1. A leadership model \_\_\_\_\_\_\_\_\_.

 a. is an explanation of some aspect of leadership

 b. has practical value

 c. is used when selecting the appropriate leadership style for a given situation

 d. explains the variables and leadership styles to be used in a given contingency situation

2. The most powerful determinant of overall situational favorableness is \_\_\_\_\_\_\_\_\_\_.

 a. task structure

 b. locus of control

 c. position power

 d. leader−member relations

3. Which of the following best represents a situation in which a task-oriented leadership style

 should be used?

 a. A leader with weak power has good relations with a repetitive task worker.

 b. A leader with weak power has good relations with a nonrepetitive task worker.

 c. A leader with strong power has poor relations with a repetitive task worker.

 d. A leader with weak power has poor relations with a repetitive task worker.

4. Before selecting one of the seven leadership styles on the leadership continuum, the

 leader must consider which one of the following variables?

 a. the situation

 b. the leader’s personality

 c. the followers’ preferred style for the leader

 d. All of the above.

5. Based on the situational factors, the \_\_\_\_\_\_\_\_\_ leadership style provides high structure.

 a. directive

 b. supportive

 c. participative

 d. achievement-oriented

6. All seven questions in the normative leadership model \_\_\_\_\_\_\_\_\_\_\_.

 a. are always answered in the same order for important decisions

 b. need not always be answered for certain decisions

 c. are based on scientific research

 d. can be nullified in the case of low employee motivation

7. All of the following are substitutes for leadership EXCEPT:

 a. characteristics of followers.

 b. characteristics of the task.

 c. characteristics of the organization.

 d. characteristics of the leader.

8. A characteristic of the organization that can substitute for leadership is \_\_\_\_\_\_\_\_\_\_\_.

 a. closely knit, cohesive work groups

 b. invariant methodology

 c. training

 d. intrinsic satisfaction

9. Most day-to-day manager-employee interactions are based on \_\_\_\_\_\_\_\_\_ power.

 a. legitimate

 b. reward

 c. coercive

 d. referent

10. The use of referent power is appropriate for \_\_\_\_\_\_\_\_\_\_.

 a. higher-level managers

 b. experts

 c. people with no position power

 d. people with no personal power

11. Distortion of information includes \_\_\_\_\_\_\_\_\_\_\_.

 a. giving a biased interpretation of data

 b. presenting false information

 c. selective editing

 d. All of the above.

12. To increase connection power, \_\_\_\_\_\_\_\_\_\_.

 a. develop a network of information sources and gather information from them

 b. follow the guidelines for using the coalition influencing tactic

 c. project a positive self-concept

 d. All of the above.

13. Because of political behavior, \_\_\_\_\_\_\_\_\_\_.

 a. most important decisions are made by coalitions outside of the formal meeting in which

 the decision is made

 b. coalitions tend to break down over time

 c. reciprocity is hard to establish due to lack of trust in organizations

 d. None of the above.

14. Your one-minute self-sell should do all of the following EXCEPT:

 a. identify your career field and key results you’ve achieved.

 b. give the listener a sense of your background.

 c. provide the direction of your next job.

 d. identify your specific salary requirements.

15. \_\_\_\_\_\_\_\_\_\_ is a process in which two or more parties are in conflict and attempt to come

 to an agreement.

 a. Problem solving

 b. Decision making

 c. Negotiating

 d. Influencing

16. During negotiations, which of the following should you do?

 a. Ask questions to focus on meeting your needs.

 b. Develop rapport and focus on the obstacles.

 c. Ask for something in return.

 d. You make the first offer to get the advantage.

17. As a general rule, to send difficult and unusual messages, use \_\_\_\_\_\_\_\_\_\_\_.

 a. detailed written communication channels

 b. phone calls

 c. rich oral channels

 d. face-to-face oral channels

18. Which of the following is NOT a step in the oral message-sending process?

 a. develop rapport

 b. state your communication objective

 c. transmit your message

 d. check the receiver’s commitment

19. \_\_\_\_\_\_\_\_\_\_\_ is the process of giving the speaker your undivided attention.

 a. Listening

 b. Analyzing

 c. Checking understanding

 d. Paraphrasing

20. Which of the following is NOT one of the guidelines you should use when getting feedback

 on messages?

 a. ask questions

 b. be aware of nonverbal communication

 c. verify the message

 d. be open to feedback

21. Which of the following is NOT one of the coaching guidelines?

 a. give praise and recognition

 b. make feedback timely, but flexible

 c. focus on the person, not the behavior

 d. develop a supportive working relationship

22. Having employees assess their own performance is a part of \_\_\_\_\_\_\_\_\_\_\_.

 a. mentoring

 b. analyzing

 c. conflict resolution

 d. coaching

23. Which of the following is typically NOT a mentor?

 a. family

 b. higher-level managers

 c. immediate managers

 d. peers

24. Which of the following is true about the avoiding conflict style?

 a. should never be used

 b. does not result in resolution of the conflict

 c. often results in problems worsening

 d. should be used if continuing the confrontation may result in retaliation or physical

 harm

25. The \_\_\_\_\_\_\_\_\_ conflict style user assertively attempts to jointly resolve the conflict with

 the best solution agreeable to all parties.

 a. forcing

 b. collaborating

 c. accommodating

 d. negotiating

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