

***Organizational Leadership 2nd edition Bratton Test  
Bank***

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## Chapter 1: The nature of leadership

1. *Organizational leadership is a process of influencing within an employment relationship involving ongoing human interaction with others wherein those others consent to achieve a goal.*

Which of the following statement describes the above definition incorrectly?

- a. Leadership is influencing each other directly and indirectly within a formal structure of organization.
- b. The influence process only applies to those with rankings in the organizational hierarchy.
- c. The aim of leadership is ultimately to reach a desired outcome, and its success is measured by the goal's effectiveness.
- d. The style of leadership adopted is affected by the actions embedded in a system of both cooperation and structural conflict.

**Ans: B**

2. Leadership is different from management, and the following statements are true, except:

- a. Leaders encourage empowerment, while Managers encourage compliance.
- b. Leaders operate at an emotional level, seeking to appeal to followers' emotions, while Managers operate logically and value rationality.
- c. Leaders are change agents associated with *vuja de*, while Managers are change agents associated with *déjà vu*.
- d. Leaders encourage compliance, while Managers encourage empowerment.

**Ans: D**

3. How has the focus of research in leadership changed over the years?

- a. Trait > Charismatic/Transformational > Behaviour > Contingency > Shared/Distributed
- b. Trait > Contingency > Charismatic/Transformational > Behaviour > Shared/Distributed
- c. Trait > Behaviour > Contingency > Charismatic/Transformational > Shared/Distributed
- d. Trait > Behaviour > Charismatic/Transformational > Contingency > Shared/Distributed

**Ans: C**

4. Why is it crucial to critique mainstream functionalist approach to leading people?
- a. 'Glass ceiling' is only a myth created to explain why women cannot accelerate as fast as men in their career advancement.
  - b. To understand the real consequences of power for the people within and outside of the organizations.
  - c. Power operates only within the cooperation and does not affect society as a whole.
  - d. There exists such a thing as 'female' management behaviour.

**Ans: B**

5. The Employment Relationship is formed through the following, except:
- a. Mutually advantageous transaction in a free market.
  - b. Unequal power relation formed within complex socioeconomic inequalities.
  - c. Negotiation over 'wage-effort' between parties with competing interests.
  - d. Partnership of employers and employees with different interests.

**Ans: D**

## Chapter 2: Power and leadership

1. According to Weber's and Lukes' way of conceptualizing power, \_\_\_\_\_.
- a. Power is found in everyday social practice
  - b. Power is visible, exercised when needed

- c. Power is imperceptible through everyday routines
- d. Knowledge buttresses the web of power

**Ans: B**

2. French and Raven have focused on the potential ability of one individual to influence another within a certain social situation. This theory assumes \_\_\_\_\_.
- a. Power relations in a broad sense, acknowledging the complexity and mixture of consensus and conflict
  - b. Power as a relational activity, rather than as a possession
  - c. Those with power induce the powerless to behave or believe as the former wish, without coercion
  - d. The particular 'resource' owned by the person that is applicable in one situation will have the same application in other scenarios

**Ans: D**

3. Abusive relationships between the leader and follower remain a critical issue, much more in today's organizations. What is the main contribution to this matter?
- a. Obedience is the key
  - b. Fear of the leader
  - c. Society remains impartial about this
  - d. It is a norm that became part of the culture in the organization/society

**Ans: A**

4. Which of the following does not describe the relationship between power and the individuals who intend to harness it at their workplace?
- a. Having power means you know how to 'play the game' at your workplace to achieve your goals, regardless of your own or your team's.
  - b. Power works most efficient and effective in a bureaucratic organization.

- c. Only certain individuals possess power in the organization.
- d. To be able to manage someone, you would need to know them in and out as much as possible. HRM provides you with the necessary tools to achieve this.

**Ans: C**

5. Fleming and Spicer identified four sites of organizational power. Which of the following is not part of the four?

- a. Family relations and religion are additional 'regulatory' forces
- b. The organization itself becomes a vehicle to further interests or goals
- c. Attempts to use extra-organizational spaces to engage in political activity and create change within the sector
- d. How elites might compete to influence how an organization develops

**Ans: A**

## Chapter 3: Culture and leadership

1. Which of the following correctly provides an example of a cultural dimension as per House et al.?

- a. Town planning laws
- b. Educational attainment guidelines
- c. Gender egalitarianism
- d. Gender in-group collectivism

**Ans: C**

2. What is organizational culture?

- a. A phenomenon which is separate to and uninfluenced by national culture or broader social culture.

- b. A system of 'shared' values and beliefs, co-produced by leaders and followers, which seek to reinforce employee behaviour to achieve the organization's goals.
- c. A three-level model with shared assumptions at the top, then shared values and finally artefacts.
- d. A five-level model with structures and symbols, followed by ceremonies, language, shared values, shared assumptions.

**Ans: B**

3. Marcia is an academic researcher and her work focuses on the extent to which some organizations play a part in the socializing processes in which people acquire gender identities. She is writing a biography of herself for the university website. How would she best describe the perspective her work is written from?

- a. Managerialist
- b. Symbolic-interactionist
- c. Social conflict
- d. Feminist

**Ans: D**

4. How can organizational leaders sometimes seek to change or manage the culture of an organization?

- a. Engage employees directly in the decision-making process such as group and team briefings, quality circles and problem-solving groups.
- b. Let employees display their own individual and unique ideas and practices as and when they see fit, as long as they are happy.
- c. Diminish employee voice.
- d. Discourage employee group activities.

**Ans: A**