

MGMT623 Leadership and Team Management Solved MCQs Set 1

Leadership and Team Management

- 1. Because leading is one of the four basic managerial functions, _____ leaders.**
 - A) all managers are
 - B) all managers should be
 - C) some managers are
 - D) some managers should be
- 2. Early Leadership trait research looked to find characteristics that might _____**
 - A) distinguish ordinary leaders from great leaders
 - B) define charisma
 - C) identify the physical traits of leaders
 - D) differentiate leaders from non leaders
- 3. Leaders are _____.**
 - A) Individual people, while leadership is a process.
 - B) the first step in the leadership process
 - C) individual people who study the leadership process
 - D) the final step in the leadership process
- 4. If a trait theory of leadership were true, then all leaders would possess _____.**
 - A) Charisma
 - B) the same traits
 - C) Different traits
 - D) Seven traits
- 5. The most successful early trait theories focused on _____.**
 - A) traits of famous leaders
 - B) traits of followers
 - C) traits associated with leadership
 - D) traits with distinguish leaders from nonleaders
- 6. Trait theory helps explain why _____.**
 - A) Some people are leaders
 - B) Some people are not leaders
 - C) Successful leaders are effective
 - D) Leadership involves extraversion
- 7. Behavioral theories of leadership focused on _____.**
 - A) who effective leaders
 - B) what characteristics effective leaders had
 - C) how to identify effective leaders
 - D) what effective leaders did
- 8. The promise of behavioral theories of leadership held that this would be possible.**
 - A) picking a leader out of the crowd
 - B) being able to train a person to be a leader
 - C) explaining why successful leaders are so successful
 - D) Eliminating ineffective leaders
- 9. The University of Iowa studies discussed all of the following leadership styles except**
 - A) laissez-faire
 - B) democratic
 - C) Benevolent
 - D) Autocratic
- 10. Which leadership style tends to centralize authority and make unilateral decisions?**
 - A) cultural style

- B) autocratic style
- C) democratic style
- D) laissez-faire

Answers:

1. Answer: B
2. Answer: D
3. Answer: A
4. Answer: B
5. Answer: C
6. Answer: C
7. Answer: D
8. Answer: B
9. Answer: C
10. Answer: B

Jared's boss encourages employees to participate in the decision-making process but does not give them complete freedom to do as they like. She has this of leadership style.

- A) monarchical
- B) autocratic
- C) laissez-faire
- D) democratic

Answer: D

Monica's boss allows her to make any decision she thinks is important on the spot without consulting anyone. Monica's boss has this kind of leadership style.

- A) laissez-faire
- B) autocratic style
- C) democratic style
- D) hands on style

Answer: A

The Iowa studies indicated that this was the most successful leadership style.

- A) autocratic
- B) laissez-faire
- C) combination of autocratic and laissez-faire
- D) democratic

Answer: D

A democratic consultative leader

- A) seeks input and shares the final decision
- B) makes the final decision without input
- C) seeks input but makes the final decision by oneself
- D) shares the final decision without input

Answer: C

A democratic participate leader ____.

- A) seeks input and shares the final decision
- B) shares the final decision without input
- C) makes the final decision without input
- D) seeks input but makes the final decision by oneself

Answer: A

Tannenbaum and Schmidt's continuum studies suggested that managers should move toward_____ leadership styles.

- A) manager-centered
- B) task centered
- C) employee centered
- D) quality centered

Answer: C

In the Ohio State studies, _____refers to how strict a leader's standards are.

- A) independent dimensions
- B) comprehensive dimensions
- C) initiating structure
- D) consideration

Answer: C

In the Ohio State studies, ____refers to how much mutual trust exists between employees and leaders

- A) consideration of limitations
- B) consideration
- C) initiating structure
- D) initiating ideas

Answer: B

A high-high leader in the Ohio State studies achieved the highest ratings with respect to

- A) both employee performance and satisfaction
- B) employee performance only
- C) employee satisfaction only
- D) employee performance for routine tasks only

Answer: A

The Ohio State studies indicated that leaders who were high in consideration performed

- A) best in all situations
- B) best when employee tasks were routine
- C) worst when employee tasks were routine
- D) best when employee tasks were nonroutine

Answer: B

According to the University of Michigan studies, leaders who were ____were associated with higher group productivity and higher job satisfaction.

- A) Employee oriented
- B) Initiating structure
- C) Considerate
- D) Production oriented

Answer: A

On the managerial grid, a leader who is high in both concern for people and concern for production would rate

- A)1,1
- B) 9,1
- C) 5,5
- D) 9,9

Answer: D

Which description best characterizes a 9,1 leadership style on the managerial grid?

- A) impoverished management
- B) Task management
- C) Middle of the road management
- D) country club management

Answer: B

Which quadrant of the managerial grid generally identifies the most successful leaders?

Answer: Top right

The key to the Fiedler contingency model of leadership is to match

Answer: leadership style and situation

Fiedler assumed a person's leadership style

Answer: is fixed

The ___ dimension reflects the degree of trust and respect subordinates had for their leader in Fiedler's model.

Answer: leader member relations

Jobs in a firm are quite informal. Workers are versatile and switch tasks and responsibilities depending on the situation. in Fiedler's model, this firm would be said to have ____.

Answer: Low task structure

A major criticism of Fiedler's work stated that it failed to recognize the effective leaders ____.

Answer: Can change leadership styles

In the situational leadership theory (SLT), readiness is defined as _____ to perform a task.

Answer: both the ability and willingness

_____ is defined in situational theory as a high task, low relationship leadership role

Answer: Telling

A leader who provides maximum supportive behavior and a great deal of explicit instructions for how to carry out a task is assuming this SLT role.

Answer: Selling

A leader who pretty much leaves employees on their own is assuming this SLT role.

Answer: delegating

Which category of follower is considered to be both unable and unwilling to complete a task

Answer: R1

Which category of follower is considered to be able but unwilling to complete a task?

Answer: R3

Which leadership style works best with an R1 type of follower

Answer: telling

A delegating leadership style works best which type of follower

Answer: R4

Which leadership works best with an R2 type of follower

Answer: Selling

A participating leadership style works best with which type of follower

Answer: R3

The leader-participation model contends that leader behavior should

Answer: adjust to the structure of the task involved

Which of the following is included in the class of contingency variables that are associated with personal characteristics of the follower

Answer: locus of control

In highly mechanistic organization

Answer: supportive approach seems best

A participative leadership style works will with subordinates who

Answer: have an internal locus of control

Leaders who are looking for exceptionally high performance from subordinates might try this approach

Answer: achievement oriented

A leader should avoid a directive leadership style when

Answer: tasks are highly structured

Transactional leaders are leaders who guide by

Answer: offering rewards to followers

Visionary leaders are leaders who guide by

Answer: articulating a vision of the future

Transformational leaders are leaders who guide by

Answer: inspiring followers

Transformational leaders have

Answer: organizations that are highly productive

Which term is most closely associated with transformational leaders?

Answer: inspiring

Research has shown that

Answer: Charisma can be learned

Trained charismatic leaders had workers who were ___ those who had been led by noncharismatic leaders

Answer: more productive than

Visionary leadership differs from charismatic leadership because of its focus on

Answer: a positive image of the future

Team leadership and traditional leadership in hierarchical organizations are thought to be

Answer: very different

Consultant estimates state that ___ team leaders

Answer: 85 percent of managers are not natural

A difficult skill for a team leader to learn is knowing when to

Answer: intervene with the team

A team's ___ marks the border between tasks that are strictly the team's responsibility and those that the team shares with other parts of the organizations

Answer: external boundary

This team leader role requires leaders to try to get the best out of their team

Answer: Coach

When a design team is having problems getting its new simulation software to work correctly, the team leader takes on this role

Answer: troubleshooter

When a team is considering joining forces with another team in the organization, the team leader takes on the role

Answer: Liaison

When two members of a team are having a personal conflict, the team leader takes on the role.

Answer: conflict manager

The key difference between team leader and traditional leadership is that in teams, _____ decisions

Answer: employees are empowered to make

___ is one key reason that employees are frequently empowered with decision making ability in today's business world

Answer: larger spans of control

A unique problem that virtual leaders face is being understood without a ___ form of communication

Answer: nonverbal

Being humble is a characteristic of

Answer: Japanese

A ___ would avoid publicly praising a productive employee

Answer: Dutch

A ___ is characterized by high performance orientation

Answer: German

Most leadership theories were developed in the U.S, causing them to stress

Answer: rationality over spirituality

All of the following appear to be universal elements of transformational leadership except

Answer: aggressiveness

Which of the following is NOT a key component of emotional intelligence

Answer: active imagination

Studies show that the higher the rank a star performer has in an organization the more he or she relies on ___ for success

Answer: emotional intelligence

Which is the dimension of trust that includes technical skills

Answer: competence

This is the dimension of trust that includes how reliable a leader is

Answer: consistency

This is the dimension of trust that includes how honest a leader is

Answer: integrity

Which of the following is not a reason that the importance of trust has increased in today's business climate.

Answer: only 60 percent of us employees trust their leaders
