**HINTS FOR FINAL EXAM**

**I. KEY TERMS**

1. Match each of the following words or phrases with its definition on the right.

1. Leadership A. The state of being given encouragement or good ideas about what you should do.

2. Management B. The ability to behave in a sensible way and making practical decisions.

3. Follower C. The exercise of power through a process of persuasion.

4. Status quo D. The process of influencing an organized group toward accomplishing its goals.

5. Rational E. An idea or story that many people believe, but which is not true

6. Inspiration F. Someone who supports a leader.

7. Commonsense G. The ability to exercise one’s will over theirs.

8. Myth H. The process of organizing and controlling an organization.

9. Influence I. Actions and influences based on reason and logic.

10. Power J. The state of a situation which does not make any changes.

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*B. Match each of the following key terms with its definition on the right.*

1. Framework A. People who excluded from another group.

2. In-group B. Relating to qualities that a person is born with.

3. Out-group C. An imagined sequence of possible events, or an imagined set of

circumstances of a leader

4. Active followers D. a set of ideas, principles, agreements, or rules that provides

the basis or outline for something intended to be more fully

developed at a later stage.

5. Passive followers E. Taking the initiative by acting rather than reacting to events.

6. Leadership scenario F. To introduce a new way of doing something.

7. Effective leader G. Followers who think for themselves and offer constructive

advice or even creative solutions.

8. Proactive H. People sharing common characteristics within a group.

9. Innate I. Followers who need to be told what to do.

10. Innovate J. Leader who brings about intended result and produces a

strong, favorable impression on people.

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*C. Use each of the following terms to fill in the appropriate gap. Write only A,B… in the space provided.*

1. Fundamental attribution error B. Attribution C. Perceptual sets

D. AOR model E. Actor/observer differences F. Self-serving bias

G. Single-loop learning H. Self-fulfilling prophecy Double-loop learning J. Thinking frames

1. shows that leadership development is enhanced when the experience involves three different processes: action, observation and reflection.

2. can influence any of our senses and they are the tendency or bias to perceive on thing and not another.

3. are explanations we develop for the behaviors or actions we attend to.

4. is tendency to overestimate the dispositional causes of behavior and

underestimate the environmental causes when other fail.

5. is the tendency to make external attributions for one’s own failures, yet make internal attributions for one’s success.

6. refers to the fact that people who are observing an action are much more likely than the actor to make the fundamental attribution error.

7. occurs when our expectations or predictions play a casual role in bringing out the events we predict.

8. describes a kind of learning between the individual and the environment in which learners seek relatively little feedback.

9. Involves a willingness to confront one’s own views and an invitation to others to do so, too.

10. refer to the tactics and strategies people use to organize their thinking and to construe the meaning of events

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**D.** Fill each of the following key terms in the appropriate gap. Write only A,B… in the gap.

A. Pecking order B. Influence tactics C. Power D. Influence

E. pressure tactics F. Coalition tactics G. Ingratiation H. legitimizing tactics

I. Personal appeals J. Rational persuasion K. Consultation L. Inspirational appeals

1. has been defined as the capacity to produce effects on others, or the potential to influence others.

2. can be defined as the change in a target agent’s attitudes, value, beliefs, or behaviors as the result of influence tactics.

3. refers to one person’s actual behavior designed to change another person’s attitudes, beliefs, values, or behaviors.

4. reminds us that many aspects of human social organization have roots, or at least parallels, in behavior of other species.

5. occurs when an agent uses logical arguments or factual evidence to influence others.

6. occurs when agents make a request or proposal designed to arouse

enthusiasm or emotions in targets.

7. occurs when agents ask targets to participate in planning an activity.

8. occurs when the agent attempts to get you in a good mood before making a request.

9. occurs when agents ask another to do a favor out of friendship.

10. occurs when agents seek aid to support of other s influence the target.

11. refers to threats or persistent reminders used to influence targets.

12. occurs when agents make requests based on their position or authority.

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**II. MULTIPLE CHOICES**

**Part 1: Multiple choices**

1. The interactional framework of leadership interaction 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.

2. What is the unique contribution of the LMX theory?

A) It looks at just the personal characteristics of the leader.

B) It looks at the nature of the relationship between the leader and his/her followers.

C) It looks at the characteristics of the situation.

D) It looks at the interaction between the leader and his/her followers.

3. Leaders who are appointed by superiors

A) need to be sensitive to their constituencies.

B) always have credibility with subordinates.

C) are better able to influence a group toward goal achievement.

D) have the loyalty of the organization's subordinates.

4. According to popular literature and some social scientific literature of the role of women in management, women are depicted as leaders who, when compared to men, are

A) less competitive.

B) less empathic.

C) more analytical.

D) more people-oriented.

5. According to a survey research by Judith Rosener, in terms of their leadership experiences,

A) women tended to describe themselves in transactional terms.

B) men tended to describe themselves in somewhat transformational terms.

C) men influenced others primarily in terms of personal characteristics.

D) women helped subordinates develop commitment for broader goals than their own self-interest.

6. Women leaders' interactive leadership style developed

A) due to their socialization experiences and career paths.

B) because of exchanges with subordinates for services rendered.

C) by influencing others primarily through their organizational position and authority.

D) because of their organizational position.

7. Most male CEOs attribute the paucity of women in corporate leadership roles to which of the following?

A) Exclusion from informal networks.

B) Women not in pipeline long enough.

C) Male stereotyping and preconceptions.

D) Inadequacies in the quality of experience for the top spots.

8. Leaders, as compared to managers, tend to assess their followers' performance

A) less in terms of personal criteria.

B) more in terms of specific criteria.

C) less in terms of holistic criteria.

D) more in terms of idiosyncratic criteria.

9. Leaders redefine the parameters of tasks and responsibilities, both for individual followers and for the entire group by all the following ways except

A) taking a short-term perspective.

B) actively change the situations they are in.

C) through accentuating critical values.

D) by marshaling energy to cope with some new threat.

10. Finding solutions to problems which involve others' values requires the active engagement of their hearts and minds not just the leader's. This requires

A) authoritarian leadership.

B) influential leadership.

C) adaptive leadership.

D) participative leadership.

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**Part 2: Multiple Choices**

1. Leadership development is enhanced when experience involves the three processes of:

A) stop, look, and listen.

B) perception, attribution, and learning.

C)action, observation, and reflection.

D) action, behavior, and consequence.

2. Which of the following statements concerning perceptual sets is false?

A) Perceptual sets can influence any of our senses.

B) Perceptual sets are the tendency to perceive several aspects simultaneously.

C) Feelings can trigger a perceptual set.

D) They are the tendency to perceive one thing and not another.

3. The tendency to make external attributions for one's own failures, yet make internal attributions for one's successes is called:

A) fundamental attribution error.

B) actor/observer difference.

C) self-serving bias.

D) fallacy of the single cause.

4. Which of the following statements concerning the reflection component of the AOR model is false?

A) Leaders are always aware of the value of reflection in leadership development.

B) It is the most neglected component of the AOR model.

C) It can provide leaders with a variety of insights into how to frame problems differently.

D) A reason for the reflection component to be neglected often may be due to time pressure at work.

5. In an organization, one can gain valuable perspectives and insights through close association with an experienced person willing to take one under his/her wing. Such an individual is often called a

A) supervisor.

B) facilitator.

C) role model.

D) mentor.

6. What is seen as an investment that can help change counterproductive behavior, often interpersonal, that threatens to derail an otherwise valued manager?

A) Mentoring

B) Executive coaching

C) Team building

D) Change management

7. In the process of "learning to learn from experience", people operating in the stabilizing period must

A) overcome the caution generated by ongoing success.

B) overcome the tension of challenging what they do not know how to do.

C) attempt at learning a new set of responses and strategies.

D) let go of short-term expectations in favor of more long-term learning.

8. The content of leadership programs at the university-level

A) gives subordinates feedback about their progress.

B) provides a survey of the major leadership findings.

C) focuses on strategic planning.

D) focuses on how to train subordinates.

9. Consist of descriptions of various leadership situations and are used as a vehicle for leadership discussions

A) Simulations

B) Role playing

C) Case studies

D) Games

10. This technique wherein participants are given a limited amount of time to prioritize and respond to a number of notes, is particularly useful in assessing and improving a manager's planning and time management skills.

A) Simulations

B) Role playing

C) In-basket exercises

D) Case studies

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**Part 3: Multiple Choices**

1. Which of the following refers to a person's actual behaviors designed to change another's attitudes, beliefs, values, or behaviors?

A) Power

B) Influence

C) Authority

D) Influence tactics

2. Many aspects of office arrangements can affect a leader's or follower's power. Which of the following statements is true in relation to this?

A) Specific seating arrangements at circular tables do not affect participants' interactions.

B) Rectangular tables facilitate communication

C) Individuals sitting at the ends of rectangular tables often wield more power.

D) Rectangular tables minimize status differentials.

3. A leader who has developed close interpersonal relationships with followers generally uses his or her \_\_\_\_\_ power to influence them.

A) legitimate

B) referent

C) coercive

D) reward

4. \_\_\_\_\_ power is a function of the amount of knowledge one possesses relative to the rest of the members of a group.

A) Reward

B) Referent

C) Coercive

D) Expert

5. Which of the following statements is true?

A) The head of an organization is always a true leader.

B) Legitimate authority and leadership are similar.

C) Holding a position and being a leader are synonymous.

D) Effective leaders intuitively realize they need more than legitimate power to be successful.

6. Which of the following is an intrinsic reward?

A) Compensation

B) Praise

C) Personal growth

D) Time off

7. \_\_\_\_\_ is exercised in the service of higher goals to others or organizations and often involves self-sacrifice toward those ends.

A) Influence

B) Personalized power

C) Socialized power

D) Influence tactics

8. When a minister makes an impassioned plea to members of his congregation about the good works which could be accomplished if a proposed addition to the church were built, he is

A) making a personal appeal.

B) making an inspirational appeal.

C) making a rational persuasion.

D) using ingratiation.

9. Coalition tactics

A) are used when agents seek the aid of others to influence the target.

B) occur when agents ask targets to participate in planning an activity.

C) occur when the agent attempts to get you in a good mood before making a request.

D) are used when agents ask another to do a favor out of friendship.

10. There is a strong tendency for people to resort to \_\_\_\_\_ whenever they have an advantage in clout if other tactics fail to get results.

A) exchanges

B) ingratiation

C) legitimizing tactics

D) rational appeals

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**Part 4: Choose the best choice among each of the following alternatives.**

1. According to research, between 50–90 percent of all new businesses fail within five years due to

A) insufficient capital.

B) managerial incompetence.

C) location.

D) lack of planning.

2. Cheerleaders

A) only focus on getting results.

B) avoid the spotlight.

C) tend to treat followers poorly.

D) are people-centered.

3. At any one time, up to 33 percent of employees are actively talking to other organizations about job opportunities. This is due to

A) wrong people getting hired or promoted into positions of authority.

B) lack of good systems for identifying and developing leadership talent.

C) people losing faith in their organization’s ability to keep them gainfully employed.

D) the advent of sophisticated software packages.

4. Adopting valid and well-researched processes for hiring, developing, or promoting leadership talent is necessary for developing

A) a good competency model.

B) a good leadership talent management system.

C) a critical leadership position.

D) a performance appraisal system.

5. In \_\_\_\_\_, applicants are put through a series of leadership potential assessment techniques and only the applicants who “pass” one assessment are allowed to move on to the next.

A) compensatory approach

B) qualitative approach

C) multiple hurdles approach

D) quantitative approach

6. In structured interviews

A) it is difficult to compare the results of interviews from different leaders.

B) the interviewer has the latitude to allow the interview to proceed in whatever direction seems appropriate.

C) the common set of questions make it much easier to compare different leaders’ skills.

D) the interviewer does not follow a predetermined set of questions.

7. What is the first step in improving the bench strength of the leaders within an organization?

A) To promote the right people.

B) To cultivate employee loyalty.

C) To be up-to-date with the latest developments in technology.

D) To evaluate and reward its leaders.

8. This phenomenon is becoming more prevalent as organizations move toward virtual teams or increase the number of people any one superior may supervise.

A) Superiors may be largely unaware or unfamiliar with a target leader’s performance.

B) Superiors do not take the time to provide accurate performance appraisal ratings.

C) Superiors have difficulty dealing with conflict.

D) Superiors would rather give average ratings than deal with the emotions associated with unflattering ratings.

9. A study which varies or manipulates a leadership variable while measuring change in a leadership effectiveness criterion is a(n)

A) case study.

B) correlational study.

C) critical incident technique.

D) experiment.

10. A prescriptive principle of leadership based on an experienced leader's opinion is called a

A) criterion of effective leadership.

B) definition of leadership.

C) maxim of leadership.

D) theory of leadership.

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**III. TRUE/FALSE STATEMENT**

**Part 1: True/False Statement**

1. Some leadership researchers have focused on the personality, physical traits, or behaviors of the leader.

A) True

B) False

2. Researchers argue that organizational successes and failures often get falsely attributed to the leader, though the situation may have a greater impact on how the organization functions than does any individual, including the leader.

A) True

B) False

3. Leadership is only an art, to be learned by emphasizing the practice of leadership.

A) True

B) False

4. Great leaders sometimes seem larger than life.

A) True

B) False

5. Natural talents or characteristics do not offer certain advantages or disadvantages to a leader.

A) True

B) False

6. Individuals skeptically question whether leadership can develop through formal study, believing it can only be acquired through actual performance.

A) True

B) False

7. Formal study and actual experience complement each other.

A) True

B) False

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**Part 2: True/False Statement**

1. If we use only leaders as the lens for understanding leadership, then we get a very limited view of the leadership process.

A) True

B) False

2. An important aspect of the leader is how he or she achieved leadership status.

A) True

B) False

3. The number of followers reporting to a leader has no significant implications.

A) True

B) False

4. The nature of problems faced by many organizations is becoming so complex and the changes are becoming so rapid that more and more people are required to solve them.

A) True

B) False

5. The difference between leaders and managers, or between leadership and management involve more than just names between types of individuals.

A) True

B) False

6. Leaders create environments within which followers' innovations and creative contributions are not welcome.

A) True

B) False

7. Managers are more likely to emphasize routinization and control of followers' behavior.

A) True

B) False

8. Managers tend to decline the definitions of situations presented to them.

A) True

B) False

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| A | A | B | A | B | B | A | A |

**Part 3: True/False Statement**

1. A competency model is the set of skills, knowledge, abilities, or other attributes that are relevant to successful performance in a particular job.

A) True

B) False

2. Leadership researchers have indicated that biographical questionnaires, personality inventories, mental abilities tests, and interest inventories cannot do a very good job predicting future leadership effectiveness.

A) True

B) False

3. We usually do not differentiate between successful and unsuccessful leaders by the behaviors they exhibit or the attributes they possess; rather, we are likely to consider whether their followers are productive or satisfied.

A) True

B) False

4. The better performance appraisal forms typically include no features.

A) True

B) False

5. The most common qualitative approach of evaluating leaders is the case study.

A) True

B) False

6. The two major quantitative approaches include correlational studies and correlation coefficients.

A) True

B) False

7. A description of a "laboratory" experiment on leadership may help make the distinction between independent and dependent variables a bit clearer.

A) True

B) False

8. The scientific alternative to leadership maxims is leadership theory.

A) True

B) False

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**Part 4: True/False Statement**

1. Power has been defined as the capacity to produce effects on others, or the potential to destroy others.

A) True

B) False

2. Influence is the degree of actual change in a target's person's attitudes, values, beliefs, or behavior.

A) True

B) False

3. Leaders and followers never use a variety of tactics to influence each other's attitudes or behaviors.

A) True

B) False

4. Choice of clothing can affect one's power and influence.

A) True

B) False

5. One way to counteract the problems stemming from a lack of expertise is to weaken interpersonal ties with subordinates.

A) True

B) False

6. Another way to look at referent power is in terms of the role friendships play in making things happen.

A) True

B) False

7. Coercive power is the opposite of reward power.

A) True

B) False

8. A person's need for power will determine how much they can motivate others.

A) True

B) False

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| B | A | B | A | B | A | A | A |

**Part 5: True/False Statement**

1. Making the most of experience is key to developing one's leadership ability.

A) True

B) False

2. The most productive way to develop as a leader is to travel along the spiral of experience.

A) True

B) False

3. Experience is not just a matter of what events happen to you; it also depends on how you perceive those events.

A) True

B) False

4. Perceptual sets do not influence what we attend to or do not attend to, what we observe or do not observe.

A) True

B) False

5. Another perceptional variable that can affect our actions is the self-fulfilling prophecy.

A) True

B) False

6. Perhaps the least important component of the action-observation-reflection model is reflection.

A) True

B) False

7. Another way to conceptualize reflection in leadership development involves thinking frames.

A) True

B) False

8. The people you associate with can stimulate development in many ways.

A) True

B) False

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| A | A | A | B | A | B | A | A |

**IV. COMPREHENSIVE QUESTIONS**

1. What are the two needs of power? Briefly explain each one with a supporting example.
2. What is ‘influence tactics’? What are the types of ‘influence tactics’? Briefly explain each one with a supported example.
3. What are the sources of knowledge? Please explain each one by giving example.
4. How many types of people to whom are considered to be the most influencers to other people? Please give the example to support your idea.
5. Identify several values you think might be the basis of conflict or misunderstanding between leaders and followers.
6. Can a leader’s public and private morality be distinguished? Should they be?
7. Can a bad person be a good leader?
8. What is a personality trait? How many types of leadership personality? Please explain.
9. What are the bright side and the dark side of personality traits? Demonstrate your ideas.
10. What is intelligence? Explain the triarchic theory of Intelligence?
11. What is emotional intelligence? Explain the five attributions of emotional intelligence
12. What are the Organizational Competency Models? Briefly explain each one.
13. List some patterns of derailment.
14. What are the five steps of Informal Coaching? Briefly explain each one.
15. Define the term **Motivation**, **Satisfaction**, and **Performance**. Explain the relationship between these three terms.

**V. APPLIED QUESTIONS**

Please write the titles of all chapter starting from chapter 1 to chapter 13, choose one chapter which you understand the most? Write a reflection on what are the important points which you have learned from it? You have to write at least **150 -250 words** in either a **paragraph** or an **essay** format.

**How to answer this question:**

* *List down all the title of each chapter vertically*
* *Choose only one title to describe*
  + *Summary the main point of that chapter*
  + *Reflect on what can be used in the real life by understanding that chapter*
  + *Be a paragraph and an essay format*

**Special note:**

* 30% of each section among the five sections will be appeared in the final exam except section 5.
* Don’t bring extra material besides pens, pencil, correction pen, ruler, and rubber.
* Your answers must transfer to the answer sheet; otherwise, there is no claim.
* No cheating during exam. Cheating is considered as criminals and receive zero mark
* Wear CMU’S uniform for exam day
* Follow CMU’s rules and regulations about exams
* Exam day is set by the school, so do a regular check your update schedule
* Cambodian language is allowed to write for any questions, but there will be 10% deduction from the total marks of that question.

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*Thanks and wish you all have a good luck with your exam!!!*