Multiple Choice

1. The underlying premise of the psychodynamic approach chapter is
a. There are rational behaviors that describe leadership action
b. There are irrational forces that underlie seemingly rational behaviors
c. Irrational behaviors are the downfall of organizations
d. Observations of behaviors are rational in nature
Ans: B
Cognitive Domain: Comprehension
Answer Location: Description
Question Type: MC

2. Historically, leadership scholars
a. Have avoided studying emotions in leadership
b. Have avoided studying leadership behaviors
c. Have avoided the psychological realm of organizational life
d. Have avoided studying personality and leadership
Ans: C
Cognitive Domain: Comprehension
Answer Location: Description
Question Type: MC

3. The dynamics of human behavior
a. Are often difficult to understand
b. Are easy to understand
c. Are similar to skills dynamics
d. Are related to the Big Five personality profiles
Ans: A
Cognitive Domain: Comprehension
Answer Location: Description
Question Type: MC

4. The psychodynamic approach to leadership focuses on
a. The effects of behavior in organizations
b. The dynamics of personality

c. The effects of behavior on the leader
d. The dynamics of human behavior
Ans: D
Cognitive Domain: Comprehension
Answer Location: Description
Question Type: MC

5. The psychodynamic approach to leadership suggests that only through accepting and explaining undercurrents of human behavior
a. Can we begin to understand complex organizations
b. Will decision making be easy
c. Can we understand human motivation
d. Will we understand leadership
Ans: A
Cognitive Domain: Comprehension
Answer Location: Description
Question Type: MC

6. A framework through which we apply a psychodynamic lens to the study of behavior in organizations is
a. A behavioral paradigm
b. A psychological paradigm
c. A clinical paradigm
d. A psychic paradigm
Ans: C
Cognitive Domain: Knowledge
Answer Location: Clinical Paradigm
Question Type: MC

7. The purpose of the clinical paradigm is
a. To identify aberrant behaviors
b. To discover how leaders and organizations really work
c. To discover the best emotional leadership style
d. To determine the best behavioral leadership style
Ans: B
Cognitive Domain: Comprehension
Answer Location: Clinical Paradigm
Question Type: MC

8. Which of the following is not one of the four premises of the clinical paradigm?
a. There is irrationality behind every act
b. Regulating emotions is less important than regulating actions
c. Much of mental life lies outside of conscious awareness
d. We are products of interpersonal experiences
Ans: C
Cognitive Domain: Comprehension
Answer Location: Clinical Paradigm
Question Type: MC

9. Which premise of the clinical paradigm states that there is a logical explanation behind every human act?
a. Mental life lies outside of conscious awareness
b. Human development is an intra- and interpersonal process
c. There is rationale behind every act
d. How one regulates and expresses emotions is central to a person's identity
Ans: C
Cognitive Domain: Comprehension
Answer Location: Clinical Paradigm
Question Type: MC

10. Which premise requires "tective" work to find clues to explain perplexing behavior?
a. Mental life lies outside of conscious awareness
b. Human development is an intra- and interpersonal process
c. There is rationale behind every act
d. How we regulate and express emotions is central to a person's identity
Ans: C
Cognitive Domain: Comprehension
Answer Location: Clinical Paradigm
Question Type: MC

11. One of my employees is acting irrationally. I am certain there is a reasonable explanation for the behavior. I am applying which premise of the clinical paradigm?
a. Mental life lies outside of conscious awareness
b. Human development is an intra- and interpersonal process
c. There is rationale behind every act
d. How we regulate and express emotions is central to a person's identity
Ans: C
Cognitive Domain: Application

Answer Location: Clinical Paradigm
Question Type: MC

12. Which premise of the clinical paradigm describes feelings and motives that we do not realize?
a. Mental life lies outside of conscious awareness
b. Human development is an intra- and interpersonal process
c. There is rationale behind every act
d. How we regulate and express emotions is central to a person's identity
Ans: A
Cognitive Domain: Comprehension
Answer Location: Clinical Paradigm
Question Type: MC

13. Which premise of the clinical paradigm describes "blind spots" we all have?
a. Mental life lies outside of conscious awareness
b. Human development is an intra- and interpersonal process
c. There is rationale behind every act
d. How we regulate and express emotions is central to a person's identity
Ans: A
Cognitive Domain: Comprehension
Answer Location: Clinical Paradigm
Question Type: MC

14. When I am leading my group of followers, sometimes I say or do things that I really do not understand and that do not seem to be part of my typical way of dealing with issues. I am applying which premise of the clinical paradigm?
a. Mental life lies outside of conscious awareness
b. Human development is an intra- and interpersonal process
c. There is rationale behind every act
d. How we regulate and express emotions is central to a person's identity
Ans: A
Cognitive Domain: Application
Answer Location: Clinical Paradigm
Question Type: MC

15. Which premise of the clinical paradigm describes how emotions are related to life experiences and can have both positive and negative connotations that affect the choices we make?
a. Mental life lies outside of conscious awareness
b. Human development is an intra- and interpersonal process
c. There is rationale behind every act
d. How we regulate and express emotions is central to a person's identity
Ans: D
Cognitive Domain: Comprehension
Answer Location: Clinical Paradigm
Question Type: MC

16. Which premise of the clinical paradigm focuses on how emotions form the basis for the internalization of mental representations of self and others that guide our relationships?
a. Mental life lies outside of conscious awareness
b. Human development is an intra- and interpersonal process
c. There is rationale behind every act
d. How we regulate and express emotions is central to a person's identity
Ans: D
Cognitive Domain: Comprehension
Answer Location: Clinical Paradigm
Question Type: MC

17. I have developed emotional intelligence through many years working as a leader at many levels. I am applying which premise of the clinical paradigm?
a. Mental life lies outside of conscious awareness
b. Human development is an intra- and interpersonal process
c. There is rationale behind every act
d. How we regulate and express emotions is central to a person's identity
Ans: D
Cognitive Domain: Application
Answer Location: Clinical Paradigm
Question Type: MC

18. Which premise of the clinical paradigm states that our early caregivers and other developmental experiences influence us throughout life?
a. Mental life lies outside of conscious awareness
b. Human development is an intra- and interpersonal process
c. There is rationale behind every act
d. How we regulate and express emotions is central to a person's identity

Ans: B
Cognitive Domain: Comprehension
Answer Location: Clinical Paradigm
Question Type: MC

19. Which premise of the clinical paradigm says we are products of our past experiences?
a. Mental life lies outside of conscious awareness
b. Human development is an intra- and interpersonal process
c. There is rationale behind every act
d. How we regulate and express emotions is central to a person's identity
Ans: B
Cognitive Domain: Comprehension
Answer Location: Clinical Paradigm
Question Type: MC

20. It seems that I keep making the same mistakes as I did when I was younger. I am applying which premise of the clinical paradigm?
a. Mental life lies outside of conscious awareness
b. Human development is an intra- and interpersonal process
c. There is rationale behind every act
d. How we regulate and express emotions is central to a person's identity
Ans: B
Cognitive Domain: Application
Answer Location: Clinical Paradigm
Question Type: MC

21. The clinical paradigm shares insight into
a. The subconscious forces of human behavior
b. The conscious mind
c. The effects of clinical therapy
d. The dichotomy of emotions and psyche
Ans: A
Cognitive Domain: Application
Answer Location: Clinical Paradigm
Question Type: MC

22. The origins of the psychodynamic paradigm stem from which scholar's work?
a. Fromm

b. Freud
c. Maccoby
d. Jung
Ans: B
Cognitive Domain: Knowledge
Answer Location: History of Psychodynamic Approach
Question Type: MC

23. The Kets de Vries Neurotic Organization Study created a new framework for analysis of organizations proposing that
a. Organizations have their own set of psychological neuroses
b. Followers set the psychological structure of organizations
c. Neuroses of a top leader can be recreated throughout the organization
d. Social dreaming is a way of defining meaning for the organization
Ans: C
Cognitive Domain: Comprehension
Answer Location: History of Psychodynamic Approach
Question Type: MC

24. Which scholar described the term "applied clinical practice" when exploring organizational processes?
a. Gruenfeld
b. Zaleznik
c. Kats de Vries
d. Hirschhorn
Ans: D
Cognitive Domain: Knowledge
Answer Location: History of Psychodynamic Approach
Question Type: MC

25. The majority of the research of the Tavistock Institute was focused primarily on group processes in
a. Public organizations
b. Privately held companies
c. Business-based organizations
d. Non-profit organizations
Ans: A
Cognitive Domain: Knowledge
Answer Location: History of Psychodynamic Approach
Question Type: MC

26. Which scholar(s) from the Tavistock Institute completed the 17-year "Glacier Project."
a. Menninger and Levinson
b. Brown and Jacques
c. Zaleznik
d. Freud
Ans: B
Cognitive Domain: Knowledge
Answer Location: History of Psychodynamic Approach
Question Type: MC

27. Zaleznik and the researchers at the Boston Psychoanalytic Institute were interested in combining the
a. Psychodynamic approach with clinical practice
b. Psychoanalysis with organizational role analysis
c. Work world with socio-technical systems
d. Work world with the world of psychoanalysis
Ans: D
Cognitive Domain: Comprehension
Answer Location: History of Psychodynamic Approach
Question Type: MC

28. Mitscherlich, post–World War II, published influential work that shaped Germany's analysis of the causes of the war and
a. Interpreted the holocaust using the clinical paradigm
b. Opened the field of psychotherapy to the lay public
c. Opened the field of social psychology to a broader audience
d. Interpreted emotions as stemming from negative childhood experiences
Ans: C
Cognitive Domain: Knowledge
Answer Location: History of Psychodynamic Approach
Question Type: MC

29. The history of the psychodynamic approach provides context for the study of leadership by
a. Empirically testing emotional responses to follower actions
b. Providing a chronology of the dynamics and functioning of leaders and organizations
c. Informing leaders about their psychological dysfunctions
d. Studying in the chronology of wartime abuses of power

Ans: B
Cognitive Domain: Comprehension
Answer Location: History of Psychodynamic Approach
Question Type: MC

30. The key concepts within the psychodynamic approach each provide a way of looking at the hidden dynamics of organizational behavior in order to
a. Decipher the behaviors that lead to positive leadership
b. Decipher the emotional impact of leaders on their followers
c. Decipher the knowledge acquisition necessary for top leader performance
d. Decipher the motives for why people behave the way they do
Ans: D
Cognitive Domain: Comprehension
Answer Location: Key Concepts Psychodynamic Approach
Question Type: MC

31. The focus on the inner theatre concept is described as
a. Experiences with others that contribute to the creation of response patterns
b. Knowledge gained in post-secondary school that defines our behaviors
c. Psychological development in relation to groups
d. Unconscious assumptions about dangerous organizational behaviors
Ans: A
Cognitive Domain: Comprehension
Answer Location: Key Concepts Psychodynamic Approach
Question Type: MC

32. Which of the following is not a key concept within the Psychodynamic Approach?
a. Focus on the inner theatre
b. Focus on the leader-follower relationships
c. Focus on the behavioral norms of organizations
d. Focus on the shadow side of leadership
Ans: C
Cognitive Domain: Knowledge
Answer Location: Key Concepts Psychodynamic Approach
Question Type: MC

33. Which of the following is not one of Bion's three basic assumptions in groups?
a. Dependency

b. Interdependency
c. Fight-flight
d. Pairing
Ans: B
Cognitive Domain: Knowledge
Answer Location: Key Concepts Psychodynamic Approach
Question Type: MC

34. In the focus on the theatre concept in psychodynamic approach, what does CCRT stand for?
a. Concepts, Considerations, and Reactive Themes
b. Conflictual Considerations and Reactive Teams
c. Core Concepts Relationship Teams
d. Core Conflictual Relationship Themes
Ans: D
Cognitive Domain: Knowledge
Answer Location: Focus on Inner Theatre
Question Type: MC

35. Our early experiences with key individuals like early caregivers contribute to how we respond to people in other contexts with different people. These responses can be described as
a. Repeated response patterns
b. Conflictual response patterns
c. Reactive team patterns
d. Emotional response patterns
Ans: A
Cognitive Domain: Knowledge
Answer Location: Focus on Inner Theatre
Question Type: MC

36. Relationship themes develop over time that are rooted in
a. Our ego
b. Our internal ordering system
c. Our deepest wishes, needs, and goals
d. Our personality
Ans: C
Cognitive Domain: Comprehension
Answer Location: Focus on Inner Theatre
Question Type: MC

37. In the workplace, we act out core conflictual relationship themes onto others and then react to others based on
a. Their perceived reactions
b. Their actual actions
c. Their perceived emotions
d. Their demonstrated emotions
Ans: A
Cognitive Domain: Comprehension
Answer Location: Focus on Inner Theatre
Question Type: MC

38. Paying attention to the CCRT of an individual and understanding key relationship conflicts can
a. Cause conflict among organizational members
b. Cause conflict within personal relationships
c. Produce more effective interpersonal relationships
d. Produce less effective interpersonal relationships
Ans: C
Cognitive Domain: Comprehension
Answer Location: Focus on Inner Theatre
Question Type: MC

39. In Bion's basic assumptions about groups, what is a potential outcome of these pathological regressive processes?
a. People regress to behaviors from childhood
b. People are deflected from the main tasks to be performed
c. People end up identifying with the aggressor
d. People contain their anxiety levels
Ans: B
Cognitive Domain: Comprehension
Answer Location: Focus on Leader Follower Relationships
Question Type: MC

40. In Bion's dependency assumption, when people assume that the leader should offer similar protection to that provided by parents in early years, this assumption is based on
a. Conscious thought
b. Conscious action
c. Unconscious thought
d. Unconscious action

Ans: C
Cognitive Domain: Comprehension
Answer Location: Focus on Leader Follower Relationships
Question Type: MC

41. Groups that are united by the dependency assumption and readily give up their autonomy would likely do well with a leader using which leader behavior?
a. Directive
b. Supportive
c. Delegating
d. Impoverished
Ans: A
Cognitive Domain: Application
Answer Location: Focus on Leader Follower Relationships
Question Type: MC

42. Groups in which there is a tendency to split the authority and include avoidance, absenteeism, and resignation are in which of Bion's unconscious assumptions?
a. Dependency
b. Social defense
c. Pairing
d. Fight-flight
Ans: D
Cognitive Domain: Comprehension
Answer Location: Focus on Leader Follower Relationships
Question Type: MC

43. In the fight-flight assumption there is a tendency to
a. Split the world into haves and have-nots
b. Split the world into "like me" and "like them"
c. Split the world into friend or foe
d. Split the work into competitive teams
Ans: C
Cognitive Domain: Comprehension
Answer Location: Focus on Leader Follower Relationships
Question Type: MC

44. When some leaders encourage the fight-flight assumption and use in-group/out-group division for motivation and to reinforce the group's identity they are misrepresenting the main premise of which leadership approach?
a. Situational
b. Behavioral
c. Trait
d. LMX
Ans: D
Cognitive Domain: Application
Answer Location: Focus on Leader Follower Relationships
Question Type: MC

45. An unconscious assumption whereby people join with a group or another person who is seen as powerful and will help them cope with anxiety is called
a. Fight-flight
b. Dependency
c. Pairing
d. Power sharing
Ans: C
Cognitive Domain: Comprehension
Answer Location: Focus on Leader Follower Relationships
Question Type: MC

46. Which of Bion's assumptions has potential to manifest itself in ganging up against the leader who is perceived as the aggressor or authority figure?
a. Fight-flight
b. Dependency
c. Pairing
d. Power sharing
Ans: C
Cognitive Domain: Comprehension
Answer Location: Focus on Leader Follower Relationships
Question Type: MC

47. When do people engage in regressive social defenses to neutralize strong tensions in organizations?
a. When individuals express anger toward the leader
b. When the organization does not provide protection
c. When the organization's anxieties are not properly managed
d. When organizations are not functioning properly

Ans: C
Cognitive Domain: Comprehension
Answer Location: Social Defense Mechanisms
Question Type: MC

48. Which social defense mechanism is described as seeing one's own shortcomings in others?
a. Splitting
b. Denial
c. Displacement
d. Projection
Ans: D
Cognitive Domain: Knowledge
Answer Location: Social Defense Mechanisms
Question Type: MC

49. What can happen when leaders try to contain anxiety using existing structures and processes?
a. Reduced creativity and openness to change
b. Ganging up on the group leader
c. Higher independence from group leader
d. Reduced leader control and impersonality
Ans: A
Cognitive Domain: Comprehension
Answer Location: Social Defense Mechanisms
Question Type: MC

50. Taking cues about our own behavior from those around us describes
a. Mimicking
b. Mirroring
c. Reflecting
d. Idealizing
Ans: B
Cognitive Domain: Knowledge
Answer Location: Mirroring and Idealizing
Question Type: MC

51. Mirroring and idealizing can end up having a negative impact on an organization by
a. Leaders admiring and emulating followers
b. Followers becoming more like the leader

c. Followers becoming more like each other
d. Enforcing transferential patterns not based in reality
Ans: D
Cognitive Domain: Knowledge
Answer Location: Mirroring and Idealizing
Question Type: MC

52. What do followers do when they are identifying with the aggressor?
a. They threaten others
b. They resign
c. The hold others to a higher standard
d. They threaten the leader
Ans: A
Cognitive Domain: Application
Answer Location: Identification with Aggressor
Question Type: MC

53. The two sides of narcissism are
a. Constructive and destructive
b. Reactive and destructive
c. Reactive and dependent
d. Constructive and reactive
Ans: D
Cognitive Domain: Knowledge
Answer Location: Focus Shadow Side
Question Type: MC

54. Constructive narcissists have empathy and inspire others to be better at what they do and even to change what they do. This is similar to the leader behaviors and principles of which other leadership theory?
a. Path-goal
b. LMX
c. Authentic
d. Transformational
Ans: D
Cognitive Domain: Application
Answer Location: Focus Shadow Side
Question Type: MC

55. It is hard to figure out what is happening in our team. It seems that madness has taken over not only our boss but most of the team! What is happening in this team?
a. Narcissism
b. Mirroring
c. *Folie à deux*
d. Transference
Ans: C
Cognitive Domain: Application
Answer Location: Folie à deux
Question Type: MC

56. The essence of how psychodynamic approach informs us about effective leadership is
a. Human behavior is rooted in the underlying motives that govern such behavior
b. Human behavior is rooted in emotional intelligence principles
c. Human behavior is rooted in the principles of Freudian psychology
d. Human behavior can be learned
Ans: A
Cognitive Domain: Knowledge
Answer Location: How Does Psychodynamic Work?
Question Type: MC

57. When comparing environmental constraints or advantages and psychodynamic approach to leader effectiveness, which of the following statements is true?
a. Environmental constraints have the greatest impact on leader effectiveness.
b. Environmental advantages stymie leader effectiveness.
c. Psychodynamic processes in leader-follower interactions greatly influence leader effectiveness.
d. Psychodynamic processes in leader-follower interactions are less influential on leader effectiveness than environmental advantages
Ans: C
Cognitive Domain: Application
Answer Location: How Does Psychodynamic Work?
Question Type: MC

58. What does the psychodynamic study of leadership effectiveness demonstrate more clearly than other conceptual framework?
a. Recognition that people can develop aggressive behaviors when leaders are aggressive
b. Recognition that people's emotions affect their behaviors
c. Recognition that early childhood experiences can be overcome

d. Recognition that people differ in their motivational patterns
Ans: D
Cognitive Domain: Application
Answer Location: How Does Psychodynamic Work?
Question Type: MC

59. The essence of leadership according to the psychodynamic approach is
a. The ability to understand the emotion-behavior connection
b. Removing difficult task characteristics helps followers develop
c. The ability to use motivational patterns to influence others
d. Removing conflictual follower interactions leads to leader success
Ans: C
Cognitive Domain: Comprehension
Answer Location: How Does Psychodynamic Work?
Question Type: MC

60. The leader's ability to use motivational patterns to influence others could also be stated as
a. The ability to force people to do things they would not otherwise do
b. The ability to get people to voluntarily do things they would not otherwise do
c. The ability to motivate others toward a group goal
d. The ability to change follower behaviors against their will
Ans: B
Cognitive Domain: Application
Answer Location: How Does Psychodynamic Work?
Question Type: MC

61. Some scholars researching the psychodynamic approach in organizations look at the dark side of leadership and the atypical successes of leadership. They realize that
a. Leaders, like followers, are not completely rational
b. Followers, like leaders, want to have power
c. Leaders and followers exchange power for mutual benefit
d. People rise to positional leadership roles because they are rational
Ans: A
Cognitive Domain: Application
Answer Location: How Does Psychodynamic Work?
Question Type: MC

62. A strength of the psychodynamic approach is

a. It focuses on the conscious thoughts and behaviors of leaders
b. It categorizes overt behaviors in organizations
c. It provides broad investigation of organizations
d. It addresses undercurrents of organizational life
Ans: D
Cognitive Domain: Comprehension
Answer Location: Strengths
Question Type: MC

63. Psychodynamic approach involves an in-depth and systemic investigation of a single person, group, or community. This is
a. A strength of the approach
b. A criticism of the approach
c. An incorrect representation of the approach
d. Easy to incorporate into leadership training programs
Ans: A
Cognitive Domain: Comprehension
Answer Location: Strengths
Question Type: MC

64. Psychodynamic approach focuses primarily on the leader's personality and leadership style, while broader systemic organizational issues remain in the background. This is
a. Not an accurate description of the approach
b. Good, because leader personality is critical to team success
c. A strength of the approach
d. A criticism of the approach
Ans: D
Cognitive Domain: Comprehension
Answer Location: Criticisms
Question Type: MC

65. One benefit of integrating a clinical or psychodynamic orientation in leadership development programs is
a. It focuses exclusively on negative leader behaviors
b. It will help leaders psychoanalyze their followers
c. It will help leaders become "organizational detectives" to uncover the undercurrents within the organization
d. It will help leaders become more directive and less supportive with followers who have hidden agendas
Ans: C

Cognitive Domain: Comprehension
Answer Location: Application
Question Type: MC

66. Some executive coaching programs using principles of the psychodynamic approach, which help executives
a. Be more firm with aggressive followers
b. Be more emotionally involved with aggressive followers
c. Be more conscious of the dark side of leadership
d. Be more conscious and self-aware, which will help them relate to others
Ans: D
Cognitive Domain: Application
Answer Location: Application
Question Type: MC

Multiple Choice

1. The ethical issues presented in the leadership ethics chapter
a. Provide a model of ethical leadership theory
b. Provide a guide to ethical issues in leadership situations
c. Constitute a leadership ethics theory
d. Are clear prescriptions for leading ethically
Ans: B
Cognitive Domain: Comprehension
Answer Location: Description
Question Type: MC

2. The study of theoretical formulations of *leadership* ethics
a. Has existed for centuries
b. Is described by Kohlberg
c. Is a new topic of scholarly research
d. Was started by Greek philosophers
Ans: C
Cognitive Domain: Comprehension
Answer Location: Description
Question Type: MC

3. What did the group of leadership scholars from the W. K. Kellogg Foundation examine?
a. How leadership theory and practice could be used to build a more just society
b. How leadership ethical theory correlates with virtuousness
c. How moral dilemmas are different from ethical temptations
d. How ethical dilemmas are different from moral temptations
Ans: A
Cognitive Domain: Comprehension
Answer Location: Description
Question Type: MC

4. The set of rules or principles that guides us in making decisions about right or wrong is called
a. Moral theory
b. Ethical dilemmas
c. Ethical decision-making process
d. Ethical theory
Ans: D
Cognitive Domain: Comprehension
Answer Location: Description
Question Type: MC

5. Which scholar described how people think about moral issues in terms of stages of development?
a.Heifetz
b. Kohlberg
c. Plato
d.Crain
Ans: B
Cognitive Domain: Knowledge
Answer Location: Ethics Defined
Question Type: MC

6. In which level of moral development is an individual who judges morality actions by their direct consequences?
a. Pre-conventional morality
b. Conventional morality
c. Post-conventional morality
d. Universal morality
Ans: A
Cognitive Domain: Comprehension
Answer Location: Ethics Defined

Question Type: MC

7. How many stages are there in the conventional morality level of Kohlberg's Stages of Moral Development?
a. 1
b. 2
c. 3
d. 6
Ans: B
Cognitive Domain: Knowledge
Answer Location: Ethics Defined
Question Type: MC

8. I make a moral decision based on whether or not I will be punished. I am at what stage of moral development?
a. Stage 1
b. Stage 2
c. Stage 3
d. Stage 4
Ans: A
Cognitive Domain: Knowledge
Answer Location: Level 1
Question Type: MC

9. I want to do what is best for myself, and I am willing to bargain with others for favors that I offer to provide in return in the future. I am at what stage of moral development?
a. Obedience and punishment stage
b. Conventional morality stage
c. Interpersonal accord and conformity stage
d. Individualism and exchange stage
Ans: D
Cognitive Domain: Comprehension
Answer Location: Level 1
Question Type: MC

10. Group norms affect my moral decisions because I want to be seen as "good." I am at what stage of moral development?
a. Social contract and individual rights stage

b. Stage 1
c. Interpersonal accord and conformity stage
d. Stage 3
Ans: C
Cognitive Domain: Comprehension
Answer Location: Level 2
Question Type: MC

11. I adhere to the laws and rules of the organizational community at work. I make decisions based on my concern for the society and our organization as a whole. I am at what stage of moral development?
a. Stage 1
b. Stage 2
c. Stage 3
d. Stage 4
Ans: D
Cognitive Domain: Comprehension
Answer Location: Level 2
Question Type: MC

12. I make moral decisions based on my views of what a good society should be like. This good society means I support the values of society like fair procedures for changing laws while recognizing that groups differ and we should agree on these laws. Which stages are in the post-conventional level?
a. Maintaining the social order
b. Interpersonal accord and conformity
c. Social contract and individual rights
d. Individualism and exchange
Ans: C
Cognitive Domain: Application
Answer Location: Level 3
Question Type: MC

13. Kohlberg's Model of Moral Development has been criticized for
a. Focusing exclusively on individualistic viewpoints of moral development
b. Focusing on moral development, which is not ethical development
c. The non-inclusive subject sample used in developing the model
d. The authoritative nature of the stages
Ans: C
Cognitive Domain: Application

Answer Location: Ethics Defined
Question Type: MC

14. Which level of Kohlberg's Model of Moral Development demonstrates reasoning based on conscience and creating a just society.
a. Level 1
b. Level 2
c. Level 3
d. Level 4
Ans: C
Cognitive Domain: Comprehension
Answer Location: Level 3
Question Type: MC

15. When studying ethics and leadership, ethical theories fall into which two broad domains?
a. Conduct and behavior
b. Behavior and traits
c. Character and conduct
d. Character and traits
Ans: C
Cognitive Domain: Comprehension
Answer Location: Ethical Theories
Question Type: MC

16. Character is described as an ethical theory domain that
a. Includes ethical egoism
b. Is focused on virtue
c. Emphasizes what people do
d. Is a teleological theory
Ans: B
Cognitive Domain: Comprehension
Answer Location: Ethical Theories
Question Type: MC

17. Which conduct domain ethical theory is related to transactional leadership theories?
a. Virtue-based
b. Utilitarianism
c. Altruism

d. Ethical egoism
Ans: D
Cognitive Domain: Application
Answer Location: Ethical Theories
Question Type: MC

18. My health care insurance company puts small co-payment fees on drugs that many people use and much higher fees for experimental drugs that only rarely are needed by individuals on our health care insurance plan. My company is applying which ethical theory?
a. Ethical egoism
b. Deontological theory
c. Virtue-based theory
d. Utilitarianism
Ans: D
Cognitive Domain: Application
Answer Location: Ethical Theories
Question Type: MC

19. I base my corporate decisions on what creates the greatest good for the greatest number of people. I am applying which ethical theory?
a. Utilitarianism
b. Duty-based theory
c. Virtue-based theory
d. Ethical egoism
Ans: A
Cognitive Domain: Comprehension
Answer Location: Ethical Theories
Question Type: MC

20. When I approach decisions and take action based on what is in the best interest of others, I am applying which ethical theory?
a. Utilitarianism
b. Altruism
c. Virtue-based theory
d. Ethical egoism
Ans: B
Cognitive Domain: Comprehension
Answer Location: Ethical Theories
Question Type: MC

21. The teleological ethical theories are grouped together because "what is right?" is answered by looking at
a. Character
b. Rules
c. Duty
d. Outcomes
Ans: D
Cognitive Domain: Comprehension
Answer Location: Ethical Theories
Question Type: MC

22. I consistently tell the truth and am fair with my employees. Furthermore, I feel a strong moral obligation to make decisions that do not infringe on the rights of my staff. I am applying the concepts of which ethical theory?
a. Deontological
b. Teleological
c. Altruism
d. Virtue-based
Ans: A
Cognitive Domain: Comprehension
Answer Location: Ethical Theories
Question Type: MC

23. Which group of ethical theories focuses on who the leaders are as people?
a. Deontological
b. Teleological
c. Altruism
d. Virtue-based
Ans: D
Cognitive Domain: Comprehension
Answer Location: Ethical Theories
Question Type: MC

24. Ethics is central to leadership because of
a. The goals dimension of leadership in which the leader decides group goals
b. The nature of leadership being leader centered
c. The egoism necessary in leaders to make moral decisions
d. The influence dimension of leadership which has an impact on the lives of followers

Ans: D
Cognitive Domain: Comprehension
Answer Location: Centrality of Ethics to Leadership
Question Type: MC

25. Heifetz's perspective on ethical leadership is
a. Values-based
b. Duty-based
c. Charisma-based
d. Philosophy-based
Ans: A
Cognitive Domain: Comprehension
Answer Location: Heifetz Perspective on Ethical Leadership
Question Type: MC

26. The Heifetz perspective of ethical leadership suggests that it is up to the leader to provide a trusting, empathic "holding environment" for followers to feel safe while confronting difficult problems. This concept is also part of which leadership theory?
a. Leader-member exchange
b. Path-goal
c. Adaptive
d. Servant
Ans: C
Cognitive Domain: Application
Answer Location: Heifetz Perspective on Ethical Leadership
Question Type: MC

27. Burn's perspective on ethical leadership stems from his work in which other theory?
a. Leader-member exchange
b. Transformational
c. Adaptive
d. Servant
Ans: B
Cognitive Domain: Application
Answer Location: Burn's Perspective on Ethical Leadership
Question Type: MC

28. The "dark side" of leadership presented in the ethics chapter of the text is closely related to which component of transformational leadership?
a. Transactional
b. Individualized consideration
c. Pseudotransformational
d. Management by exception-passive
Ans: C
Cognitive Domain: Comprehension
Answer Location: The Dark Side of Leadership
Question Type: MC

29. Schyns and Schilling found destructive leadership is strongly correlated to
a. Followers behaviors becoming toxic
b. Collaborative teams being unproductive
c. Other leaders in the organization developing toxic behaviors
d. Negative follower attitudes toward their jobs and organizations
Ans: D
Cognitive Domain: Comprehension
Answer Location: The Dark Side of Leadership
Question Type: MC

30. The toxic triangle by Padilla et al. describes the interrelationships between
a. Destructive leaders, susceptible followers, and conducive environments
b. Destructive leaders, conforming followers, and stable environments
c. Conforming leaders, destructive followers, and unstable environments
d. Colluding followers, destructive leaders, and stable environments
Ans: A
Cognitive Domain: Comprehension
Answer Location: The Dark Side of Leadership
Question Type: MC

31. I am smart to use my natural appeal on my followers so that I advance my personal agenda. I would be considered
a. A collaborative leader
b. An ethical altruistic leader
c. A destructive leader
d. A utilitarian leader
Ans: C
Cognitive Domain: Application
Answer Location: The Dark Side of Leadership

Question Type: MC

32. Destructive leadership thrives in environments that are
a. Stable
b. Ethical
c. Utilitarian
d. Collectivist
Ans: D
Cognitive Domain: Comprehension
Answer Location: The Dark Side of Leadership
Question Type: MC

33. Which of the following is not a principle of ethical leadership?
a. Service
b. Sociability
c. Justice
d. Community
Ans: B
Cognitive Domain: Knowledge
Answer Location: Principles of Ethical Leadership
Question Type: MC

34. Which ethical leadership principle is described as being the leaders' duty to treat others as ends in themselves and never as means to an end?
a. Serves others
b. Builds community
c. Shows justice
d. Respects others
Ans: D
Cognitive Domain: Knowledge
Answer Location: Ethical Leaders Respect Others
Question Type: MC

35. Which ethical leadership principle is a clear example of altruism?
a. Serves others
b. Builds community
c. Shows justice
d. Respects others

Ans: A
Cognitive Domain: Knowledge
Answer Location: Ethical Leaders Serves Others
Question Type: MC

36. In which ethical leadership principle does the leader place issues of fairness at the center of their decision making?
a. Manifests honesty
b. Builds community
c. Shows justice
d. Respects others
Ans: C
Cognitive Domain: Knowledge
Answer Location: Ethical Leaders Show Justice
Question Type: MC

37. Which ethical leadership principle is about telling the truth and being open with others to represent reality as fully and completely as possible?
a. Serves others
b. Manifests honesty
c. Shows justice
d. Respects others
Ans: B
Cognitive Domain: Knowledge
Answer Location: Ethical Leaders Are Honest
Question Type: MC

38. Having a common goal that both the leader and followers agree on is central to which ethical leadership principle?
a. Serves others
b. Builds community
c. Shows justice
d. Respects others
Ans: B
Cognitive Domain: Knowledge
Answer Location: Ethical Leaders Build Community
Question Type: MC

39. As a leader, I listen closely to my followers' beliefs, values, and attitudes and allow them to use their creativity as I nurture their work. I am using which ethical leadership principle?
a. Respects others
b. Builds community
c. Shows justice
d. Manifests honesty
Ans: A
Cognitive Domain: Comprehension
Answer Location: Ethical Leaders Respect Others
Question Type: MC

40. My followers are foremost in the plans I make for our team. I am often seen mentoring my followers and using citizenship behaviors that benefit all of my followers. I am using which ethical leadership principle?
a. Respects others
b. Serve others
c. Shows justice
d. Builds community
Ans: B
Cognitive Domain: Comprehension
Answer Location: Ethical Leaders Serve Others
Question Type: MC

41. Which ethical leadership principle resembles the main focus of the servant leadership approach?
a. Respects others
b. Builds community
c. Serves others
d. Manifests honesty
Ans: C
Cognitive Domain: Comprehension
Answer Location: Ethical Leaders Serve Others
Question Type: MC

42. One of my employees works harder and logs more overtime and consistently works weekends when needed compared with any of the other staff in our department. If I choose to promote her instead of her coworkers based on her hard work, I am using which principle of distributive justice?
a. According to individual need
b. According to societal contribution

c. According to personal rights
d. According to individual effort
Ans: D
Cognitive Domain: Comprehension
Answer Location: Ethical Leaders are Just
Question Type: MC

43. People want to view their leaders as ethical, fair, and just, especially with the public failing of high-level leaders in the past decade. This is
a. A criticism of ethical leadership
b. A strength of ethical leadership
c. A failure of ethical leadership
d. An unreasonable public view
Ans: B
Cognitive Domain: Comprehension
Answer Location: Strengths
Question Type: MC

44. Which of the following is a criticism of ethical leadership?
a. It contains research on a topic that is timely in the public's eye
b. It is unreasonable to expect high levels of ethics in our leaders
c. There is substantial recent research on ethics and leadership
d. The ethics and leadership writings come from only a few scholars
Ans: D
Cognitive Domain: Comprehension
Answer Location: Criticisms
Question Type: MC

45. Ethical leadership involves influence that is central to the leadership process. This means
a. The ethics of the leader are the ethics of followers
b. The process of leadership happens in a one-way environment
c. Ethical organizations can maintain good outcomes with a few unethical leaders
d. Leaders have enormous ethical responsibility for how they affect others
Ans: D
Cognitive Domain: Comprehension
Answer Location: Summary
Question Type: MC

46. Teleological theories include all of the following *except*
a. Ethical egoism
b. Utilitarianism
c. Altruism
d. Ethical egalitarianism
Ans: D
Cognitive Domain: Knowledge
Answer Location: Ethical Theories
Question Type: MC

47. Greenleaf 's theory of servant leadership
a. Says leaders should be concerned with society's "have-nots."
b. Was based on studies of university professors and students.
c. Requires a strict delineation of servant-leader roles.
d. Was influenced by the writings of Ronald Heifetz.
Ans: A
Cognitive Domain: Comprehension
Answer Location: Ethical leaders serve others
Question Type: MC

48. A leader's respect for others is *not* shown by
a. Listening closely to subordinates.
B Being empathic.
c. Being tolerant of opposing points of view.
d. Being apathetic.
Ans: D
Cognitive Domain: Comprehension
Answer Location: Ethical leaders respect others
Question Type: MC

49. Altruistic service cannot be observed in
a. Mentoring.
b. Conceit.
c. Empowering.
d. Team building.
Ans: D
Cognitive Domain: Comprehension
Answer Location: Ethical theories
Question Type: MC

50. Burns contends all of the following *except*
a. Leadership has a moral dimension.
b. Leaders should put their values ahead of their followers to reach goals.
c. Leaders should move followers to a higher level of morality.
d. Leaders should be involved in followers' personal struggles with conflicting issues.
Ans: D
Cognitive Domain: Knowledge
Answer Location: Burns Perspective
Question Type: MC

51. Ethical theories fall within two broad domains:
a. Consequences and duty
b. Ethical and unethical
c. Conduct and character
d. Duty based and virtue based
Ans: C
Cognitive Domain: Knowledge
Answer Location: Ethical theories
Question Type: MC

52. Utilitarianism is concerned with
a. Showing concern for the best interests of others.
b. Creating the greatest good for the greatest number.
c. Creating the greatest good for the leader.
d. Showing concern for the leader only.
Ans: B
Cognitive Domain: Comprehension
Answer Location: Ethical theories
Question Type: MC

53. Virtue-based theories
a. Focus on the actions of the leader.
b. Are about the leader's character.
c. Are duty driven.
d. Focus on consequences of the leader's actions.
Ans: B
Cognitive Domain: Comprehension
Answer Location: Ethical theories

Question Type: MC

54. The five principles of ethical leadership include all of the following *except*
a. Respects others.
b. Manifests honesty.
c. Acts courageously.
d. Shows justice.
Ans: C
Cognitive Domain: Knowledge
Answer Location: Principles Ethical Leadership
Question Type: MC

55. Ethics
a. Focuses on the virtuousness of individuals and their motives.
b. Is a derivative of the Greek word *pathos*.
c. Is primarily concerned with an organization's goals.
d. Is a derivative of the Greek word *logos*.
Ans: A
Cognitive Domain: Comprehension
Answer Location: Description
Question Type: MC

56. Which of the following is *not* a reason why ethics is central to leadership?
a. The process of influence.
b. The impact leaders have on establishing the organization's values.
c. The need to engage followers to accomplish mutual goals.
d. The existence of bottom-up communication.
Ans: D
Cognitive Domain: Comprehension
Answer Location: Centrality of Ethics
Question Type: MC

57. All of the following are ways ethical leaders build community *except* by
a. Searching for goals that are compatible with everyone.
b. Being attentive to cultural values.
c. Keeping social collectives exclusive.
d. Establishing higher and broader moral purposes.
Ans: C

Cognitive Domain: Comprehension
Answer Location: Ethical leaders build community
Question Type: MC

58. Giving an employee a merit-based pay raise is an example of
a. Respect.
b. Service.
c. Distributive justice.
d. Altruism.
Ans: C
Cognitive Domain: Comprehension
Answer Location: Ethical Leaders are Just
Question Type: MC

59. Ethic theories that are driven from the viewpoint of the leader's character are called
a. Teleological theories
b. Virtue-based theories
c. Deontological theories
d.Utilitarianism theories
Ans: B
Cognitive Domain: Knowledge
Answer Location: Ethical theories
Question Type: MC

60. The Greek term meaning "excellence" that is associated with ethics theories is
a. Mechane.
b. Apathea.
c. Pathos.
d. Aretaic.
Ans: D
Cognitive Domain: Knowledge
Answer Location: Ethics defined
Question Type: MC

61. The ethics theory that is low in self-interest and high in concern for others is
a. Utilitarianism.
b. Altruism.
c. Apathea.
d. Ethical egoism.
Ans: B
Cognitive Domain: Comprehension
Answer Location: Ethical theories
Question Type: MC

62. This scholar holds that it is the leader's role to raise followers to a higher level of morality.
a. Burns
b. Heifetz
c. Greenleaf
d. Mathews
Ans: A
Cognitive Domain: Comprehension
Answer Location: Burns Perspective
Question Type: MC

63. His ethical perspective speaks directly to values of workers and values of organizations.
a. Burns
b. Heifetz
c. Greenleaf
d. Mathews
Ans: B
Cognitive Domain: Comprehension
Answer Location: Heifetz Perspective
Question Type: MC

64. His perspective has strong altruistic ethical overtones and was discussed in the servant leadership chapter.
a. Heifetz
b. Burns
c. Greenleaf
d. Mathews
Ans: C
Cognitive Domain: Comprehension
Answer Location: Burns Perspective
Question Type: MC

65. Andy owns Islander Surfboard Inc. In the past, Andy has always given his employees bonuses during the holidays if they reached certain sales goals. This year, even though the company is thriving, he decided to cut bonuses from employees and award them to himself instead. What ethical theory of leadership is Andy following?
a. Altruism
b. Ethical egoism
c. Utilitarianism
d. None. This is an unethical decision.
Ans: D
Cognitive Domain: Application
Answer Location: Ethical Theories
Question Type: MC

66. The ethics theory that is high in self-interest and low in concern for others is
a. Utilitarianism.
b. Apathea.
c. Ethical egoism.
d. Altruism.
Ans: C
Cognitive Domain: Knowledge
Answer Location: Ethical Theories
Question Type: MC

67. Which of the following is *not* listed as a principle of distributive justice?
a. According to merit or performance
b. According to individual effort
c. An equal share or opportunity
d. According to personal commitment
Ans: D
Cognitive Domain: Comprehension
Answer Location: Ethical Leaders are Just
Question Type: MC

68. A leader that takes a political stand on an issue for no other reason than to get re-elected is using which ethical theory?

a. Ethical egoism
b. Utilitarianism
c. Altruism
d. Collectivism
Ans: A
Cognitive Domain: Knowledge
Answer Location: Ethical Leaders Serve Others
Question Type: MC

69. Virtue-based ethical theories
a. Focus on the actions of leaders
b. Are about the leader's character
c. Are duty driven
d. Focus on the consequences of leader actions
Ans: B
Cognitive Domain: Comprehension
Answer Location: Ethical theories
Question Type: MC

70. The five principles of ethical leadership can be traced back to
a. King George III
b. Aristotle
c. Magella.
d. Christopher Columbus
Ans: B
Cognitive Domain: Knowledge
Answer Location: Principles of Ethical Leadership
Question Type: MC

Multiple Choice

1. Teams that meet face-to-face
a. Are more effective than virtual teams
b. Are less effective than virtual teams
c. Can be equally as effective as virtual teams
d. Often encounter more interpersonal issues than virtual teams
Ans: C
Cognitive Domain: Comprehension
Answer Location: Description

Question Type: MC

2. The definition of what constitutes a team
a. Is easily defined
b. Is defined the same way by all organizations
c. Continues to evolve
d. Has been defined the same way for a century
Ans: C
Cognitive Domain: Comprehension
Answer Location: Description
Question Type: MC

3. Organizational teams have been the focus of many studies in order to
a. Determine the skill level of the team members
b. Find ways to help less capable members still succeed
c. Support organizational distribution of workload
d. Find strategies for maintaining a competitive advantage
Ans: D
Cognitive Domain: Comprehension
Answer Location: Description
Question Type: MC

4. An advantage that effective teams can bring to organizations is
a. Higher-quality leader and follower exchanges
b. Reduction in overtime worked
c. More innovative and creative success
d. Cost benefits
Ans: C
Cognitive Domain: Comprehension
Answer Location: Description
Question Type: MC

5. The traditional authority structure in organizations
a. Provides a safety net for teams
b. Often does not support lateral decision making
c. Can enhance the team culture
d. Often leads to successful, creative teamwork

Ans: B
Cognitive Domain: Comprehension
Answer Location: Description
Question Type: MC

6. Team*work* as described in the text is
a. Lateral decision making
b. Vertical decision making
c. Hierarchical decision making
d. Team leader decision making
Ans: A
Cognitive Domain: Comprehension
Answer Location: Description
Question Type: MC

7. The term heterarchy refers to
a. The power struggles in teams
b. The shifts in power from team member to top leadership
c. The coercive power shifting in teams
d. The dynamic power shifting in teams
Ans: D
Cognitive Domain: Comprehension
Answer Location: Description
Question Type: MC

8. Heterarchy leads to positive outcomes
a. For all team members
b. For team members who want power
c. If team members find heterarchy legitimate
d. If the top leader makes the final decision
Ans: C
Cognitive Domain: Application
Answer Location: Description

Question Type: MC

9. Teamwork success requires
a. Organizational culture based on authoritarian decision making
b. Organizational culture based on position
c. Organizational culture that is easy to change
d. Organizational culture that supports lateral decision making
Ans: D
Cognitive Domain: Comprehension
Answer Location: Description
Question Type: MC

10. Day et al. refer to shared leadership as
a. Leader distributive method
b. Follower empowerment
c. Team leadership capacity
d. Shared leader capacity
Ans: C
Cognitive Domain: Knowledge
Answer Location: Description
Question Type: MC

11. A benefit of shared leadership compared with a non-shared leadership process is
a. More cohesion
b. More challenges
c. More conflict
d. More disruption
Ans: A
Cognitive Domain: Knowledge
Answer Location: Description

Question Type: MC

12. A disadvantage of shared leadership is
a. There are no disadvantages
b. It involves risk
c. It takes more time
d. Leaders do not like this process
Ans: B
Cognitive Domain: Comprehension
Answer Location: Description
Question Type: MC

13. In the team leadership model, the leader's job is
a. Take action for all problems
b. Solve team member conflicts
c. Monitor and take appropriate action
d. Use the team as a personal support system
Ans: C
Cognitive Domain: Comprehension
Answer Location: Team Leadership Model
Question Type: MC

14. When the leader sees and interprets the team's experiences in organizational context it is called
a. Requisite variety
b. Leader complexity
c. Behavioral flexibility
d. Mental model
Ans: D
Cognitive Domain: Comprehension
Answer Location: Team Leadership Model

Question Type: MC

15. I am a leader who carefully watches the complexity of the situation and takes appropriate actions. I am using
a. Requisite variety
b. Mental modeling
c. Environmental actions
d. Social modeling
Ans: A
Cognitive Domain: Comprehension
Answer Location: Team Leadership Model
Question Type: MC

16. The leader must match appropriate behaviors with a team member's problem. This is similar to the basic concepts in which theory?
a. Leader-member exchange
b. Situational approach
c. Authentic leadership
d. Servant leadership
Ans: B
Cognitive Domain: Application
Answer Location: Team Leadership Model
Question Type: MC

17. What are the two critical functions of team effectiveness in Hill's model?
a. Development and analysis
b. Performance and leader outcomes
c. Leadership outcomes and analysis
d. Performance and development
Ans: D
Cognitive Domain: Comprehension
Answer Location: Team Effectiveness

Question Type: MC

18. In Hill's Team Leadership Model, the cohesiveness of the team and the ability of team members to satisfy their own needs while working effectively with other team members defines
a. Development
b. Commitment
c. Recognition
d. Results-driven leadership
Ans: A
Cognitive Domain: Comprehension
Answer Location: Team Effectiveness
Question Type: MC

19. Which of the following is not one of Hackman's six enabling conditions of effective team functioning?
a. Real team
b. Clear conduct norms
c. Compelling purpose
d. Collaborative climate
Ans: D
Cognitive Domain: Knowledge
Answer Location: Team Effectiveness
Question Type: MC

20. Which of Larson & LaFasto's characteristics of team excellence is associated with Hackman's "clear norms of conduct"?
a. Compelling purpose
b. Unified commitment
c. Standards of excellence
d. Competent team members
Ans: C
Cognitive Domain: Knowledge
Answer Location: Team Effectiveness

Question Type: MC

21. Which of Larson & LaFasto's characteristics of team excellence is associated with Hackman's "team focused coaching"?
a. Compelling purpose
b. Principled leadership
c. Standards of excellence
d. Competent team members
Ans: B
Cognitive Domain: Knowledge
Answer Location: Team Effectiveness
Question Type: MC

22. Which of Larson & LaFasto's characteristics of team excellence is associated with Hackman's "real team"?
a. Results-driven structure
b. Unified commitment
c. Standards of excellence
d. Supportive organizational structure
Ans: B
Cognitive Domain: Knowledge
Answer Location: Team Effectiveness
Question Type: MC

23. Our team leader outlined the objectives of our new project and identified our expected outcomes. Our leader was using which characteristic of team excellence?
a. Clear, elevating goal
b. Clear norms of conduct
c. Collaborative climate
d. Principled leadership
Ans: A
Cognitive Domain: Application
Answer Location: Team Effectiveness

Question Type: MC

24. Our emergency room medical team has clear tasks for each member, a code of conduct we implement each day, and a group that functions well together. Our team is displaying which characteristic of team excellence?
a. Clear, elevating goal
b. Results-driven structure
c. Collaborative climate
d. Principled leadership
Ans: B
Cognitive Domain: Application
Answer Location: Team Effectiveness
Question Type: MC

25. Our team has just the right mix of people with complementary skills and strengths. Our team is displaying which characteristic of team excellence?
a. Standards of excellence
b. Clear norms of conduct
c. Competent team members
d. Principled leadership
Ans: C
Cognitive Domain: Application
Answer Location: Team Effectiveness
Question Type: MC

26. Our food product development team has an excellent sense of team unity and employs a spirit of camaraderie in daily operations together. Which characteristic of team excellence is our team displaying?
a. Results-driven structure
b. Clear norms of conduct
c. Coaching atmosphere
d. Unified commitment
Ans: D
Cognitive Domain: Application
Answer Location: Team Effectiveness

Question Type: MC

27. I enjoy working with this team because we all trust each other and respect what each person brings to the team. Which characteristic of team excellence am I displaying?
a. Collaborative climate
b. Clear norms of conduct
c. Coaching atmosphere
d. Unified commitment
Ans: A
Cognitive Domain: Application
Answer Location: Team Effectiveness
Question Type: MC

28. We all feel committed to do our best because as a team we created our code of conduct and performance criteria together. Which characteristic of team excellence is our team displaying?
a. Results-driven structure
b. Standards of excellence
c. Real team
d. Unified commitment
Ans: B
Cognitive Domain: Application
Answer Location: Team Effectiveness
Question Type: MC

29. Our organization provides us with the resources we need to complete our team projects and has a generous bonus system if we exceed standards and meet deadlines. Which characteristic of team excellence is our organization displaying?
a. Results-driven structure
b. Internal support and recognition
c. External support and recognition
d. Collaborative climate
Ans: C
Cognitive Domain: Application
Answer Location: Team Effectiveness
Question Type: MC

30. I am a leader who is focused on influencing the team in positive ways to be effective. Which characteristic of team excellence am I displaying?
a. Results-driven structure
b. Compelling purpose
c. External support and recognition
d. Principled leadership
Ans: D
Cognitive Domain: Application
Answer Location: Team Effectiveness
Question Type: MC

31. The principled leadership characteristic of team excellence is central to team effectiveness, influencing the team through four processes. Which is not one of these processes?
a. Cognitive
b. Collaborative
c. Motivational
d. Coordination
Ans: B
Cognitive Domain: Knowledge
Answer Location: Team Effectiveness
Question Type: MC

32. Slow-to-act leaders might affect the team by
a. Increased positional leadership
b. Decreased decision effectiveness
c. Encouraging team members to emerge as leaders
d. Preventing problems from getting out of control
Ans: C
Cognitive Domain: Comprehension
Answer Location: Leadership Decisions

Question Type: MC

33. The team I am leading is in conflict with constant infighting and little focus on the project's goals. I should take
a. External task action
b. Internal task action
c. Internal relational action
d. External environmental action
Ans: C
Cognitive Domain: Application
Answer Location: Leadership Decisions
Question Type: MC

34. My team gets along well with one another and has worked together for a long time and consistently exceeded its goals despite recent changes in our company. Recently, the organization has made some reporting structure changes and has had to reduce the workforce from budgetary constraints on the company. Applying McGrath's critical leadership functions, I need to
a. Do internal monitoring
b. Take internal executive action
c. Do external monitoring
d. Take external executive action
Ans: C
Cognitive Domain: Application
Answer Location: Leadership Decisions
Question Type: MC

35. External environmental actions include
a. Coaching
b. Structuring for results
c. Modeling principles
d. Advocating
Ans: D
Cognitive Domain: Knowledge
Answer Location: Leadership Actions

Question Type: MC

36. What needs to happen for the team to effectively perform and to have solid development?
a. Leadership decisions must monitor or take action
b. Leadership decisions must be centered on internal action only
c. Leadership decisions must be centered on external action only
d. Leadership decisions must monitor internal environmental actions
Ans: A
Cognitive Domain: Application
Answer Location: Leadership Actions
Question Type: MC

37. When a leader uses skills to improve the task performance effectiveness of the team he is using
a. Environmental leadership monitoring processes
b. External leadership action processes
c. Internal relational leadership actions
d. Internal task leadership actions
Ans: D
Cognitive Domain: Comprehension
Answer Location: Leadership Actions
Question Type: MC

38. I am using controlling, coordinating, mediating and synthesizing as I focus on issues to help the team complete goals. Which type of leadership decision making am I using?
a. Internal relationship actions
b. External relationship actions
c. Internal task actions
d. Environmental assessment actions
Ans: C
Cognitive Domain: Comprehension
Answer Location: Leadership Actions

Question Type: MC

39. One of my team members constantly has his ideas minimized by other group members. He appears disheartened and has withdrawn from the team brainstorming processes. I should employ which internal relational leadership action with this team?
a. Goal focusing
b. Satisfying individual member needs
c. Modeling ethical practices
d. Buffering team members from environmental distractions
Ans: B
Cognitive Domain: Comprehension
Answer Location: Leadership Actions
Question Type: MC

40. Negotiating upward to secure necessary resources, support, and recognition for the team is an example of
a. An external environmental leadership action
b. A relational external leadership action
c. A task internal leadership action
d. A relational internal leadership action
Ans: A
Cognitive Domain: Knowledge
Answer Location: Leadership Actions
Question Type: MC

41. When the leader assessment of the team has determined that the team is functioning well, what should the leader do?
a. Take appropriate action
b. Nothing
c. Monitor the internal and external environments
d. Provide relational coaching
Ans: C
Cognitive Domain: Comprehension
Answer Location: How Does Team Leadership Work?

Question Type: MC

42. One strength of the team leadership model is
a. Its complexity
b. Changes in leaders disrupt the team process
c. Its prescriptive nature
d. Its application to real-life organizations
Ans: D
Cognitive Domain: Comprehension
Answer Location: Strengths
Question Type: MC

43. Which of the following is not a strength of the team leadership model?
a. Its complexity
b. It provides a cognitive guide to aid leaders in maintaining effective teams
c. Shared leadership works for all team members' skill levels
d. It provides for a shared leadership model in organizations
Ans: A
Cognitive Domain: Comprehension
Answer Location: Strengths
Question Type: MC

44. Which of the following is not a criticism of the team leadership model?
a. Its complexity
b. It includes only a partial list of skills leaders might use to make team decisions
c. Shared leadership might not work for all team members' skill levels
d. It provides a cognitive guide to aid leaders in maintaining effective teams
Ans: D
Cognitive Domain: Comprehension
Answer Location: Criticisms
Question Type: MC

45. According to team leadership theory, the leader is primarily
a. An analyst for diagnosing group deficiencies.
b. A medium for processing information.
c. A forecaster for anticipating environmental changes.
d. A judge for establishing acceptable procedures.
Ans: B

Cognitive Domain: Comprehension
Answer Location: Team Leadership Model
Question Type: MC

46. In team leadership theory, two of the leader's primary decisions are
a. To build a vision and implement change.
b. To monitor or take action.
c. To be a role model and an innovator.
d. To organize and to control.
Ans: B
Cognitive Domain: Comprehension
Answer Location: Team Leadership Model
Question Type: MC

47. McGrath describes diagnosing group deficiencies as part of
a. Monitoring/internal.
b. Executive action/internal.
c. Monitoring/external.
d. Executive action/external.
Ans: A
Cognitive Domain: Comprehension
Answer Location: Leadership Decisions
Question Type: MC

48. For leaders, McGrath's critical leadership functions do *not* include which type of group leadership function?
a. Diagnosing group deficiencies
b. Preventing deleterious changes
c. Negating remedial action
d. Forecasting environmental changes
Ans: C
Cognitive Domain: Comprehension
Answer Location: Leadership Decisions
Question Type: MC

49. According to Zaccaro, principled leadership influences team effectiveness through these processes:
a. Supporting, controlling, delegating, and directing.
b. Cognitive, motivational, affective, and integrative.
c. Forming, storming, norming, and performing.
d. Technical, interpersonal, intrapersonal, and empathetical.
Ans: B
Cognitive Domain: Comprehension
Answer Location: Principled Leadership
Question Type: MC

50. Leadership decisions include all of the following *except*
a. Task or relational
b. Overt or covert
c. Monitor or take action
d. Internal or external
Ans: B
Cognitive Domain: Comprehension
Answer Location: Leadership Decisions
Question Type: MC

51. Team effectiveness is evaluated on these desired team outcomes:
a. Performance and development.
b. Norming and forming.
c. Technical and empathetical.
d. Controlling and delegating.
Ans: A
Cognitive Domain: Comprehension
Answer Location: Team Effectiveness
Question Type: MC

52. Characteristics of team effectiveness include all of the following *except*
a. Unified commitment.
b. Relationship-driven structure.
c. External support.
d. Collaborative climate.
Ans: B
Cognitive Domain: Knowledge
Answer Location: Team Effectiveness
Question Type: MC

53. Internal relational leadership actions include all of these *except*
a. Collaborating: including, involving.
b. Managing conflict and power issues.
c. Building commitment.
d. Networking and forming alliances.
Ans: D
Cognitive Domain: Knowledge
Answer Location: Team Effectiveness
Question Type: MC

54. Which of the following is *not* one of the characteristics of team excellence, according to Larson and LaFasto?
a. Results-driven structure.
b. Collaborative climate.
c. Authoritative leadership.
d. Clear, elevated goal.
Ans: C
Cognitive Domain: Comprehension
Answer Location: Team Effectiveness
Question Type: MC

55. External leadership actions include:
a. Relational.
b. Environmental.
c. Leadership decisions.
d. Task.
Ans: B
Cognitive Domain: Knowledge
Answer Location: Leadership Actions
Question Type: MC

56. What scholar(s) provided grounded research support for the group effectiveness approach?
a. Hackman and Walton
b. McGrath
c. Larson and LaFasto
d. Hill
Ans: A
Cognitive Domain: Knowledge
Answer Location: Team Effectiveness
Question Type: MC

57. Hill's model for team leadership suggests what number of leadership decisions a leader must make before taking leadership actions?
a. 4
b. 3
c. 7
d. 5
Ans: B
Cognitive Domain: Knowledge
Answer Location: Team Model of Leadership
Question Type: MC

58. McGrath suggests preventing deleterious changes as part of
a. Monitoring/internal.
b. Executive action/internal.
c. Monitoring/external.
d. Executive action/external
Ans: D
Cognitive Domain: Comprehension
Answer Location: Leadership Decisions
Question Type: MC

59. Team leadership research started focusing on more than just outcomes in the
a. 1990s.
b. 1960s.
c. 1980s.
d. 1970s.
Ans: A
Cognitive Domain: Knowledge
Answer Location: Description
Question Type: MC

60. A criticism of the team leadership model is
a. It does not place the ongoing work group in an environmental context.
b. It neglects to account for the changing roles of leaders in organizations.
c. It is too complex and isn't practical for a growing number of team leaders.
d. It does not help in selecting team leaders.
Ans: C
Cognitive Domain: Comprehension
Answer Location: Criticisms
Question Type: MC

61. What scholar(s) studied real-life successful teams and found eight characteristics that were consistently associated with team excellence?
a. Hackman and Walton
b. Hill
c. Larson and LaFasto
d. McGrath
Ans: C
Cognitive Domain: Comprehension
Answer Location: Leadership Effectiveness
Question Type: MC

62. The team leadership model puts who or what in the driver's seat of team effectiveness?
a. Leaders
b. Leadership
c. Management
d. Team members
Ans: B
Cognitive Domain: Comprehension
Answer Location: Team Leadership Model
Question Type: MC

63. Team leaders need to construct a mental model to
a. Identify problems and solutions within the team.
b. Take simple problems and find hidden complexities.
c. Improve their communication skills.
d. Give team members the role of problem solving.
Ans: A

Cognitive Domain: Comprehension
Answer Location: Team Leadership Model
Question Type: MC

64. Liz is a team leader at a local grocery store. Recently, her boss said that she needs to address the negative attitudes of employees. To try and fix this problem, she has begun awarding gift-cards to employees who have great attitudes. What internal leadership intervention is Liz addressing?
a. Managing conflict
b. Facilitating decisions
c. Goal focusing
d. Satisfying needs
Ans: C
Cognitive Domain: Application
Answer Location: Leadership Decisions
Question Type: MC

65. According to McGrath, "taking remedial action" is part of
a. Executive action/external.
b. Executive action/internal.
c. Monitor/external.
d. Monitor/internal.
Ans: B
Cognitive Domain: Comprehension
Answer Location: Leadership Decisions
Question Type: MC

66. Internal task leadership actions include all of the following *except*
a. Collaborating.
b. Goal focusing.
c. Structuring for results.
d. Organizing.
Ans: A
Cognitive Domain: Know
Answer Location: Leadership Actions
Question Type: MC

67. What model attempts to integrate mediation and monitoring concepts with team effectiveness?
a. Team leadership model
b. Critical leadership functions model
c. Group effectiveness model
d. Team excellence model
Ans: A
Cognitive Domain: Comprehension
Answer Location: Team Leadership Model
Question Type: MC

68. Forecasting environmental changes fits into what quadrant of the critical leadership functions?
a. Monitor/internal
b. Monitor/external
c. Executive action/internal
d. Executive action/external
Ans: B
Cognitive Domain: Comprehension
Answer Location: Leadership Actions
Question Type: MC

69. Examples of organizational teams can include all of the following *except*
a. Task force.
b. Work unit.
c. Quality team.
d. Project manager.
Ans: D
Cognitive Domain: Knowledge
Answer Location: Description
Question Type: MC

Multiple Choice

1. Which statement is true about women and leadership?
a. Women are less effective leaders compared with men
b. Women are not in high level leadership positions
c. Women are underrepresented in elite leadership positions
d. Women all lead differently than men
Ans: C
Cognitive Domain: Comprehension
Answer Location: Description
Question Type: MC

2. Women occupy what approximate percentage of all management and professional positions in American organizations?
a. 10%
b. 25%
c. 50%
d. 70%
Ans: C
Cognitive Domain: Comprehension
Answer Location: Evidence Leadership Labyrinth
Question Type: MC

3. Women hold how many Fortune 500 CEO positions
a. 4%
b. 12%
c. 17%
d. 18.5%
Ans: A
Cognitive Domain: Knowledge
Answer Location: Evidence Leadership Labyrinth
Question Type: MC

4. The number of women of color in US Congress is
a. Higher than white males
b. Lower than white females
c. Higher than all males
d. Fifty percent of all women in Congress
Ans: B
Cognitive Domain: Knowledge
Answer Location: Evidence Leadership Labyrinth
Question Type: MC

5. An alternative to the glass ceiling metaphor and perhaps a more accurate description of the leadership labyrinth is described as
a. Women not in the lower-level pipeline
b. The glass cliff
c. Difficulty of women to gain leadership positions at all levels of leadership
d. The glass escalator
Ans: C
Cognitive Domain: Application
Answer Location: Evidence Leadership Labyrinth
Question Type: MC

6. A global phenomenon whereby women are disproportionately concentrated in lower-level and lower-authority leadership positions is the definition of
a. The leadership jungle gym
b. The global gender gap
c. The human capital gender gap
d. The gender gap in leadership
Ans: D
Cognitive Domain: Comprehension
Answer Location: Understanding the Labyrinth

Question Type: MC

7. Which statement describes the pipeline of women in the workforce?
a. Women lack the training and human capital that prepares them for upper management
b. Men have better training and human capital than women, which prepares them for upper management
c. Women have the training and human capital that prepares them for upper management
d. Training and human capital is not an issue with the leadership labyrinth
Ans: C
Cognitive Domain: Comprehension
Answer Location: Understanding the Labyrinth
Question Type: MC

8. Which is true of human capital differences that affect the labyrinth?
a. Women assume more responsibility for domestic duties than men
b. Men are assuming fewer domestic duties and child-rearing roles
c. Women are less interested in leadership roles
d. Men leave leadership roles often to take on more domestic duties
Ans: A
Cognitive Domain: Comprehension
Answer Location: Understanding the Labyrinth
Question Type: MC

9. The gender leadership gap occurs because
a. Women choose the "mommy track"
b. Women using flexible time are often marginalized
c. Women are not in the pipeline
d. Women do not possess the right leadership skills
Ans: B
Cognitive Domain: Comprehension
Answer Location: Understanding the Labyrinth

Question Type: MC

10. Women who are promoted to leadership positions that place them in precarious situations with greater risk are in positions called the
a. Glass ceiling
b. Glass labyrinth
c. Glass window
d. Glass cliff
Ans: D
Cognitive Domain: Comprehension
Answer Location: Understanding the Labyrinth
Question Type: MC

11. In a meta-analysis by Eagly and Johnson, women were found to lead
a. In a more interpersonal style than men
b. In a less task-oriented style than men
c. In a more democratic style than men
d. In a more egalitarian style than men
Ans: C
Cognitive Domain: Comprehension
Answer Location: Gender Differences in Leadership Styles and Effectiveness
Question Type: MC

12. When women use a more masculine manner of leadership
a. Their leadership was devalued
b. Their leadership was viewed positively
c. Their leadership was viewed as ineffective
d. Their leadership was viewed as effective
Ans: A
Cognitive Domain: Application
Answer Location: Gender Differences in Leadership Styles and Effectiveness

Question Type: MC

13. When studying gender differences in transformational leadership, which statement is true?
a. Men use more transformational leadership
b. Women using transformational leadership are highly valued
c. Women engage in more contingent reward than men
d. Men are devalued when using transformational leadership
Ans: C
Cognitive Domain: Comprehension
Answer Location: Gender Differences in Leadership Styles and Effectiveness
Question Type: MC

14. In middle management positions where communal interpersonal skills are highly valued
a. Men were seen as more effective than women
b. Men and women were seen as equally effective
c. Women were seen as more effective than men
d. Effectiveness was not determined
Ans: C
Cognitive Domain: Comprehension
Answer Location: Gender Differences in Leadership Styles and Effectiveness
Question Type: MC

15. High level of interpersonal skills in mid-level management is consistent with the principles in which leadership model?
a. Katz's Skills Model
b. Blake and Mouton's Leadership Grid
c. The Practical Authentic Leadership Model
d. The Full Model of Transformational Leadership
Ans: A
Cognitive Domain: Application
Answer Location: Gender Differences in Leadership Styles and Effectiveness
Question Type: MC

16. Women were found to be more effective than men
a. When in gender neutral leadership roles
b. When in middle-management positions
c. In military leadership positions
d. In masculine role leadership positions
Ans: B
Cognitive Domain: Comprehension
Answer Location: Gender Differences in Leadership Styles and Effectiveness
Question Type: MC

17. A barrier to women's advancement in leadership positions is
a. Women's lack of interest in assuming high level leadership positions
b. Women have less motivation to lead
c. Women are more likely than men to view their roles as workers as secondary to their roles as parents and partners
d. Women are less likely to promote themselves for leadership positions
Ans: D
Cognitive Domain: Comprehension
Answer Location: Gender Differences in Leadership Styles and Effectiveness
Question Type: MC

18. Common gender stereotypes in the leadership gender gap are
a. Men take care, women take charge
b. Women take care, men take charge
c. Women do not support other women
d. Women use more power-oriented leadership styles
Ans: B
Cognitive Domain: Comprehension
Answer Location: Prejudice

Question Type: MC

19. Cognitive shortcuts that influence the way people process information regarding groups and group members are defined as
a. Stereotypes
b. Prejudices
c. Ethnocentrism
d. Agentics
Ans: A
Cognitive Domain: Comprehension
Answer Location: Prejudice
Question Type: MC

20. "Men just seem to be naturally better at leadership than women; that's just a fact!" This statement is an example of
a. Prejudice
b. Gender egalitarianism
c. Institutional collectivism
d. Diversity
Ans: A
Cognitive Domain: Comprehension
Answer Location: Prejudice
Question Type: MC

21. Which of the following is a communal characteristic?
a. Sensitivity
b. Confidence
c. Assertiveness
d. Rationality
Ans: A
Cognitive Domain: Knowledge
Answer Location: Prejudice

Question Type: MC

22. Gender-biased prejudice is defined as
a. Bias based on known fact about gender differences
b. Bias based on the typically male gender leadership roles
c. Bias based on the typically female gender leadership roles
d. Bias based on gender stereotypical characteristics
Ans: D
Cognitive Domain: Comprehension
Answer Location: Prejudice
Question Type: MC

23. When we use gender stereotypes in interactions with others
a. Females benefit
b. Males benefit
c. It often leads to biased judgments
d. We solve gender-based problems using facts
Ans: C
Cognitive Domain: Comprehension
Answer Location: Prejudice
Question Type: MC

24. Applying role congruity theory, which is true about women in leadership roles?
a. Their stereotypical agentic leadership results in more promotion to leadership roles
b. Their stereotypical communal leadership results in prejudice against female leaders
c. Males' stereotypical communal leadership results in prejudice against female leaders
d. Males' stereotypical agentic leadership is inconsistent with female leadership promotion
Ans: B
Cognitive Domain: Application
Answer Location: Prejudice
Question Type: MC

25. A tendency for a group to reproduce itself in its own image is the definition of
a. Homosocial reproduction
b. Gender stereotyping
c. Agentic behavior
d. Communal behavior
Ans: A

Cognitive Domain: Comprehension
Answer Location: Prejudice
Question Type: MC

26. The bottom line of gender stereotypes for women in leadership roles is
a. Women appear more masculine than feminine
b. Women need to appear masculine, but not too manly
c. Women need to appear feminine and communal
d. Women are perceived as less able to complete high-level leadership roles
Ans: B
Cognitive Domain: Comprehension
Answer Location: Prejudice
Question Type: MC

27. Which is not a stereotype of gender influences on leadership?
a. Females are sometimes too masculine
b. Females are sometimes not feminine enough
c. Males have more communal characteristics
d. Males have more agentic characteristics
Ans: C
Cognitive Domain: Comprehension
Answer Location: Prejudice
Question Type: MC

28. Women respond to the gender-based leadership stereotype by
a. Decreasing use of communal characteristics
b. Using more agentic characteristics
c. Decreasing use of power over followers
d. Avoiding conflicts in the workplace
Ans: B
Cognitive Domain: Application
Answer Location: Prejudice

Question Type: MC

29. Responses women have to gender-based stereotypes depend on which of the following factors?
a. Degree to which the followers engage in emotionally intelligent behaviors
b. The followers' self-efficacy
c. The power the leader holds
d. Experience the leader has in dealing with gender bias
Ans: C
Cognitive Domain: Comprehension
Answer Location: Prejudice
Question Type: MC

30. When women experience multiple gender-based threats, they are likely to respond with
a. Self-efficacy
b. Stereotype-countering behaviors
c. Reactance
d. Deleterious vulnerability
Ans: D
Cognitive Domain: Application
Answer Location: Prejudice
Question Type: MC

31. Supportive mentoring and networking for women are helpful in
a. Reducing the gender pay gap
b. Increasing female leadership power
c. Reducing the need for women to take maternity leave
d. Reducing the leadership gap
Ans: D
Cognitive Domain: Comprehension
Answer Location: Navigating the Labyrinth

Question Type: MC

32. What is one difficulty women have in achieving higher-level leadership positions?
a. Lack of ability to run their own businesses
b. Negotiating for valued positions
c. Using too many communal characteristics
d. Using too many agentic characteristics
Ans: B
Cognitive Domain: Comprehension
Answer Location: Navigating the Labyrinth
Question Type: MC

33. What percentage of all privately owned businesses are owned by women?
a. 10%
b. 20%
c. 30%
d. 40%
Ans: D
Cognitive Domain: Comprehension
Answer Location: Navigating the Labyrinth
Question Type: MC

34. Many of the difficulties women face in navigating the labyrinth stem from
a. Male dominance behaviors
b. The incongruity in gender roles and the leadership role
c. A lack of education and experience
d. Women's inability to be successful at upper-leadership roles
Ans: B
Cognitive Domain: Application
Answer Location: Navigating the Labyrinth
Question Type: MC

35. The double standard women face in leadership roles is
a. They must be competent and appropriately female
b. They must be competent and appropriately masculine
c. They must be educated and communal
d. They must be educated and agentic
Ans: A
Cognitive Domain: Comprehension
Answer Location: Navigating the Labyrinth
Question Type: MC

36. Which style of leadership is beneficial for women to use if they want to successfully navigate the leadership labyrinth?
a. Authentic
b. Servant
c. Transformational
d. Team style in the Leadership Grid
Ans: C
Cognitive Domain: Comprehension
Answer Location: Navigating the Labyrinth
Question Type: MC

37. Why is it proposed that women using transformational leadership is beneficial to women aspiring to high-level leadership roles?
a. Transformational leadership includes contingent reward, which women use often
b. Transformational leadership is similar to servant leadership, which is highly valued by followers
c. Transformational leadership is motivational and keeps women leaders motivated to achieve higher-level leadership positions
d. Transformational leadership is not a markedly masculine style of leadership
Ans: D
Cognitive Domain: Application
Answer Location: Navigating the Labyrinth
Question Type: MC

38. A strength of studying the research on gender and leadership is
a. The inequity in gender pay is a significant factor keeping women from elite leadership roles
b. Contemporary notions of effective leadership styles is now more feminine

c. Contemporary notions of effective leadership styles is now more androgynous
d. The inequity in female-owned private businesses clearly impacts the gender leadership gap
Ans: C
Cognitive Domain: Application
Answer Location: Strengths
Question Type: MC

39. Research has found that gender bias and leadership
a. Is overt
b. Is subtle
c. Is predominantly masculine
d. Is predominantly feminine
Ans: B
Cognitive Domain: Application
Answer Location: Strengths
Question Type: MC

40. A criticism of the gender and leadership discussion is
a. The research on gender stereotypes is focused on males
b. The research on gender stereotypes is focused on females
c. There is little research about stereotypes between the genders
d. Studying the gender demographic alone limits the understanding of leadership in other diversity demographics
Ans: D
Cognitive Domain: Comprehension
Answer Location: Criticisms
Question Type: MC

41. Research on gender and leadership has been conducted primarily in
a. Western contexts
b. The United States of America
c. Eastern European contexts
d. Southeast Asian contexts
Ans: A
Cognitive Domain: Knowledge
Answer Location: Criticism
Question Type: MC

42. What is *not* a result found by meta-analysis on characteristics and behaviors of female and male leaders?
a. Women devalued when they worked in male-dominated environments.
b. Women devalued when the evaluators were men.
c. Women evaluated favorably when they used directive or autocratic styles.
d. Women led in a more democratic style than men.
Ans: C
Cognitive Domain: Comprehension
Answer Location: Evidence Labyrinth
Question Type: MC

43. A meta-analysis comparing the effectiveness of female and male leaders found all of these *except*
a. Overall, women and men were equally effective leaders.
b. Women and men were more effective in leadership roles congruent with their gender.
c. Men were more effective than women in government and education organizations.
d. Women led in a more democratic style than men.
Ans: C
Cognitive Domain: Comprehension
Answer Location: Evidence Labyrinth
Question Type: MC

44. In the area of human capital differences, what is *not* true for women?
a. They have fewer responsibilities in the same jobs as men.
b. They confront greater barriers to establish mentor relationships.
c. They occupy more than half of all management and professional positions.
d. They tend to self-select themselves out of leadership tracks.
Ans: D
Cognitive Domain: Comprehension
Answer Location: Understanding the Labyrinth
Question Type: MC

45. Factor(s) that contribute to leadership effectiveness and rise of female leaders include all of the following *except*
a. Organizational culture is changing.
b. Greater negotiation power for women.
c. Higher effectiveness when the majority of subordinates are men.
d. Effectiveness and predominance of women-owned businesses.
Ans: C
Cognitive Domain: Comprehension

Answer Location: Gender Differences Style and Effectiveness
Question Type: MC

46. Research on transformational leadership did *not* find that
a. All four components of transformational leadership are positively related to leadership effectiveness.
b. Men tend to engage in more contingent reward behavior than women.
c. Women tend to engage in more contingent reward behavior than men.
d. Men's styles tend to be less transformational than women's.
Ans: B
Cognitive Domain: Comprehension
Answer Location: Navigating the Labyrinth
Question Type: MC

47. Which of the following leadership traits or skills is more likely to belong to men than to women?
a. Intelligence
b. Initiative
c. Persuasiveness
d. Authoritative
Ans: D
Cognitive Domain: Comprehension
Answer Location: Prejudice
Question Type: MC

48. According to research, when a woman leader encounters gender-leader stereotypes, her likely response
a. Is to ignore it if it is an isolated gender stereotype threat.
b. Is to push back more strongly if the threats are combined.
c. Is to seek support from a more powerful leader in the organization.
d. Is to display a vulnerable response if the threats are combined.
Ans: D
Cognitive Domain: Comprehension
Answer Location: Navigating the Labyrinth
Question Type: MC

49. According to research, one way women can advance in leadership is
a. By blending individualized consideration with inspirational motivation.
b. By strongly resisting stereotype threats.
c. By acting masculine and assertive, and not in feminine ways.
d. By leading in a more democratic manner than men.
Ans: A
Cognitive Domain: Comprehension
Answer Location: Navigating the Labyrinth
Question Type: MC

50. Due to researchers identifying problems with the term *glass ceiling*, an alternative metaphor now used is
a. Glass escalator.
b. Leadership labyrinth.
c. Whirlpool effect.
d. Corporate cupboard.
Ans: B
Cognitive Domain: Comprehension
Answer Location: Evidence of the Labyrinth
Question Type: MC

51. Which of the following is *not* a cited reason for women's underrepresentation in leadership roles?
a. Human capital
b. Gender differences
c. Prejudice
d. Intelligence
Ans: D
Cognitive Domain: Comprehension
Answer Location: Understanding the Labyrinth
Question Type: MC

52. In the "promoting leadership effectiveness" model, what is a listed goal at the interpersonal level?
a. Decreasing gender stereotypes
b. Organizational changes
c. Using effective leadership styles
d. Gender equity in domestic responsibilities
Ans: A
Cognitive Domain: Comprehension

Answer Location: Navigating the Labyrinth
Question Type: MC

53. In 2014, what percentage of privately owned businesses were women owned?
a. 75%
b. 15%
c. 40%
d. 20%
Ans: C
Cognitive Domain: Comprehension
Answer Location: Navigating the Labyrinth
Question Type: MC

54. Which of the following statements is *false*?
a. Women are showing a greater presence in top leadership positions.
b. Men earn more bachelor's degrees than women.
c. Women still have less employment continuity than men.
d. Organizations with women heading them have more financial success.
Ans: B
Cognitive Domain: Comprehension
Answer Location: Evidence of the Labyrinth
Question Type: MC

55. Human capital differences for women include all the following *except*
a. Developmental opportunities.
b. Work-home conflict.
c. Self-promotion.
d. Education.
Ans: C
Cognitive Domain: Comprehension
Answer Location: Understanding the Labyrinth
Question Type: MC

56. What scholar(s) used meta-analysis to research gender and leadership style?
a. Eagly and Carli
b. Heilman
c. Bowles and McGinn
d. Powell and Vecchio
Ans: A
Cognitive Domain: Comprehension
Answer Location: Gender Differences Style and Effectiveness
Question Type: MC

57. Norma and Joel work in a legal firm. They both are aware of a potential promotion coming up soon. In the last project they did, Joel put most of the paperwork on Norma, and she gladly took on the extra workload. However, when their boss was complimenting the project, Norma let Joel take the credit and acted as if they both did the same amount of work. This is an example of what advancement barrier for Norma?
a. Gender stereotypes
b. Work experience
c. Developmental opportunities
d. Self-promotion
Ans: D
Cognitive Domain: Knowledge
Answer Location: Navigating the Labyrinth
Question Type: MC

58. Which of the following statements is *true*?
a. Men earn more bachelor's degrees than women.
b. Thirty percent of the US Congress is made up of women.
c. Women make up 50% of people in managerial/professional positions.
d. Women have as much work experience and job continuity as men.
Ans: C
Cognitive Domain: Comprehension
Answer Location: Evidence the Labyrinth
Question Type: MC

59. Dora is in charge of the third-shift cashiers at 24-hour superstore. She has worked there for 5 years and recently found out there is an opportunity to make more money if she can move to the stock room and manage the employees there. Dora goes to her boss, Gary, and asks if she can be considered for the transfer and promotion. Gary tells Dora, "Sorry, we really need someone that can lift and throw stock around, so I'm going to give it to one of our guys." What advancement barrier is Dora facing?
a. Developmental opportunities
b. Gender stereotypes
c. Style and effectiveness
d. Negotiation
Ans: B
Cognitive Domain: Comprehension
Answer Location: Understanding the Labyrinth
Question Type: MC

60. Which of the following is *not* listed as a gender difference in the leadership labyrinth?
a. Self-promotion
b. Cross-pressures
c. Style and effectiveness
d. Commitment and motivation
Ans: B
Cognitive Domain: Comprehension
Answer Location: Understanding the Labyrinth
Question Type: MC

61. According to the leadership labyrinth, which of the following is a characteristic of prejudice?
a. Work-home conflict
b. Cross-pressures
c. Style and effectiveness
d. Work experience
Ans: B
Cognitive Domain: Comprehension
Answer Location: Prejudice
Question Type: MC

62. In what decade did researchers start paying attention to issues of gender and leadership?
a. 1960s
b. 1970s
c. 1980s
d. 1990s
Ans: B
Cognitive Domain: Comprehension
Answer Location: Evidence of the Labyrinth
Question Type: MC

63. What characteristic is considered a gender stereotype of women?
a. Independence
b. Rationality
c. Decisiveness
d. Helpfulness
Ans: D
Cognitive Domain: Comprehension
Answer Location: Understanding the Labyrinth
Question Type: MC

64. According to research, which of the following is *not* a described level of promoting leadership effectiveness?
a. Interpersonal level
b. Organizational level
c. Governmental level
d. Individual level
Ans: C
Cognitive Domain: Comprehension
Answer Location: Navigating the Labyrinth
Question Type: MC

Multiple Choice

1. Which of the following is not one of Adler's leader cross-cultural competencies?
a. To fight discrimination in the workplace
b. To understand worldwide business, political, and cultural environments
c. To learn the perspectives and technologies of other cultures
d. To adapt to living and communicating in other cultures
Ans: A
Cognitive Domain: Comprehension
Answer Location: Description
Question Type: MC

2. At the new student orientation of your university, the guides taught you the common cheer that is a part of most sporting and other major assemblies on campus. The process of learning this common language and tradition of your university describes the definition of which of the following:
a. Diversity
b. Prejudice
c. Ethnocentrism
d. Culture
Ans: D
Cognitive Domain: Comprehension
Answer Location: Description
Question Type: MC

3. Culture as defined in the text is
a. Common actions of a group of people who care about each other
b. Learned beliefs, values, symbols, and norms that are common to a group of people
c. Learned beliefs and norms that are common to more than one group of people
d. Common tendency of one group to place their group in higher regard than other groups.
Ans: B
Cognitive Domain: Knowledge
Answer Location: Description

Question Type: MC

4. The existence of different cultures or ethnicities within a group or organization is the definition of
a. Multicultural
b. Ethnocentrism
c. Diversity
d. Prejudice
Ans: C
Cognitive Domain: Knowledge
Answer Location: Description
Question Type: MC

5. Jenny is the project manager of a small web design firm. She identifies with Christian and American cultures. Working alone, Jenny created the work flow calendar for the next six month, carefully including days off for Easter and the Fourth of July. Rajiv, one of the firm's new designers who practices Islam, was disappointed to see that Jenny scheduled a huge project in late June during one of his important cultural holidays, Ramadan. When Jenny was designing the work calendar, she was using
a. Multicultural sensitivity
b. Ethnocentrism
c. Altruism
d. Cultural competence
Ans: B
Cognitive Domain: Application
Answer Location: Ethnocentrism
Question Type: MC

6. "Why on earth do some countries function in non-democratic ways, especially not allowing the right for all adults to vote?" This statement is an example of
a. Multicultural competence
b. Diversity
c. Egalitarianism
d. Ethnocentrism
Ans: D
Cognitive Domain: Application
Answer Location: Ethnocentrism

Question Type: MC

7. Why is ethnocentrism an obstacle to effective leadership?
a. It prevents people from fully respecting the viewpoints of others
b. It is focused on cultural competence, not individual rights
c. It is focused on diversity of opinions of others
d. It encourages understanding of multiple viewpoints of others
Ans: A
Cognitive Domain: Comprehension
Answer Location: Ethnocentrism
Question Type: MC

8. The largely fixed attitude, belief, or emotion held by an individual about another individual or group based on faulty or unsubstantiated data is the definition of
a. Ethnocentrism
b. Culture
c. Prejudice
d. Diversity
Ans: C
Cognitive Domain: Knowledge
Answer Location: Prejudice
Question Type: MC

9. "Men just seem to be naturally better at math than women; that's just a fact!" This statement is an example of
a. Prejudice
b. Gender egalitarianism
c. Institutional collectivism
d. Diversity
Ans: A
Cognitive Domain: Application
Answer Location: Prejudice

Question Type: MC

10. Which scholar reported that a *primary* characteristic of culture is the degree to which the culture is individualistic or collectivistic?
a. Greenleaf
b. Hall
c. Trompenaars
d. Eagly
Ans: B
Cognitive Domain: Knowledge
Answer Location: Dimensions of Culture
Question Type: MC

11. Trompenaars completed a large survey of people in 47 different countries and determined two organizational cultural classifications:
a. Power distance and uncertainty avoidance
b. Person vs. task and in-group vs. out-group
c. Egalitarian vs hierarchical and institutional vs. in-group collectivism
d. Person vs. task and egalitarian vs. hierarchical
Ans: D
Cognitive Domain: Knowledge
Answer Location: Dimensions of Culture
Question Type: MC

12. Hofstede's five dimensions on which culture differs include all of the following except
a. Uncertainty avoidance
b. Masculinity-femininity
c. Performance orientation
d. Long-term-short-term orientation
Ans: C
Cognitive Domain: Knowledge
Answer Location: Dimensions of Culture

Question Type: MC

13. Which scholar(s) authored Culture, Leadership, and Organizations: The GLOBE Study of 62 Societies?
a. House et al.
b. Hofstede
c. Heifetz
d. Avolio et al.
Ans: A
Cognitive Domain: Knowledge
Answer Location: Dimensions of Culture
Question Type: MC

14. How many cultural dimensions did the GLOBE researchers identify?
a. 2
b. 5
c. 6
d. 9
Ans: D
Cognitive Domain: Knowledge
Answer Location: Dimensions of Culture
Question Type: MC

15. Which cultural dimension is defined as the extent to which a society, organization, or group relies on established social norms, rituals, and procedures to make things more predictable and less unclear.
a. Power distance
b. Uncertainty avoidance
c. In-group collectivism
d. Gender egalitarianism
Ans: B
Cognitive Domain: Knowledge
Answer Location: Uncertainty Avoidance
Question Type: MC

16. The power distance cultural dimension in the GLOBE studies is defined as
a. The degree to which cultural norms are clearly defined
b. The degree to which gender inequality is viewed
c. The degree to which the group expects that power should be shared unequally
d. The degree to which the group is expected to take collective action
Ans: C
Cognitive Domain: Comprehension
Answer Location: Power Distance
Question Type: MC

17. The cultural dimension defined as the degree to which an organization encourages institutional or societal collective action is
a. In-group collectivisim
b. Future orientation
c. Assertiveness
d. Institutional collectivism
Ans: D
Cognitive Domain: Comprehension
Answer Location: Institutional collectivism
Question Type: MC

18. The extent to which people are devoted to their organizations and families is
a. In-group collectivisim
b. Future orientation
c. Institutional collectivism
d. Humane orientation
Ans: A
Cognitive Domain: Comprehension
Answer Location: In-group collectivism
Question Type: MC

19. In my organization, women and men share power and influence equally. My organization uses a high degree of which dimension of culture?
a. Power distance
b. Humane orientation
c. Institutional collectivism
d. Gender egalitarianism
Ans: D
Cognitive Domain: Comprehension
Answer Location: Gender Egalitarianism
Question Type: MC

20. The assertiveness dimension of culture in the GLOBE studies is described as
a. The degree to which people assert their influence when planning for the future
b. The degree to which people in the culture are determined and confrontational
c. The degree to which a society provides rewards for excellence
d. The degree to which a society relies on established procedures to avoid failure
Ans: B
Cognitive Domain: Comprehension
Answer Location: Assertiveness
Question Type: MC

21. The extent to which people engage in behaviors such as planning, investing in the future, and delaying gratification is which cultural dimension?
a. Power distance
b. Future orientation
c. Institutional collectivism
d. Gender egalitarianism
Ans: B
Cognitive Domain: Comprehension

Answer Location: Future Orientation
Question Type: MC

22. I am really lucky to belong to an organization that places an emphasis on rewarding us for meeting challenging goals. My organization in this example is using which cultural dimension from the GLOBE studies?
a. Performance orientation
b. Future orientation
c. Institutional collectivism
d. Gender egalitarianism
Ans: A
Cognitive Domain: Comprehension
Answer Location: Performance orientation
Question Type: MC

23. The dimension of culture that is concerned with how much a society or organization emphasizes sensitivity to others, social support, and community values is
a. Values orientation
b. Future orientation
c. In-group orientation
d. Humane orientation
Ans: D
Cognitive Domain: Knowledge
Answer Location: Humane orientation
Question Type: MC

24. The GLOBE researchers published data on regional cultural clusters that included how many different countries?
a. 10
b. 32
c. 62
d. 107
Ans: C
Cognitive Domain: Knowledge

Answer Location: Clusters of World Cultures
Question Type: MC

25. How many distinct clusters, or groups of countries, are represented in the GLOBE studies?
a. 10
b. 32
c. 62
d. 107
Ans: A
Cognitive Domain: Knowledge
Answer Location: Clusters of World Cultures
Question Type: MC

26. The questionnaires used in the GLOBE studies were analyzed to determine whether the groupings of cultures were in fact valid. They found that
a. The clusters shared some categories across the cultures
b. The clusters represented are valid and reliable in differentiating cultures of the world
c. The clusters represented are not valid or reliable in differentiating cultures of the world
d. The clusters did have some differentiation but also shared many categories across cultures
Ans: B
Cognitive Domain: Comprehension
Answer Location: Clusters of World Cultures
Question Type: MC

27. In the Anglo cultural cluster, high scores were found in which of the cultural dimensions?
a. Assertiveness orientation
b. Gender egalitarianism
c. Power distance
d. Performance orientation
Ans: D
Cognitive Domain: Knowledge

Answer Location: Clusters of World Cultures-Anglo
Question Type: MC

28. Which cultural dimension had no high-score clusters?
a. Future orientation
b. Gender egalitarianism
c. Power distance
d. Uncertainty avoidance
Ans: C
Cognitive Domain: Comprehension
Answer Location: Clusters of World Cultures-Table 16.1
Question Type: MC

29. People in which cluster in the GLOBE studies exhibit forceful behaviors but are also supportive of their coworkers and treat men and women equally?
a. Latin Europe
b. Middle East
c. Southern Asia
d. Eastern Europe
Ans: D
Cognitive Domain: Comprehension
Answer Location: Clusters of World Cultures-Table 16.1
Question Type: MC

30. Which cluster of cultures in the GLOBE studies have high scores on humane orientations and are generally very concerned for and sensitive to others?
a. Latin America
b. Sub-Saharan Africa
c. Germanic Europe
d. Eastern Europe
Ans: B
Cognitive Domain: Comprehension

Answer Location: Clusters of World Cultures-Table 16.1
Question Type: MC

31. What was the main purpose of the GLOBE project?
a. To refute the concepts found in implicit leadership theory
b. To determine how people from different cultures viewed leadership
c. To describe how transformational leadership is different in multiple cultures
d. To refute the concepts in Hofstede's five cultural dimensions of leadership
Ans: B
Cognitive Domain: Comprehension
Answer Location: Leadership Behavior and Culture Clusters
Question Type: MC

32. Implicit leadership theory states in part that individuals have implicit beliefs and convictions about the attributes that distinguish leaders from nonleaders. This concept is similar to the main concept of which leadership approach in the text?
a. Skills approach
b. Situational approach
c. Trait approach
d. Adaptive approach
Ans: C
Cognitive Domain: Application
Answer Location: Leadership Behavior and Culture Clusters
Question Type: MC

33. The GLOBE leader behavior of charismatic/value-based leadership is most similar to which transformational leadership factor in the Full Model of Transformational Leadership?
a. Individualized consideration
b. Contingent reward
c. Model the way
d. Idealized influence
Ans: D
Cognitive Domain: Application

Answer Location: Leadership Behavior and Culture Clusters-Charismatic
Question Type: MC

34. I incorporate all staff into development of the purpose of our team by using collaborative and diplomatic behaviors. Which of the global leadership behaviors am I using?
a. Charismatic/value based
b. Team-oriented
c. Autonomous
d. Humane oriented
Ans: B
Cognitive Domain: Comprehension
Answer Location: Leadership Behavior and Culture Clusters-Team
Question Type: MC

35. My supervisor involves all of us in making and implementing decisions. Which of the global leadership behaviors am I using?
a. Participative
b. Team-oriented
c. Autonomous
d. Humane oriented
Ans: A
Cognitive Domain: Comprehension
Answer Location: Leadership Behavior and Culture Clusters-Participative
Question Type: MC

36. Which global leader behavior is also a leader behavior in path-goal theory?
a. Charismatic/values-based
b. Team oriented
c. Autonomous
d. Participative
Ans: D
Cognitive Domain: Application

Answer Location: Leadership Behavior and Culture Clusters-Participative
Question Type: MC

37. Our team leader asks us about our needs, is generous with his time, and considerate of our personal and professional goals. Which of the global leadership behaviors is our leader using?
a. Participative
b. Team-oriented
c. Autonomous
d. Humane oriented
Ans: D
Cognitive Domain: Comprehension
Answer Location: Leadership Behavior and Culture Clusters-Humane
Question Type: MC

38. My leader is only worried about his job and getting the next prestigious promotion. He does not care about me or my co-workers. Which of the global leadership behaviors am I using?
a. Participative
b. Team-oriented
c. Self-protective
d. Autonomous
Ans: C
Cognitive Domain: Comprehension
Answer Location: Leadership Behavior and Culture Clusters-Self-protective
Question Type: MC

39. I like working with my supervisor because she lets me do things the way I think they should be done. She encourages me to be creative and unique in my approach to problems. Which of the global leadership behaviors am I using?
a. Autonomous
b. Humane-oriented
c. Self-protective
d. Participative
Ans: A
Cognitive Domain: Comprehension

Answer Location: Leadership Behavior and Culture Clusters-Autonomous
Question Type: MC

40. Which of the six global leadership behaviors is focused on ensuring the safety and security of the leader and the group?
a. Self-protective
b. Team-oriented
c. Participative
d. Humane-oriented
Ans: A
Cognitive Domain: Application
Answer Location: Leadership Behavior and Culture Clusters-Self-protective
Question Type: MC

41. How does the GLOBE research inform leaders and followers about the different ways in which the various cultural clusters view leadership?
a. The studies identified the four main leadership behaviors in each cluster
b. The studies identified the relative importance of the six behaviors in each cluster
c. The studies compared/contrasted cluster behaviors by similar geographic location
d. The studies compared transformational leader behaviors to the six global leadership behaviors
Ans: B
Cognitive Domain: Application
Answer Location: Leadership Behavior and Culture Clusters
Question Type: MC

42. The leadership profile that places the most importance on charismatic/value-based, team-oriented, and self-protective leader behaviors is
a. Confucian Asia
b. Southern Asia
c. Latin America
d. Latin Europe
Ans: C
Cognitive Domain: Knowledge

Answer Location: Latin America Profile
Question Type: MC

43. The Nordic Europe leadership profile places low importance on which two global leadership behaviors?
a. Participative and Self-protective
b. Autonomous and Charismatic/value-based
c. Self-protective and Participative
d. Humane-oriented and Self-protective
Ans: D
Cognitive Domain: Comprehension
Answer Location: Nordic Europe Profile
Question Type: MC

44. Which global leadership profile cluster does not place a high value on self-protective leadership behavior?
a. Germanic Europe
b. Middle East
c. Confucian Asia
d. Eastern Europe
Ans: A
Cognitive Domain: Knowledge
Answer Location: Germanic Europe Profile
Question Type: MC

45. A strength of the GLOBE studies is
a. No universal leader attributes were agreed upon, just like the trait approach
b. The skill level of leaders was identified among all nine cultural dimensions
c. The data in the studies included quantitative research methods
d. The classification system used Hofstede's five dimensions, which are considered reliable and valid
Ans: C
Cognitive Domain: Comprehension
Answer Location: Strengths
Question Type: MC

46. The study of culture and leadership identifies the complex nature of the leadership process and how leadership is influenced by cultures. This statement
a. Is a strength of the GLOBE studies
b. Is a criticism of the GLOBE studies
c. Is an ethnocentric view of leadership
d. Is prejudicial
Ans: A
Cognitive Domain: Comprehension
Answer Location: Strengths
Question Type: MC

47. One weakness of the culture and leadership research is
a. Self-protective leader behaviors were consistent across all 10 cultural clusters
b. The definitions of some cultural dimensions and leadership behaviors are unclear
c. Hofstede's five dimensions should have been used, not the nine dimensions from GLOBE research
d. The subscales of leadership behaviors showed strong validity but lacked reliability
Ans: B
Cognitive Domain: Comprehension
Answer Location: Criticisms
Question Type: MC

48. The six global leadership behaviors in the GLOBE studies helped the researchers
a. Identify the leadership behavior profiles of the 10 country clusters
b. Identify the same behaviors from Hofstede's research
c. Identify the cultural dimensions used in GLOBE research
d. Identify the universally desirable attributes in the GLOBE research
Ans: A
Cognitive Domain: Comprehension
Answer Location: Summary
Question Type: MC

49. Five cross-cultural competencies for leaders include all of the following *except*
a. Being able to adapt to living and communicating in other cultures.
b. Learning the perspectives, trends, and tastes of many cultures.
c. Understanding business, political, and cultural environments worldwide.
d. Teaching the importance of one's own culture to other cultures.
Ans: D
Cognitive Domain: Comprehension
Answer Location: Dimensions of Culture
Question Type: MC

50. A definition of culture does *not* include
a. Individual qualities.
b. Customs and scripts of a group.
c. Traditions that are shared by a group.
d. Learned beliefs and values.
Ans: A
Cognitive Domain: Comprehension
Answer Location: Culture Defined
Question Type: MC

51. According to the GLOBE study, which of these is *not* a cultural dimension?
a. Institutional collectivism
b. In-group collectivism
c. Division of labor
d. Future orientation
Ans: C
Cognitive Domain: Knowledge
Answer Location: Dimensions of Culture
Question Type: MC

52. Global leadership behaviors include all of these *except*
a. Self-directive leadership
b. Team-oriented leadership
c. Participative leadership
d. Autonomous leadership
Ans: A
Cognitive Domain: Knowledge

Answer Location: Leadership Behaviors and Culture Clusters
Question Type: MC

53. Universally desirable leadership attributes do *not* include
a. Effective bargainer.
b. Dictatorial.
c. Plans ahead.
d. Win-win problem solver.
Ans: B
Cognitive Domain: Knowledge
Answer Location: Universally Desirable & Undesirable
Question Type: MC

54. Universally undesirable leadership behaviors include all of the following *except*
a. Asocial
b. Loner
c. Explicit
d. Dictatorial
Ans: C
Cognitive Domain: Knowledge
Answer Location: Universally Desirable & Undesirable
Question Type: MC

55. Applications for culture and leadership do *not* include
a. Can help leaders understand their own cultural biases and preferences.
b. Help our leaders adapt their styles to be more effective in different cultural settings.
c. Can be used to build culturally sensitive websites.
d. Help maximize profit within a locally owned and operated organization.
Ans: D
Cognitive Domain: Comprehension
Answer Location: Application
Question Type: MC

56. According to the Anglo culture cluster, the least desirable leader behavior is
a. Charismatic/value-based leadership.
b. Participative leadership.
c. Humane-oriented leadership.
d. Self-protective leadership.
Ans: D
Cognitive Domain: Comprehension
Answer Location: Anglo
Question Type: MC

57. According to the Sub-Saharan Africa Anglo culture cluster, the most desirable leader behavior is
a. Charismatic/value-based leadership.
b. Participative leadership.
c. Humane-oriented leadership.
d. Team-oriented leadership.
Ans: C
Cognitive Domain: Comprehension
Answer Location: Characteristics of Clusters-Sub Saharan
Question Type: MC

58. How many cultural dimensions did GLOBE researchers identify?
a. 9
b. 15
c. 12
d. 6
Ans: A
Cognitive Domain: Knowledge
Answer Location: Dimensions of Culture
Question Type: MC

59. The cultural dimension in which organizations encourage and reward members for excellence is
a. Humane orientation.
b. Assertiveness.
c. Power distance.
d. Performance orientation.
Ans: D

Cognitive Domain: Knowledge
Answer Location: Performance orientation
Question Type: MC

60. According to GLOBE researchers, which of the following statements is *false*?
a. The Anglo cluster is high in performance orientation and low in in-group collectivism.
b. The Eastern Europe cluster tends to be forceful and supportive of its coworkers.
c. The Latin Europe cluster places value on institutional collectivism and societal goals.
d. The Sub-Saharan Africa cluster tends to place higher concern for family and friends than for themselves.
Ans: C
Cognitive Domain: Comprehension
Answer Location: Characteristics of Clusters (Table)
Question Type: MC

61. Who is (are) the most referenced researcher(s) identifying five major dimensions on which cultures differ?
a. House et al.
b. Adler and Bartholomew
c. Hofstede
d. Lord and Maher
Ans: C
Cognitive Domain: Knowledge
Answer Location: Culture Defined
Question Type: MC

62. Who developed five cross-cultural competencies for leaders?
a. Adler and Bartholomew
b. Hofstede
c. Lord and Maher
d. House et al.
Ans: A
Cognitive Domain: Knowledge
Answer Location: Culture Defined
Question Type: MC

63. Who researched culture and leadership resulting in the GLOBE research program?
a. Adler and Bartholomew
b. Hofstede
c. Lord and Maher
d. House et al.
Ans: D
Cognitive Domain: Knowledge
Answer Location: Dimensions of Culture
Question Type: MC

64. How many "country clusters" did GLOBE focus its findings on?
a. 10
b. 5
c. 15
d. 20
Ans: A
Cognitive Domain: Knowledge
Answer Location: Clusters of World Culture
Question Type: MC

65. What was an element that GLOBE used to create regional clusters?
a. Nonverbal communication
b. Personal values
c. Common language
d. Population density
Ans: C
Cognitive Domain: Knowledge
Answer Location: Clusters of World Culture
Question Type: MC

66. According to the Germanic culture cluster, the most desirable leadership behavior is
a. Charismatic/value-based leadership.
b. Participative leadership.
c. Self-protective leadership.
d. Autonomous leadership
Ans: D
Cognitive Domain: Knowledge
Answer Location: Characteristics of Clusters-Germanic

Question Type: MC

67. According to the research, the Eastern Europe cluster scored high on
a. In-group collectivism.
b. Future orientation.
c. Performance orientation.
d. Uncertainty avoidance.
Ans: A
Cognitive Domain: Comprehension
Answer Location: Characteristics of Clusters–Eastern Europe
Question Type: MC

68. According to the text, the conceptualization of leadership used by GLOBE was derived in part from
a. Transformational leadership theory.
b. Implicit leadership theory.
c. LMX theory.
d. Transactional theory.
Ans: B
Cognitive Domain: Knowledge
Answer Location: Leadership Behavior and Culture Clusters
Question Type: MC

69. A major factor in the need for increased cross-cultural awareness is
a. Increase of globalization.
b. Environmental issues.
c. Changes in civil rights.
d. Government regulation.
Ans: A
Cognitive Domain: Comprehension
Answer Location: Leadership Behaviors and Cultural Clusters
Question Type: MC

70. A criticism of the GLOBE research study, cited in the text, is
a. The way the study measured leadership.
b. The narrow scope of the study.
c. Underdeveloped quantitative research design.
d. Classification system is not as expansive as the Hofstede classification system.
Ans: A
Cognitive Domain: Comprehension
Answer Location: Description
Question Type: MC

71. Training and development programs using the cultural behaviors, dimensions, and clusters from the GLOBE studies could focus on all *except* which of the following topics to help leaders be more effective in working with others from different cultures?
a. Teaching cultural sensitivity
b. Helping individuals understand their own cultural biases
c. New employee orientation programs
d. Present stereotypical behaviors from multiple cultures
Ans: D
Cognitive Domain: Comprehension
Answer Location: Application
Question Type: MC