Leadership final

Which of the following actions might be part of a GAPS initiative to help an individual become a subject matter expert? Ingratiation to the individuals who are ranked higher within the organization. Individuals with high technical skills are seldom a member of a leader's in-group if they have weak interpersonal skills. False ONLEADERSHIP FINAL SPECIFICALLY FOR YOUFOR ONLY$13. 90/PAGEOrder NowAttribution: is the process of assigning underlying causes to behaviors. Which of the following refers to the tendency to make external attributions for one's own failures yet make internal attributions for one's successes? Self-serving biasWhich term refers to a kind of learning between the individual and the environment in which learners seek and receive relatively little feedback? Single-loop learningLeadership development is enhanced when experience involves which three processes? Action, observation and reflectionWhich of the following statements is correct about action learning? All three statements about action learning are true. Action learning often involves assignment to a work team that addresses real time, real world challenges the organization is facing. The level of demonstrated effectiveness of action learning programs for leadership development has not kept pace with their use for idea generation. In short, it's an underutilized component. Adults learn best by participating and doing which is the basic philosophy of action learning. According to the textbook authors, which of the following in not a core component of the complex phenomenon called leadership? Environmental disasterKeeping a journal is recommended as a method to analyze events from different perspectives and increase the likelihood that leaders will do so effectively. TruePerceptionaffect(s) all three phases of the action-observation reflection model and thus plays a very important role in what anyone will extract from

a leadership course. When considering the difference in a manager and a leader, leaders are more often associated withchangeWhich of the following is not an example of a " 10% stretch" behavior? Using a motivational practice that has been very successful in the pastThe monikers leader and manager are vastly different in scope. Which of the following descriptions most frequently is associated with manager? EfficiencyWhich term refers to a process by which an older and more experienced person helps to socialize and encourage younger organizational colleagues? MentoringResearch has shown that some people become derailed because they are reluctant to adapt to superiors who have leadership styles that are different from their own. TrueAccording to the textbook, which of the following is a comprehensive and helpful characterization of leadership? The process of influencing an organized group towards accomplishing its goals. Which term refers to the situation in which one's expectations (efficacy) or predictions help determine the very results predicted? Self-fulfilling prophecyWhich of the groups below is not a basic type of followership? Animated followersLeadership isan interpersonal relation in which others comply because they desire to do so. Which of the following is a myth associated with leadership development? Good leaders are born with the traits and abilities which make them successful leaders. While each of the following components are valuable to the development of one's leadership ability, making the most of _____ is the keyExperienceWhich of the following is a conventional distinction between managers and leaders? Managers maintain while leaders developThe end result of leadership as opposed to management isthe process of coordinating the work of group members. Which of the following statements concerning the rational and emotional

aspects of leadership is false? Leadership includes actions and influences basted on only reason and logic. Most intelligence and aptitude tests are good examples ofconvergent thinkingWhich of the following best describes moral reasoning? The process leaders use to make decisions about ethical and unethical behaviorsWhich of the following is accurate about a leader who employs the Theory Y approach? The leader believes followers are intrinsically motivated by their workWhich of the following statements is most accurate concerning practical intelligence (aka " street smarts")? Lower levels of analytical intelligence may be compensated for by having higher levels of practical intelligence. When a leader has demonstrated empathy with followers, it indicates that the leaderhas shown understanding of the followers' world and experiences. Which of the following refers to one person's actual behaviors designed to change another person's attitudes, beliefs, value or behaviors? Influence tacticsLeaders following the authentic leadership approachhave realistic self-perceptionsManagers with this particular orientation rely heavily on coercive and external-control methods to motivate workers. This includes such enticements as punishment and threats. Theory XLeadership gurus Bennis and Goldsmith suggested four quality of leadership that engender trust. Which of the following are those four qualities? Vision, empathy, consistency and integrityWhich of the following examples is an attribution of blame? Individuals try to justify immoral behavior by claiming it was caused by someone else's actions. Which of the following statements is true regarding coalition tactics? They are used when a leader seeks the aid of followers to influence others. There is a strong tendency for people to resort to _____ whenever they have an advantage in clout if other tactics fail to produce the desired results.

legitimizing tacticsMany aspects of office arrangements can impact the power of a leader or a follower. Which of the following statements is true in relation to this? Individual's sittings at the ends of rectangular tables frequently wield more power. Key characteristics such as self-control, trustworthiness, conscientiousness, adaptability and innovation correspond with _____. self-regulationWhat type of power is used to influence followers who have developed a close interpersonal relationships with their leaders? ReferentWhich of the following is not one of the four biases identified through research to have a pervasive and corrosive effect on our moral decision making? DiscriminationWhich of the following is an intrinsic reward? Personal growthWhich term refers to the behavior of reinterpreting otherwise immoral behavior in terms of a higher purpose? Moral justificationInfluence is which of the following? The degree of actual change in a target person's values_____ is involved in the service of higher goals to others and organizations and often involves self-sacrifice toward those ends. Socialized powerWhich term refers to the behavior of minimizing individual moral responsibility for collective action that is encountered most when group decision making is in progress? Diffusion of responsibilityResearch findings by French and Raven found that many leaders who relied primarily on _____ and _____ power had followers who were more motivated and satisfied. Thus the followers were absent less frequently and outperformed others. referent and expertWhich of the following phrases best characterizes " end-based thinking"? Do what's best for the greatest number of peopleWhich of the following is not included in the " fronts" of leadership required to establish an ethical climate? Multi-tasking abilityWhich of the following statements concerning power and

influence is incorrect? Leaders in well-functioning organizations are not influenced by their followers. Sigmund Freud believed that the intrapsychic tensions among the id, ego and _____ caused one to behave in characteristic ways even if the real motives behind the behaviors were unknown to the person. superegoLeaders and followers who possess higher levels of _____ intelligence tend to be quick learners and have the ability to make accurate deductions, assumptions and inferences with relatively unfamiliar information. analyticalPeople typically use ingratiation when: They will personally benefit if the attempt is successfulWhich theory explains the interesting relationships between leader intelligence and experience levels and group performance in stressful versus non-stressful conditions? Cognitive resources theoryThe characteristics of reality testing, flexibility and problem solving are associated with an individuals' _____. adaptability. Which of the following is not one of the types of intelligence identified in the Triarchic Theory of Intelligence? Strategic intelligenceWhat is the term used to describe the constructs representing generalized behaviors or states of affairs that are considered by the individual to be important? ValuesAs is glaringly evident by leadership failures in business and government, which set of leaders truly performs best under stressful conditions? Leaders with more experience. Which type of power is a function of the amount of knowledge one possesses relative to the rest of the members of the group? ExpertIntelligence is a person's all-around effectiveness in activities directed by thought. Which of the following is also true of intelligence? Intelligence can be modified through education and experience. Which of the following statements is true? Effective leaders intuitively realize they need more than legitimate power to be

successfulLeaders who pull people together on the basis of shared beliefs and a common sense of organizational purpose and belonging do so through _____. compelling vision. To which of the following leadership behavior dimensions do goal emphasis and work facilitation belong? job-centeredThe degree to which someone tells others something and ensure that they understand what was said is called _____. communication effectivenessWhich term refers to an effort to attain objectives by attacking or hurting others? AggressionIn the realm of organizational leaders, those in the community or public domain different from those in the private sector most in that they _____. have access to fewer resources. Which of the following is not a source for 360-degree feedback? CustomersWhich of the following leadership dimensions were identified by the Ohio State Studies? Consideration and initiating structureWhich of the following statements about defensiveness is false? Defensiveness is an unnatural reaction when we are criticized. Which of the following phrases does not describe the leadership pipeline? A model that lists the community of followers prepared for leadership rolesWhich approach below is not mentioned by the textbook as a way to increase assertiveness? Learn to say yesWhich of the following statements regarding listening is not accurate? The best listeners are passive listeners. Which of the following statements regarding 360-degree feedback systems is not true? Most 360-degree feedback systems are designed to make comparisons between peopleWhich of the following refers to how much a leader is friendly and supportive towards followers? ConsiderationWhich of the following best describes the application of work facilitation? Leaders acquiring and allocating resourcesWhich of the following skills and behaviors do not involve

interacting with others and are among the most difficult to change? IntrapersonalWhich of the following is not a method for a leader to improve communication skills? Using constructive wit and sarcasmWhich of the following best describes the scope of mobilization? Strategic, planned purposeful activity to achieve clearly defined outcomesIn which of the following environments, according to research, is follower satisfaction likely to be highest? When leaders demonstrate a high level of consideration (for followers)Which of the following best defines the skill of building social capital? The power of relationships shared between individualsWhich of the following dimensions comprise the Leadership Grid? Concern for people and concern for productionWhich component of assertiveness skills is concerned with knowing when to behave assertively and when to refrain from such behavior? KnowledgeWhich of the following statements is accurate concerning active listening? Active listeners do not disrupt the sender's message and will try to put the sender's message into their own words and scan the sender for various nonverbal signals. According to the systems view of communication, which of the following is the correct sequence of events? Intention, expression, reception, interpretation, feedback, new intentionsWhich analysis system below uses a graphic approach to systematically represent the root causes of a problem, the relationships between different causes, and sometimes includes a prioritization of the causes that are most important? Cause-and-effect diagramsWhile all of these steps is necessary, which of the steps must first be accomplished when conducting a meeting? Determining if a meeting is necessaryWhich term below describes the mental block that psychologists claim stems from the inability or difficulty seeing fresh uses for familiar things create? Functional

fixednessWhich of the following skills category is comprised of competencies concerned with analyzing issues, making decisions, financial savvy and strategic thinking? Business skills categoryStress is the process by which we perceive and respond to situations that challenge us. Which of the following is not suggested as an effective stress management tool? Avoiding exercise late in the dayRelationships are fundamental to a leader's success. Which of the following is the best way to build relationships? Spending time listening to what the followers have to sayWhich answer below contains the two components that together create credibility? Trust and expertiseWhich of the following leadership terms best refers to the competency of helping a group or community recognize and define its opportunities and issues in ways that results in effective action? FramingAccording to Locke and Latham, what are the most powerful determinants of task behaviors? GoalsWhich of the following would most likely result in consistently higher effort and performance? Goals that are both specific and challengingWhich term refers to the phenomenon of reduced individual's reduced effort when they are working in a group rather than working individually or accountable for their work? Social loafingWhat does transformational leaders use to fuel the followers' heightened motivational levels? EmotionWhich of the following is not an important reason to delegate? All are important reasons to delegate. Delegation strengthens the organization by providing opportunities to grow skill sets. Delegation can free up valuable time for the leader who delegates. Delegation, when done correctly, develops followers' skills and encourages them to strive for even more success. According to Maslow's Hierarchy of Needs, which is the lowest level of need? Physiological needsWhich term refers to any consequence that increases the likelihood that a particular

behavior will be repeated? RewardAccording to the textbook, what are the key components that define empowerment? Leaders delegate leadership and decision-making down to the lowest level possible and equip followers with the resources, knowledge and skills necessary to make sound decisions. Which of the following is a true statement regarding feedback? It is wise to stick to the facts and provide specific examples. Which term below refers to any element that provides direction, intensity and/or persistence to behavior? MotivationWhich term refers to making judgments about the adequacy of behavior with respect to certain criteria such as work group or organizational goals? EffectivenessWhich term refers to the set of expected behaviors associated with a particular job or position? Group rolesWhich of the following is not a principle of effective delegation? Assigning a procedure rather than an objectiveWhich of the following statements about delegating is false? Delegating is less frequent in higher performing organizations. Functional, interdependent roles are characteristic of which stage of team development? PerformingWhich of the following statements is true regarding performance? Performance concerns behaviors directed toward the organization's mission or goals or the products and services resulting from those behaviors. Which of the following is considered a hygiene factor according to Heraberg's Two Factor Theory? CoworkersWhich of the following is consider a motivator according to Herzberg's Two Factor Theory? The work itselfWhich term refers to interactions among team members, including such aspects as how they communicate with others, express feelings toward each other and deal with conflict with each other? Group dynamicsWhich of the following terms best describes job satisfaction? Refers to how much a follower likes a specific kind of workList the four stages of team development

from inception to success: 1. Forming 2. Storming 3. Norming 4. PreformingWhich term is an appropriate characterization of a worker who wonders " Just what am I supposed to be doing?" Role ambiguityWhich of the following should be the first step a leader takes when a team's progress stalls and an intervention is in order? Raise awareness of the situationWhich term refers to an individual's tendency to exert effort toward task accomplishment fueled in part by the strength of his/her motive to achieve success? Achievement orientationWhich term refers to the phenomenon that occurs when a highly cohesive group has members who overstep their boundaries -- perhaps even violating laws -- to please the leaders? OllieismWhich of the following underlying causes of performance problems are the most difficult for leaders to recognize and correct? Motivation problemsWhich term refers to the inefficiencies created when more and more people are engaged and working together? Process lossesWhich term refers to the sum of forces that attract members to a group, provide resistance to leaving it and motivate them to be active in it? Group cohesionWhich of the following is not one of the macro level psychological components that underlies empowerment? FearWhich effect refers to the environment in which a leader articulates high expectations for followers with clear implicit and explicit expectations about goal accomplishment? Pygmalion effectWhich one of the following is one of the micro level psychological components that underlies empowerment? All of these are correct. Self- determination, influence, and meaning. Which characteristics are indicative of empowered employees? Self-determined, sense of meaning, high competence, and high influenceManagers who send inconsistent signals create conflict. Which term below best describes the conflict in the following

situation? Supervisor while handing you a set of files: " I need this report back in 30 minutes and it had better be perfect." Intersender- role conflictWhich term refers to the burst of work output or effort when others are present? Social facilitationWhich term refers to the informal rules that groups adopt to regulate and regularize group members' behaviors? NormsWhich of the following statements is accurate concerning affectivity? Followers with a disposition for positive affectively consistently respond to changes, events or situations in a positive manner. Which is the most accurate statement when comparing teams and group members? Team members can readily identify who is or is not on the team while group members may be more challenged if asked to identify who belongs to the groupWhich term refers to the phenomenon that occurs when members of a group become more concerned with unanimity than in objectively appraising various courses of action? GroupthinkSome followers appear to get directions from more than one manager. When this occurs and the information in conflicting, the follower experiences internal conflict. Which of the terms below best describes this type of conflict? Intersender role conflictAccording to the operant approach, which of the following statements would not describe a contingent reward? An employee receives a holiday bonus checkWhich of the following best refers to Transactional Leadership? Transactional Leadership occurs when leaders and followers are in some type of exchange relationship in order to get needs metWhere in an organization hierarchy is the need for a change initiative most likely to first be realized? In the top ranksWhich of the following examples demonstrates the highest levels of situational favorability? Leader-member relations are good; the task is structure and position power is highFollowers frequently

resist change because they believe they will lose power or authority. Which of the following would be a wise move for a leader in such a situation? Demonstrate empathy and use good listening skills. Which system below refers to the authority a person derives because of his/her exemplary characteristics? Charismatic authority systemIf a decision has a rational or objectively determinable " better or worse" alternative, the leader should select the better alternative. What is this approach called? Decision qualityWhich is the best case for the importance of management skills? Reviewing progress on change plansWorkers may be able to accomplish their tasks in an autonomous fashion, but the products of their efforts must be coordinated in order for the group to be successful. Which of the following terms references this concept? Task interdependenceWhat is the nature of the LMX Theory? LMX Theory focuses on the nature of the relationship between the leader and his/her followers. Which of the following themes supports the notion that an organization is a set of interlocking systems? Systems thinking approachOrganizational structure is not the same as the organizational hierarchy. Nonetheless, which of the terms below best describes organizational structure? A tool for getting things done in organizationsWhich of the four cultures described below is most likely to have formal rules, well defined policies and procedures? HierarchyA known procedure for accomplishing a task is accompanied by rules governing how the performer is to go about completing the task. If done correctly, only one result (successful result) occurs. Which term best describes this situation? Structured taskWhich of the following statements is false? A vision is the final destination for an organizationWhich of the authority systems below is associated with leaders thought to possess divine or superhuman qualities?

CharismaticIndustrial age organizations prospered by offering low-cost but standardized goods and services. To which of the terms does this best associate? Customer segmentationAccording to Beer's model for organizational change, what should leaders do to increase the amount of change? Increase the clarity of visionWhich of the following is typically associated with greater horizontal complexity? Vertical complexityJeff works as a self-employed consultant. He decides when where and how he works based on market demand and his own personal preference. In this regard, which of the following is the best assessment of this type of arrangement? Task autonomyIt sounds counterproductive that to facilitate change, followers must be somewhat dissatisfied with the organization. To that end, a leader may need to increase dissatisfaction levels to expedite change. In general, which is the first step that leaders can take to increase follower dissatisfaction levels? Determine just how satisfied followers are with the current situationWhich of the leadership types listed below is most associated with leaders who avoid responsibilities, fail to make decisions, are absent when needed or fail to follow up on requests? Laissez-faireThe information age organization operates with integrated business processes that cut across traditional business functions. This is associated with which operating assumption underlying the information age? Cross functionsWhich of the following statements best describes follower readiness? How ready an individual is to perform a particular taskWhich of the following comprises the focus of the normative decision model? Decision makingWhich terms best refers to the approach of leaders who act to optimize their part of the organization at the expense of sub optimizing the organization's overall effectiveness? Siloed thinkingWhich of the following is true of charismatic

leaders? They use stories extensively to make their pointsWhich decision making method provides the most swift decision making and resolution implementation? Autocratic decisionsWhich of the following types of leadership serves to change the status quo by appealing to followers' values and their sense of higher purpose, in essence, appealing to their emotions? Transformational leadershipA set of operating assumptions (Kaplan and Norton) have been identified that speak to the changes in the way companies operate. Which of the following was not a specific part of the studies? LogisticsWhich of the following is the most powerful underlying factor when determining overall situation favorability? Leader-member relationsWhich of the following is not a characteristic of an adaptive challenge? The problem may be complex, but there is an expert solution to solve it. Which of the following types of culture has roots that mean " temporary or specialized"? Adhocracy cultureWhich of the following statements about transformational leaders is true? Transformational leaders are inherently future-orientedHow does the Fiedler's contingency model compare to the Situational Leadership Theory? Is about 180 degrees in similarityWhich of the following statements regarding unstructured tasks is false? While it is easier for a leader to give instruction in unstructured tasks, it is not necessarily the most helpful thing to do. Which of the following is not a component of the Four Leader Behaviors of the Path-Goal Theory? Sub directive leadershipIn which of the copying changes listed below would a follower question whether the company really knew what it was doing but conducting a reduction in force (layoffs) and rationalize that it (the company) will be calling the follower and some peers back to work. RejectionWhich of the following statements about the normative decision model is true? For

ease of presentation, each factor has been placed solely within one circle or another. Organizational charts are typically comprised of boxes representing jobs within an organization. The term " steps from the top" refers to the layers of an organization resulting with some organizations referred to as flat and others as complex. Which of the following terms is used to describe the number of levels appearing on the chart? Vertical complexityWhich term below refers to the geographical dispersion of an organization? Spatial complexityWhich of the following terms refers to the number of hierarchical levels appearing on an organization chart? Vertical complexityWhich of the culprits below is the most common underlying cause of failed change initiatives? The leader's inability or unwillingness to address culture and capabilities issuesWhich of the following is an advantage of decentralized organizations? Greater acceptance and ownership of decision outcomesWhich of the following statements concerning societal culture is inaccurate? To most outsiders, the most salient and visible aspect of any culture is generally the values. Which of the following is not a subelement of situational favorability? Motivation hierarchyWhat is regarded as the " fuel for organizational change? Follower's emotionsWhich group below is good at building teams and getting results through others? Competent managersPerfectionist who rarely delegates; when delegation happens, the person micromanages the work; frequently called nitpickerDiligentdemonstrates loyalty to supervisors over all else; commits to unrealistic requests; frequently regarded as spineless and brown-noserDutifulhigh energy person who gins up enthusiasm but also can quickly change focus; demonstrates mood swings; seldom completes tasks; referred to as an adult with ADHDExcitablehas a larger than accurate sense of self

(big for their own britches) but is a workhorse; tells everyone about workhorse abilities; soaks praise but quick to pass blame; said to be a person with martyr syndromeBoldIn which of the following do wise managers tend to do a particularly good job? All of theseWhich of the following is not one of the five general approaches to managing conflict? NegotiationWhich of the following underlies the derailment pattern of the inability of managers to build and lead a team? The existence of dark side traitsWhich of the following terms best describes the situation in which people in positions of authority face extremely tough situational or follower events that temporarily interfere with their ability to build teams and get results? Episodic managerial incompetenceWhich of the following is frequently cited as a primary reason for CEO failure? People problemsWhich of the following statements concerning dark-side traits is true? All are trueWhich of the following examples is factor that may interfere with a person's ability to be seen as a competent manager? All of these are situational factorsWhich of these groups of people are in positions of authority yet want no attention, have difficulty building teams and getting desired results? In name only managersWhich of these followers when pushing for solutions plows ahead under the mantra to " seek forgiveness" rather than ask permission? Self-startersWhich of the following best refers to the term " organizational fit"? The degree of agreement between personal and organizational values and beliefsWhich of the causes listed below is cited by researchers as accounting for the failure of most new businesses within their first five years of operation? Managerial incompetenceWhich of the following characteristics are common among derailed managers who derail due to an inability to build relationships with coworkers? Organizational isolationWhich of the following

approaches to managing conflict is characterized by a compromise between domination and appeasement? SharingWhich of the following groups of people can be said to have gained insight into their dark-side traits, founds methods to negate the debilitating effects of the traits, and risen about the trappings of the traits to be successful in their organizations? Competent managersWhich of the following aids is more likely to attract followers to support a leader's vision? StoriesWhich of the following statements about executive teams is accurate? Not all work done at the executive level requires all of the executive team to be present. Which of the following is not a dark side personality trait? CharismaticWhich of the following is least like to create conflict and more like to create collaborative energy and loyalty? Teams have low levels of task interdependenceWhich characteristics below would be found exist in high levels in competent managers? Both situational and self-awarenessWhich of the following is not a component of the leadership vision? Operating principlesWhich of the following refers to the relevant knowledge a person possesses which can in turn be leveraged to solve a problem? Subject matter expertiseWhich of the following statements about negotiation is true? Negotiators (and all managers in general) should separate the people from the problem. They know they must avoid making " it" personal. When it comes to strategy, successful organization employ which of the following managerial tactics? Have a higher percentage of competent managers than their competitors