l5.02.04

*NATIONAL STANDARDS:* United States- BUSPROG: Reflective Thiniking- BUSPROG: Reflective Thinking

*STATE STANDARDS: TOPICS: KEYWORDS:*

*NOTES:*

United States - AK- DISC: Leadership Principles How Leadership Differs from Management Bloom's: Knowledge

Digital story: Engage

49. A is a picture of an ambitious, desirable future for the organization or team.

*ANSWER: RATIONALE: POINTS: DIFFICULTY:*

*REFERENCES:*

VIS**lOll**

A vision is a picture of an ambitious, desirable future for an organization or team.

I Easy p. 14

*LEARNING OBJECTIVES:* LEAD.DAFT.l5.02.04

*NATIONAL STANDARDS:* United States- BUSPROG: Reflective Thiniking- BUSPROG: Reflective Thinking

*STATE STANDARDS: TOPICS: KEYWORDS:*

*NOTES:*

United States - AK- DISC: Leadership Principles How Leadership Differs from Management Bloom's: Knowledge

Digital story: Engage

50. Management maintains a degree of stability, predictability, and order through a culture of .

*ANSWER: RATIONALE:*

*POINTS: DIFFICULTY: REFERENCES:*

efficiency

Management maintains a degree of stability, predictability, and order through a culture of efficiency.

I

Moderate

p. 17

*LEARNING OBJECTIVES:* LEAD.DAFT.l5.01.03

*NATIONAL STANDARDS:* United States- BUSPROG: Reflective Thiniking- BUSPROG: Reflective Thinking

*STATE STANDARDS: TOPICS: KEYWORDS:*

*NOTES:*

United States - AK- DISC: Leadership Principles How Leadership Differs from Management Bloom's: Knowledge

Digital story: Engage

51. The of leadership conceptualized leadership as a single person who put everything together and influenced others to

follow along based on the strength of inherited traits, qualities, and abilities.

*ANSWER: RATIONALE:*

*POINTS: DIFFICULTY:*

*REFERENCES:*

GreatMan1heories

According to the Great Man theories of leadership, in organizations, social movements, religions, governments, and the military, leadership was conceptualized as a single "Great Man" who put everything together and influenced others to follow along based on the strength of inherited traits, qualities, and abilities.

I

Easy

p. 17

*LEARNING OBJECTIVES:* LEAD.DAFT.l5.01.06

*NATIONAL STANDARDS:* United States- BUSPROG: Reflective Thiniking- BUSPROG: Reflective Thinking

*STATE STANDARDS: TOPICS: KEYWORDS:*

*NOTES:*

United States - AK- DISC: Leadership Principles

Evolving Theories of Leadership

Bloom's: Knowledge

Digital story: Engage

52.

ofleadership emphasize that leadership cannot be understood in a vacuum separate from various elements of the grouporocganiz.a1ionalsitua1ion

*ANSWER: RATIONALE:*

*POINTS: DIFFICULTY: REFERENCES:*

Contingency1hecries

Contingency theories, sometimes called situational theories, emphasize that leadership cannot be understood in a vacuum separate from various elements of the group or organizational situation.

I

Easy

p. 18

*LEARNING OBJECTIVES:* LEAD.DAFT.l5.01.06

*NATIONAL STANDARDS:* United States- BUSPROG: Reflective Thiniking- BUSPROG: Reflective Thinking

*STATE STANDARDS: TOPICS: KEYWORDS:*

*NOTES:*

United States - AK- DISC: Leadership Principles

Evolving Theories of Leadership

Bloom's: Knowledge

Digital story: Engage

53. Transformational leadership is a significant theory ofleadership.

*ANSWER: RATIONALE:*

*POINTS: DIFFICULTY: REFERENCES:*

relational

Two significant relational theories are transformational leadership and servant leadership.

I

Easy

p. 18

*LEARNING OBJECTIVES:* LEAD.DAFT.l5.01.06

*NATIONAL STANDARDS:* United States- BUSPROG: Reflective Thiniking- BUSPROG: Reflective Thinking

*STATE STANDARDS: TOPICS: KEYWORDS:*

*NOTES:*

United States - AK- DISC: Leadership Principles

Evolving Theories of Leadership

Bloom's: Knowledge

Digital Story: Engage

54.

refers to leadership influence based not on position or formal authority but, rather, on the qualities and personality of the leader.

*ANSWER: RATIONALE:*

*POINTS: DIFFICULTY: REFERENCES:*

Owismatic leadership

Influence theories of leadership examine influence processes between leaders and followers. A primary topic of study is charismatic leadership, which refers to leadership influence based not on position or formal authority but, rather, on the qualities and personality of the leader.

I

Easy

p. 18

*LEARNING OBJECTIVES:* LEAD.DAFT.l5.01.06

*NATIONAL STANDARDS:* United States- BUSPROG: Reflective Thiniking- BUSPROG: Reflective Thinking

*STATE STANDARDS: TOPICS: KEYWORDS:*

*NOTES:*

United States - AK- DISC: Leadership Principles

Evolving Theories of Leadership

Bloom's: Knowledge

Digital story: Engage

55. Leadership Era 4 is the era of the who has made the leap to giving up control in the traditional sense.

*ANSWER: RATIONALE:*

*POINTS: DIFFICULTY:*

*REFERENCES:*

agile leader

Era 4 is the era of the agile leader who has made the leap to giving up control in the traditional sense. Leaders emphasize relationships and networks, and they influence others through vision, meaning, purpose, and values rather than management authority and controI.

I

Moderate p.20

*LEARNING OBJECTIVES:* LEAD.DAFT.l5.01.06

*NATIONAL STANDARDS:* United States- BUSPROG: Reflective Thiniking- BUSPROG: Reflective Thinking

*STATE STANDARDS: TOPICS: KEYWORDS:*

*NOTES:*

United States - AK- DISC: Leadership Principles

Evolving Theories of Leadership

Bloom's: Knowledge

Digital story: Engage

56. Briefly describe how all leaders are sometimes followers as well.

*ANSWER:*

*POINTS: DIFFICULTY:*

*REFERENCES:*

Followers are an important part of the leadership process, and all leaders are sometimes followers as well. Good leaders know how to follow, and they set an example for others. The issue of intention or will means that people-leader and followers-are actively involved in the pursuit of change. Each person takes personal responsibility to achieve the desired future.

I

Moderate

p. 6

*LEARNING OBJECTIVES:* LEAD.DAFT.l5.02.0 I

*NATIONAL STANDARDS:* United States- BUSPROG: Analytic

*STATE STANDARDS: TOPICS: KEYWORDS:*

*NOTES:*

United States - AK- DISC: Leadership Principles

The Need for Leadership

Bloom's: Comprehension

Digital story: Connect

57. Briefly explain why leaders of today promote diversity in organizations.

*ANSWER:*

*POINTS: DIFFICULTY:*

*REFERENCES:*

Many oftoday's organizations were built on assumptions of uniformity, separation, and specialization. People who think alike, act alike, and have similar job skills are grouped into a department, such as accounting or manufacturing, separate from other departments. Homogenous groups find it easy to get along, communicate, and understand one another. The uniform thinking that arises, however, can be a disaster in a world becoming more multinational and diverse. Bringing diversity into the organization is the way to attract the best human talent and develop an organizational mindset broad enough to thrive in a multinational world.

I

Moderate

p. 10

*LEARNING OBJECTIVES:* LEAD.DAFT.l5.01.02

*NATIONAL STANDARDS:* United States- BUSPROG: Analytic

*STATE STANDARDS: TOPICS: KEYWORDS:*

*NOTES:*

United States - AK- DISC: Leadership Principles

The New Reality for Leaders Bloom's: Comprehension Digital story: Connect

58. Briefly describe some of the characteristics of derailed

**managers.**

*ANSWER:*

*POINTS: DIFFICULTY:*

*REFERENCES:*

Derailed managers fail to meet business objectives because they spend too much time promoting themselves rather than working. They are overly ambitious and selfish and may not follow through on promises. They are often insensitive and critical, not1rnstwotthy, donotlearnfrornf=lbackandrnistake;, cant build and develop1he right teams, and are unable to see the big picture when promoted into a general rnanagernentposition

I

Moderate

p.21

*LEARNING OBJECTIVES:* LEAD.DAFT.l5.01.03

*NATIONAL STANDARDS:* United States- BUSPROG: Reflective Thiniking- BUSPROG: Reflective Thinking

*STATE STANDARDS: TOPICS: KEYWORDS:*

*NOTES:*

United States - AK- DISC: Leadership Principles

Leadership Can Be Learned

Bloom's: Knowledge

Digital story: Engage

59. Briefly explain why leadership is an art as well as a science.

*ANSWER:*

*POINTS: DIFFICULTY:*

*REFERENCES:*

Leadership can be learned, but it is important to remember that leadership is both an art and a science. It is an art because many leadership skills and qualities cannot be

learned from a textbook. Leadership takes practice and hands-on experience, as well

as intense personal exploration and development. However, leadership is also a science because a growing body of knowledge and objective facts describes the leadership process and how to use leadership skills to attain organizational goals.

I

Moderate

p.23

*LEARNING OBJECTIVES:* LEAD.DAFT.l5.01.06

*NATIONAL STANDARDS:* United States- BUSPROG: Analytic

*STATE STANDARDS: TOPICS: KEYWORDS:*

*NOTES:*

United States - AK- DISC: Leadership Principles Mastering the Art and Science of Leadership Bloom's: Comprehension

Digital story: Connect

60. Briefly explain the importance of studying leadership.

*ANSWER:*

*POINTS: DIFFICULTY: REFERENCES:*

Knowing about leadership research helps people analyze situations from a variety of perspectives and learn how to be more effective. By exploring leadership in both business and society, students gain an understanding of the importance of leadership to

an organization's success, as well as the difficulties and challenges involved in being a

leader. Studying leadership can also lead to the discovery of abilities one never knew one had.

1

Easy p.23

*LEARNING OBJECTIVES:* LEAD.DAFT.15.01.06

*NATIONAL STANDARDS:* United States- BUSPROG: Analytic

*STATE STANDARDS: TOPICS: KEYWORDS:*

*NOTES:*

United States - AK- DISC: Leadership Principles Mastering the Art and Science of Leadership Bloom's: Comprehension

Digital story: Connect

61. Describe the six fundamental transformations in today's organizations and leaders and provide examples.

*ANSWER: POINTS: DIFFICULTY:*

*REFERENCES:*

p. 7-13

1

Moderate p.20

*LEARNING OBJECTIVES:* LEAD.DAFT.15.02.02

*NATIONAL STANDARDS:* United States- BUSPROG: Reflective thinking

*STATE STANDARDS: TOPICS: KEYWORDS:*

*NOTES:*

United States - AK- DISC: Leadership Principles

The New Reality for Leaders

Bloom's: Comprehension

Digital story: Connect

62. Compare management to leadership in five areas crucial to organizational performance-providing direction, aligning followers, building relationships, developing personal leadership qualities, and creating outcomes.

*ANSWER: POINTS: DIFFICULTY:*

*REFERENCES:*

pp. 13-17

1

Moderate pp. 13-17

*LEARNING OBJECTIVES:* LEAD.DAFT.15.01.04

*NATIONAL STANDARDS:* United States- BUSPROG: Reflective Thiniking- BUSPROG: Reflective Thinking

*STATE STANDARDS: TOPICS: KEYWORDS:*

*NOTES:*

United States - AK- DISC: Leadership Principles How Leadership Differs from Management Bloom's: Comprehension

Digital story: Connect

63. Give an overview of the various leadership theories and the four leadership eras.

*ANSWER: POINTS: DIFFICULTY:*

*REFERENCES:*

pp. 17-20

1

Moderate p. 17-20

*LEARNING OBJECTIVES:* LEAD.DAFT.l5.01.06

*NATIONAL STANDARDS:* United States- BUSPROG: Analytic

*STATE STANDARDS: TOPICS: KEYWORDS:*

*NOTES:*

United States - AK- DISC: Leadership Principles

Evolving Theories of Leadership

Bloom's: Comprehension

Digital story: Connect