1. _____ is the ability to influence others that stems from the leader's desirable traits and characteristics.

A. Referent power

B. Expert power

C. Coercive power

D. Legitimate power

2. _____ is the ability to inspire confidence and support among the people who are

needed to achieve organizational goals.

A. Stewardship

B. Management

C. Leadership

D. Motivation

3. Entertaining clients, being available to outsiders as an organizational representative,

and escorting official visitors are all behaviors that fit the _____ role of a manager.

A. spokesperson

B. negotiator

C. figurehead

D. coach and mentor

4. When an individual maintains composure when dealing with a crisis we can conclude

that he or she is _____.

A. self-confident

B. trustworthy

C. emotionally stable

D. assertive

5. Two employees cannot agree to compromise. Their manager intervenes. The manager

is filling the role of

A. spokesperson.

B. liaison.

C. disturbance handler.

D. disseminator.

6. Managers today must consider each of the following **except**

A. diversity.

B. stagnation.

C. changes in technology.

D. changes in organization flexibility.

7. Which of the following is not an assumption of Theory X?

A. People do not like to work.

B. Managers have to control and coerce employees.

C. People are ambitious.

D. People prefer to avoid responsibility.

8. Leadership is a function of:

A. Manager, leader and follower

B. Manager, leader and situation

C. Manager, Follower and situation

D. Leader, Follower and situation

9. The administrative assistant for the president of Lever Brothers of Pakistan has held that job for thirty-five years. When the staff needs to accomplish a task, they often get her advice. She has which power?

A. Expert

B. Reward

C. Legitimate

D. Coercive

10. MR. Zeshan, Manager Bata Pakistan is primarily concerned with efficiency and performance of his subordinates. According to the Michigan studies he exhibits which leader behavior?

A. Job-centered

B. Employee-centered

C. Initiating-structure

D. Consideration

Q#1. Managing resistance to change that is _____ is extremely challenging.

a. passive

b. resolute

c. deferred

d. explicit

Q#2. All of the following are sources of organizational resistance to change except:

a. structural inertia

b. security

c. limited focus of change

d. threat to established power relationships

Q#3. Conflict is functional if it _____.

a. is accepted by all members of a group

b. is satisfying to the individual members of the group

c. causes group members to argue

d. none of the above

Q#4 Which is not a weakness of group decision making?

a. It is time consuming.

b. There is less originality.

c. It suffers from ambiguous responsibility.

d. It can be dominated by one or a few members.

Q#5. What is brainstorming?

a. a technique used to build group cohesiveness

b. a technique that tends to restrict independent thinking

c. a process for generating ideas

d. a process used mainly when group members cannot agree on a

Q#6. When employees are required to follow their job description or to comply

with company policies, communication is performing a(n) _____ function.

a. control

b. motivation

c. emotional expression

d. information

Q#7. The product of a sender's encoding is the _____.

a. channel

b. message

c. transmission

d. medium

Q#8. Which of the following is not true?

a. Theory Y aligns with the participative management style.

b. Employee involvement programs provide intrinsic motivation.

c. Theory X aligns with the autocratic management style.

d. Employee involvement is incompatible with ERG theory.

Q#9. Two managers are talking about how they get the best out of their employees:

Ali: "I tell my employees that times are tough and there is no way of telling when

the guys in head office might try to downsize. Let me tell you, a bit of fear keeps

them focused on the task at hand."

Shahid "I tell them that head office is making them more responsible for deciding

how to do their work. The increased sense of ownership they have makes productivity go way up"

How would these managers be best characterized by Douglas Macgregor?

a. Both hold Theory X assumptions

b. Both hold Theory Y assumptions

c. Shahid holds Theory X assumptions, Ali holds Theory Y assumptions

d. Ali holds Theory X assumptions, Shahid holds Theory Y assumptions

Q#10. Which of the following is not an example of upward communication?

a. performance reports prepared by lower management for top management review

b. informing employees of policies

c. suggestion boxes

d. grievance procedures

Q#1. Which of the following statements about personality is correct?

a. Personality is always stable.

b. Personality is a part of a person.

c. Personality is an aggregate whole.

d. Personality is for the most part comprised of traits that cannot be measured.

Q#2 You wish to hire a person who is innovative, individualistic, versatile, and entrepreneurial. Candidates for this position would ideally have what classification on the Myers-Briggs Type Indicator?

a. INTJs

b. ESTJs

c. ENTPs

d. ISFPs

Q#3 Motivation is best defined as a process that _____.

a. results in a level of effort

b. intensifies an individual's efforts

c. accounts for an individual's efforts toward attaining a goal

d. meets an individual's needs

Q#4 What are the three key elements of motivation?

a. reactance, congruence and circumstance

b. interest, activity and reward

c. awareness, effort and outcome

d. intensity, direction and persistence

Q#5 Maslow's hierarchy has five levels of needs. Which of the following is not

one of those levels?

a. safety needs

b. social needs

c. animal needs

d. self-actualization needs

Q#6. Hunger, thirst, sex, pay, and physical work environment are examples

of

which of Alderfer's needs?

a. existence

b. safety

c. growth

d. physiological

Q#7 How would a Theory X manager view employees?

a. seeking responsibility

b. needing to be coerced to achieve goals

c. viewing work as a normal daily activity

d. exercising self control

Q#8 What other name is the two-factor theory known by?

a. Theories X and Y

b. Motivator-Hygiene Theory

c. Hierarchy of Needs Theory

d. Satisfaction/Dissatisfaction Theory

Q#9 What continuum in the two-factor theory is made up of the hygiene factors?

a. no dissatisfaction to dissatisfaction.

b. no dissatisfaction to satisfaction.

c. satisfaction to no satisfaction.

d. satisfaction to dissatisfaction.

Q#10 McClelland's theory of needs concentrates on which three needs?

a. achievement, realization and acceptance

b. achievement, power and affiliation

c. power, acceptance and confirmation

d. affiliation, control and realization

1. Which of the following is an accurate statement about transformational leaders?

A. They clarify task requirements.

B. They focus on tasks and pay little attention to followers.

C. They are poor motivators.

D. They exhibit more than just charisma.

2. A leader, such as Bill Gates of Microsoft, who can inspire followers above their own self-interests and can have a profound effect on their performance, are known as _____.

A. Transactional leaders

B. Directive leaders

C. Informational leaders

D. Transformational leaders

3. Fiedler's least-preferred coworker questionnaire seeks to measure what leadership factor?

A. Subordinate needs

B. Leader's style

C. Situation

D. Subordinate coworker influence

4. According to the Ohio State studies, which of the following dimensions of

leader behavior refers to the extent to which a leader is likely to define and structure his or her role and the roles of group members in the search for goal attainment?

A. Intelligence structure

B. Psychological structure

C. Initiating structure

D. Consideration structure

5. Research on managerial activities found that managers typically spend the most time:

A. In their office

B. With subordinates

C. Reading and writing reports, memos, and correspondence

D. In informal meetings

6. What is the most common element in definitions of leadership?

A. leadership is an authority relationship

B. leadership is the ability to make good decisions

C. leadership is an attribution made by followers

D. leadership is an influence process

7. Participative leadership is best viewed as a combination of which two approaches for studying leadership?

A. Trait and behavior

B. Power-influence and trait

C. Behavior and power-influence

D. Trait and situational

8. Recent leadership theories such as charismatic and transformational leadership:

A. Emphasize rational processes more than rational processes

B. Emphasize emotional processes more than rational processes

C. Describe emotional and rational processes as equally important

D. De-emphasized both rational and emotional processes

9. Most leadership theories emphasize:

A. Leader characteristics

B. Follower characteristics

C. Both leader and follower characteristics

D. Characteristics of the leadership situation

10. Research by Fiedler uncovered three contingency dimensions that define the key _____.

A. Situational factors for determining leader effectiveness

B. Follower factors for determining leader effectiveness

C. Leader behavioral style factors for determining leader effectiveness

E. Situational factors for determining follower effectiveness.

11. Which of the following statements regarding leadership is true?

A. All leaders are managers.

B. Formal rights enable managers to lead effectively.

C. All managers are leaders.

D. Non-sanctioned leadership is as important as or more important than formal influence.

12. If trait theories of leadership are valid, then leaders are _____.

A. Trained

B. Born

C. Authoritarian

D. Educated

13. If behavioral leadership theories are correct, then _____.

A. leadership behaviors are consistent

B. leaders are born with leadership behaviors

C. leaders' behavior should be altered

D. leadership skills can be trained

14. According to the Managerial Grid, managers perform best using which of the following styles?

A. 9,9

B. consideration

C. contingency

D. development-oriented

15. Behavioral theories fail to consider which of the following elements affecting leadership?

A. Traits

B. Situational factors

C. Employee satisfaction

D. Employee turnover

16. Which of the following proposed a contingency theory?

A. Fiedler

B. Surber

C. Grey

D. Deickman

17. According to Mintzberg, which type of role is likely to get the highest priority?

A. Entrepreneur

B. Spokesperson

C. Disturbance handler

D. Negotiator

18. In a crisis situation, effective leaders are likely to:

A. Consult with subordinates

B. Reduce their exposure

C. Act more considerate

D. Act more decisive

19. What is the primary management function in the initial stage of the organizational life cycle?

A. Coordinating work activities

B. Obtaining resources

C. Increasing member motivation

D. Improving efficiency

20. Which of the following is not an example of Initiating Structure as defined in the Ohio State studies?

A. Letting subordinates know what is expected of them

B. Criticizing poor work

C. Consulting with subordinates before making changes

D. Coordinating the activities of subordinates

Q#1 What sort of groups are defined by the organization's structure?

a. informal

b. task

c. friendship

d. formal

Q#2 Hamiz, Ali and Ahsan work in different departments, but often eat lunch together. They are an example of what type of group?

a. formal

b. informal

c. command

d. task

Q#3 Which of the following statements most accurately describes interest groups?

a. They are longer lasting than friendship groups.

b. They develop because individual members have one or more common characteristics.

c. They are formed because of some common objective.

d. They are governed by labor laws.

Q#4 Research indicates that poor _____ is probably the most frequently cited source of interpersonal conflict.

a. motivation

b. leadership

c. training

d. communication

Q#5 Clarification to employees about how well they are doing, and what can be done to improve performance, are examples of which function of communication?

a. information

b. control

c. motivation

d. emotional expression

Q#6 The communication used by managers to provide job instructions is _____ communication.

a. downward

b. lateral

c. formal

d. directional

Q#7 Which of the following is an example of downward communication flow?

a. suggestion boxes

b. envelope attitude surveys

c. feedback on job performance

d. identifying with and discussing problems with the boss

Q#8. All of the following are examples of downward communication flows except _____.

a. managers assigning goals

b. managers informing employees of procedures

c. managers pointing out problems that need attention

d. employees completing attitude surveys

Q#9 Communication messages that are passed through a big number of people will most likely suffer from which of the following?

a. disruption

b. distortion

c. lack of non-verbal cues

d. decoding

Q#10 The _____ communication network is best illustrated by an unstructured committee.

a. wheel

b. all-channel

c. interpersonal

d. circle

Q#11 The most effective communication network for facilitating the emergence of a leader is _____.

a. chain

b. all-channel

c. wheel

d. direct

Q#12 An informal communication network is typically called a _____.

a. gossip monger

b. grapevine

c. chain

d. free acting system

Q#13 Which of the following is a phenomenon in which group pressures for conformity deter the group from critically appraising unusual, minority, or unpopular views?

a. group conformity

b. groupshift

c. groupthink

d. compromise

Q#14 According to Maslow, when does a need stop motivating?

a. when it is substantially satisfied

b. it never stops motivating

c. when one returns to a lower level need

d. when one chooses to move to a higher level need

Q#15 What is the primary organizational factor that satisfies people's physiological needs?

a. their relationships with co-workers

b. recognition

c. pay

d. admiration

Q#16. Desires for associations with those who are significant to us, such as family members, supervisors, and friends, are examples of Alderfer's _____ needs.

a. existence

b. relatedness

c. association

d. esteem

Q#17 ERG's _____ needs include the intrinsic component from Maslow's esteem category and the characteristics included under self-actualization.

a. existence

b. relatedness

c. growth

d. physiological

Q#18. Which one of the following is not characteristic of ERG theory?

a. It proposes three levels of needs: existence, relatedness, and growth.

b. More than one level of needs may serve as motivators at the same time.

c. It involves a frustration-regression process.

d. The existence needs must be satisfied before the relatedness needs become important.

e. It is an extension and improvement of Maslow's theory.

Q#19. In what way are Theory X and Theory Y managers alike?

a. they are skeptical about their employees' ability to operate independently

b. they have a negative view of human behavior

c. they acknowledge that people in the workplace are mostly motivated by higher order needs

d. their behavior follows their assumptions

Q#20. A Theory Y manager would assume that employees would _____.

a. dislike work

b. need to be controlled

c. avoid responsibility

d. exercise self direction

The base of economy has moved from : **Manufacturing to services**

According to Blake and Mouton, a leader having a 9,1-style fall in which category of leader? **Authority**

Leaders always depend on their _____. **Followers**

Which of the following are the responsibilities of exemplary followers? **All of given options**

Which dimension of the Big Five model refers to an individual's propensity to defer to others? **Agreeableness**

Interpersonal roles include which of the following three roles? **Figurehead, leader and liaison**

Which of the following best knows "how work is done"? **Manager**

What is the most important asset of an organization? **Attitudes are evaluative statements of what one believes about something or someone**

How would someone who is described as an ESTJ on the Myers-Briggs Type Indicator best be described? **As an organizer**

Which of the following is the best definition of attitude? **Attitudes are evaluative statements of what one believes about something or someone**

Which of the following is NOT the quality of a leader? **Gender**

Which is the primary management function in the initial stage of the organizational life cycle? **Obtaining resources**

Which of the following developed the first comprehensive contingency model for leadership? **Fred Fiedler**

All of the following are classifications on the Myers-Briggs Type Indicator except: **Independent/dependent**

Which of the following are the responsibilities of exemplary followers? **All of given options**

What does the Meyers-Briggs Type Indicator classification of "E or I" stand for? **Extroverted/introverted**

Who fixes the blame for breakdown? **Manager**

According to Blake and Mouton, a leader having a 9,1-style fall in which category of leader? **Visionary**