**Chapter 1: The Leader’s Light or Shadow**

# Test Bank

**Multiple Choice**

1. \_\_\_\_\_\_ power uses inducements (bonuses, raises) and threats (arrests, firings) to get people to go along, while \_\_\_\_\_\_ power is based on attracting others rather than forcing them or inducing them to comply.

A. Derailed/referent

B. Hard/soft

C. Mismanaged/inconsistent

D. Loyal/disloyal

Ans: B

Cognitive Domain: Comprehension

Answer Location: The Shadow of Power

Difficulty Level: Hard

2. \_\_\_\_\_\_ leaders may lack emotional or academic intelligence, for example, or be careless, distracted, or sloppy.

A. Callous

B. Rigid

C. Toxic

D. Incompetent

Ans: D

Cognitive Domain: Knowledge

Answer Location: A Dramatic Difference/The Dark Side of Leadership

Difficulty Level: Easy

3. \_\_\_\_\_\_ leaders lack self-control and are enabled by followers who don’t want to intervene or can’t.

A. Callous

B. Intemperate

C. Incompetent

D. Toxic

Ans: B

Cognitive Domain: Comprehension

Answer Location: A Dramatic Difference/The Dark Side of Leadership

Difficulty Level: Easy

4. \_\_\_\_\_\_ leaders and at least some of their followers lie, cheat, and steal.

A. Callous

B. Corrupt

C. Toxic

D. Rigid

Ans: B

Cognitive Domain: Comprehension

Answer Location: A Dramatic Difference/The Dark Side of Leadership

Difficulty Level: Easy

5. Former U.S. President Bill Clinton behaved in a/an \_\_\_\_\_\_ manner when he didn’t intervene in the Rwandan genocide that took the lives of 800,000–1 million people in 1994.

A. insular

B. callous

C. rigid

D. corrupt

Ans: A

Cognitive Domain: Application

Answer Location: A Dramatic Difference/The Dark Side of Leadership

Difficulty Level: Hard

6. Abu Bakr al-Baghdadi is one example of a/an \_\_\_\_\_\_ leader.

A. insular

B. evil

C. corrupt

D. toxic

Ans: B

Cognitive Domain: Analysis

Answer Location: A Dramatic Difference/The Dark Side of Leadership

Difficulty Level: Medium

7. \_\_\_\_\_\_ leaders care for the welfare of subordinates at the expense of organizational goals.

A. Supportive/disloyal

B. Tyrannical

C. Callous

D. Derailed

Ans: A

Cognitive domain: Comprehension

Answer Location: A Dramatic Difference/The Dark Side of Leadership

Difficulty Level: Medium

8. \_\_\_\_\_\_ leaders act against the interests of both subordinates and the organization.

A. Supportive/Disloyal

B. Derailed

C. Callous

D. Tyrannical

Ans: B

Cognitive Domain: Knowledge

Answer Location: A Dramatic Difference/The Dark Side of Leadership

Difficulty Level: Easy

9. To avoid contributing to a shadowy environment, followers must deliver \_\_\_\_\_\_ and accept responsibility for their actions.

A. bad news

B. reprimands

C. punishment

D. firings

Ans: A

Cognitive Domain: Comprehension

Answer Location: The Challenge of Bad News

Difficulty Level: Easy

10. \_\_\_\_\_\_ leaders act against the interests of both subordinates and the organization Laissez-faire leaders: engage in passive.

A. Supportive

B. Derailed

C. Disloyal

D. Tyrannical

Ans: B

Cognitive Domain: Comprehension

Answer Location: A Dramatic Difference/The Dark Side of Leadership

Difficulty Level: Medium

11. Leaders almost always enjoy greater \_\_\_\_\_\_ than followers do.

A. power

B. privileges

C. benefits

D. praise

Ans: B

Cognitive Domain: Comprehension

Answer Location: The Shadow of Privilege

Difficulty Level: Easy

12. Leaders have more access to \_\_\_\_\_\_ than do others in an organization.

A. stocks

B. salary

C. communication

D. information

Ans: D

Cognitive Domain: Knowledge

Answer Location: The Shadow of Mismanaged Information

Difficulty Level: Easy

13. All of the following are behaviors of unethical leaders EXCEPT:

A. they fail to reveal conflicts of interest

B. they withhold information that followers need

C. they use information solely for personal benefit

D. they derail communication in the organization

Ans: D

Cognitive Domain: Application

Answer Location: The Shadow of Mismanaged Information

Difficulty Level: Hard

14. Impression management is integral to effective leadership because followers have images of ideal leaders called \_\_\_\_\_\_.

A. prototypes

B. stereotypes

C. deification

D. referent power

Ans: A

Cognitive Domain: Comprehension

Answer Location: The Shadow of Mismanaged Information

Difficulty Level: Medium

15. \_\_\_\_\_\_ impression managers meet group wants and needs, not just the needs of the leaders.

A. Idea

B. Prototyped

C. Ethical

D. Loyal

Ans: C

Cognitive Domain: Comprehension

Answer Location: The Shadow of Mismanaged Information

Difficulty Level: Easy

16. Diverse followers, varying levels of relationships, and elements of the situation make \_\_\_\_\_\_ an ethical burden of leadership.

A. consistency

B. loyalty

C. communication

D. engaging

Ans: A

Cognitive Domain: Application

Answer Location: The Shadow of Mismanaged Information

Difficulty Level: Medium

17. According to the text, \_\_\_\_\_\_ is a mixed blessing.

A. leadership

B. power

C. knowledge

D. privilege

Ans: C

Cognitive Domain: Knowledge

Answer Location: The Shadow of Mismanaged Information

Difficulty Level: Easy

18. Leaders act irresponsibly when they fail to:

A. make reasonable efforts to prevent misdeeds on the part of their followers

B. engage in destructive behavior

C. ignore or deny ethical problems

D. shoulder responsibility for the consequences of their directives

Ans: A

Cognitive Domain: Analysis

Answer Location: The Shadow of Irresponsibility

Difficulty Level: Hard

19. \_\_\_\_\_\_ leaders may be competent, but they are unyielding, unable to accept new ideas, new information, or changing conditions.

A. Callous

B. Rigid

C. Abusive

D. Tyrannical

Ans: B

Cognitive Domain: Knowledge

Answer Location: A Dramatic Difference/The Dark Side of Leadership

Difficulty Level: Easy

20. \_\_\_\_\_\_ leaders are uncaring or unkind, ignoring or downplaying the needs, wants, and wishes of followers.

A. Callous

B. Rigid

C. Abusive

D. Tyrannical

Ans: A

Cognitive Domain: Knowledge

Answer Location: A Dramatic Difference/The Dark Side of Leadership

Difficulty Level: Easy

21. \_\_\_\_\_\_ leaders reach organizational goals while abusing followers.

A. Callous

B. Laissez-faire

C. Tyrannical

D. Abusive

Ans: C

Cognitive Domain: Knowledge

Answer Location: A Dramatic Difference/the Dark Side of Leadership

Difficulty Level: Easy

22. \_\_\_\_\_\_leaders engage in passive and indirect negative behavior.

A. Callous

B. Laissez-faire

C. Tyrannical

D. Abusive

Ans: B

Cognitive Domain: Knowldege

Answer Location: A Dramatic Difference/The Dark Side of Leadership

Difficulty Level: Easy

23. \_\_\_\_\_\_ is another name for role model power.

A. Referent

B. Legitimate

C. Expert

D. Authority

Ans: A

Cognitive Domain: Comprehension

Answer Location: The Shadow of Power

Difficulty Level: Easy

24. \_\_\_\_\_\_ theory is based on the notion that a leader develops a closer relationship with one group of followers than with others.

A. Scientific management

B. LMX

C. Equity

D. Equality

Ans: B

Cognitive Domain: Comprehension

Answer Location: The Shadow of Inconsistency

Difficulty Level: Medium

25. \_\_\_\_\_\_ can be compared to a performance on a stage.

A. Scientific management

B. Role management

C. Impression management

D. Equity management

Ans: C

Cognitive Domain: Comprehension

Answer Location: The Shadow of Mismanaged Information

Difficulty Level: Medium

26. \_\_\_\_\_\_ and \_\_\_\_\_\_ represent the power of leaders to either illuminate the lives of their followers or cast them in darkness.

A. Sun/moon

B. Bright/dark

C. Rain/clouds

D. Light/shadow

Ans: D

Cognitive Domain: Comprehension

Answer Location: What’s Ahead

Difficulty Level: Medium

27. The greater a leader’s \_\_\_\_\_\_, the greater the potential for abuse.

A. role

B. power

C. rank

D. potential

Ans: B

Cognitive Domain: Knowledge

Answer Location: The Shadow of Power

Difficulty Level: Easy

28. According to LMX, the \_\_\_\_\_\_ have high levels of trust, mutual influence, and support that characterize their exchanges with the leader.

A. out-groups

B. in-groups

C. role models

D. mentors

Ans: B

Cognitive Domain: Comprehension

Answer Location: The Shadow of Inconsistency

Difficulty Level: Easy

29. \_\_\_\_\_\_ leaders engage in destructive behaviors and display dysfunctional personal characteristics.

A. Abusive

B. Callous

C. Rigid

D. Toxic

Ans: D

Cognitive Domain: Comprehension

Answer Location: Implications and Applications

Difficulty Level: Easy

30. There is a difference between healthy skepticism, which prevents followers from being exploited, and unhealthy \_\_\_\_\_\_, which undermines individual and group performance.

A. abuse

B. bias

C. cynicism

D. power

Ans: C

Cognitive Domain: Comprehension

Answer Location: The Challenge of Cynicism

Difficulty Level: Easy

31. \_\_\_\_\_\_is making inappropriate or excessive threats for not complying with the leader’s directives.

A. Abuse

B. Belittling

C. Cruelty

D. Coercion

Ans: D

Cognitive Domain: Knowledge

Answer Location: The Shadow of Power

Difficulty Level: Easy

32. \_\_\_\_\_\_is lying and giving false or misleading information.

A. Abuse

B. Deceit

C. Cruelty

D. Coercion

Ans: B

Cognitive Domain: Comprehension

Answer Location: The Shadow of Power

Difficulty Level: Easy

33. \_\_\_\_\_\_is creating a master–servant relationship in which bosses can do whatever they want because they feel superior.

A. Deification

B. Cruelty

C. Abuse

D. Coercion

Ans: A

Cognitive Domain: Knowledge

Answer Location: The Shadow of Power

Difficulty Level: Medium

34. \_\_\_\_\_\_ leaders lack the motivation or the ability to sustain effective action.

A. Callous

B. Rigid

C. Abusive

D. Incompetent

Ans: D

Cognitive Domain: Knowledge

Answer Location: A Dramatic Difference/The Dark Side of Leadership

Difficulty Level: Easy

35. \_\_\_\_\_\_ leaders are unable to accept new ideas.

A. Callous

B. Rigid

C. Abusive

D. Incompetent

Ans: B

Cognitive Domain: Knowledge

Answer Location: A Dramatic Difference/The Dark Side of Leadership

Difficulty Level: Easy

36. \_\_\_\_\_\_ leaders lack self-control.

A. Intemperate

B. Callous

C. Incompetent

D. Rigid

Ans: A

Cognitive Domain: Knowledge

Answer Location: A Dramatic Difference/The Dark Side of Leadership

Difficulty Level: Easy

37. \_\_\_\_\_\_ leaders put self-interest ahead of the public interest.

A. Corrupt

B. Abusive

C. Incompetent

D. Rigid

Ans: A

Cognitive Domain: Comprehension

Answer Location: A Dramatic Difference/The Dark Side of Leadership

Difficulty Level: Easy

38. \_\_\_\_\_\_ leaders draw a clear boundary between the welfare of his or her immediate group or organization and outsiders.

A. Corrupt

B. Incompetent

C. Rigid

D. Insular

Ans: D

Cognitive Domain: Comprehension

Answer Location: A Dramatic Difference/The Dark Side of Leadership

Difficulty Level: Medium

39. The head of ISIS would be an example of a(n) \_\_\_\_\_\_ leader.

A. evil

B. abusive

C. tyrannical

D. rigid

Ans: A

Cognitive Domain: Application

Answer Location: A Dramatic Difference/The Dark Side of Leadership

Difficulty Level: Medium

**True/False**

40. Hard power uses bonuses, raises, or threats to get people to go along.

Ans: T

Cognitive Domain: Comprehension

Answer Location: The Shadow of Power

Difficulty Level: Easy

41. U.S. workers prefer leaders who rely on legitimate power.

Ans: F

Cognitive Domain: Knowledge

Answer Location: The Leader’s Shadows

Difficulty Level: Easy

42. Toxic leaders engage in destructive behaviors and display dysfunctional personal characteristics.

Ans: T

Cognitive Domain: Knowledge

Answer Location: A Dramatic Difference/the Dark Side of Leadership

Difficulty Level: Medium

43. Employers are also gathering more and more information about employee behavior both on and off the job.

Ans: T

Cognitive Domain: Comprehension

Answer Location: The Shadow of Mismanaged Information

Difficulty Level: Medium

44. Companies do not have the right to gather information in order to improve performance and eliminate waste and theft.

Ans: F

Cognitive Domain: Comprehension

Answer Location: The Shadow of Mismanaged Information

Difficulty Level: Medium

45. Impression management can be compared to a performance on a stage.

Ans: T

Cognitive Domain: Comprehension

Answer Location: The Shadow of Mismanaged Information

Difficulty Level: Easy

46. Powerful leaders are not prone to biased judgments.

Ans: F

Cognitive Domain: Comprehension

Answer Location: The Shadow of Power

Difficulty Level: Easy

47. Impression management can be used to reach immoral ends.

Ans: T

Cognitive Domain: Comprehension

Answer Location: The Shadow of Mismanaged Information

Difficulty Level: Medium

48. Many of history’s villains are traitors.

Ans: T

Cognitive Domain: Comprehension

Answer Location: The Shadow of Misplaced and Broken Loyalties

Difficulty Level: Easy

49. Derailed leaders reach organizational goals while abusing followers.

Ans: F

Cognitive Domain: Application

Answer Location: A Dramatic Difference/The Dark Side of Leadership

Difficulty Level: Medium

**Short Answer/Essay**

50. The Bond scholars identified seven clusters of destructive leader behaviors. Discuss each “cluster” in a minimum of one sentence.

Ans:

*Cluster 1:* This type of leader makes poor decisions (often based on inadequate information), lies and engages in other unethical behavior, cannot deal with new technology, and typically fails to prioritize and delegate.

*Cluster 2:* This type of leader lacks critical skills. She or he is unable to negotiate or persuade and cannot develop or motivate subordinates.

*Cluster 3:* This type of leader makes good decisions and has the necessary leadership skills but is overly controlling and micromanages followers.

*Cluster 4:* This type of leader can’t deal with conflict but plays favorites and behaves inconsistently.

*Cluster 5:* This type of leader isn’t all that bad but isn’t all that good either. Leaders in this category don’t seek information from others, don’t change their minds, and don’t do a good job of coordinating followers.

*Cluster 6:* This type of leader isolates the group from the rest of the organization.

*Cluster 7:* This type of leader creates a situation of “significant misery and despair.” Leaders in this group are brutal and bullying, frequently lying and engaging in other unethical behavior.

Cognitive Domain: Comprehension

Answer Location: A Dramatic Difference/The Dark Side of Leadership

Difficulty Level: Medium

51. What is meant by “the challenge of obligation?” What does this have to do with followership?

Ans: Followers contribute to a shadowy atmosphere when they fail to fulfill their minimal responsibilities by coming to work late, taking extended breaks, not carrying out assignments, undermining the authority of their leaders, stealing supplies, and so on. However, they can also contribute to an unethical climate by taking on too many obligations. Employees forced to work mandatory overtime, and salaried staff at many technology and consulting firms work 70–80 hr a week, leaving little time for family and personal interests. They experience stress and burnout, and their family relationships suffer.

Cognitive Domain: Analysis

Answer Location: The Challenges of Obligation

Difficulty Level: Medium

52. Discuss the challenge of cynicism and what it means to followership.

Ans:

There is a difference between healthy skepticism, which prevents followers from being exploited, and unhealthy cynicism, which undermines individual and group performance. Followers darken the atmosphere when they become organizational cynics. That’s because cynicism destroys commitment and undermines trust. Collective performance suffers as a result. Few give their best effort when they are disillusioned with the group. Cynical employees feel less identification with and commitment to their employers while being more resistant to change; they are less likely to go beyond their job duties to help their colleagues and their organizations.The greater the degree of cynicism, the more effort is directed toward attacking the organization at the expense of completing the task at hand.

Cognitive Domain: Analysis

Answer Location: The Ethical Challenges of Followership

Difficulty Level: Medium

53. Based on the movie, *Selma*,answer the following questions:

1. What types of power are used by the major figures in the film?
2. How does the abuse of power by King’s opponents contribute to his success?
3. How does King appeal to White audiences?
4. What character weaknesses do you note in President Johnson? Do you find anything in his character to admire?

Ans: Varies considerably

Cognitive Domain: Comprehension

Difficulty Level: Medium

54. Based on Case Study 1.3, *Public Moralist*, answer the following questions:

1. What role did power play in Cosby’s sexual misbehavior?

2. How do you account for the great inconsistency between Cosby’s public moralizing and his alleged predatory sexual behavior?

3. Can you think of other cases where the public image and private behavior of leaders are in “stark contrast?”

4. Evaluate the ethics of Cosby’s legal strategy. Is it ethical to “attack the accuser?”

5. Do you refuse to support some entertainers and professional athletes because of their unethical or criminal personal behavior? How do you make this determination?

Ans: Varies

Cognitive Domain: Application

Answer Location: Case Study 1.3

Difficulty Level: Hard

55. Name and briefly define four behaviors of “brutal” bosses.

Ans:

*Deceit:* lying and giving false or misleading information

*Constraint:* restricting followers’ activities outside work, such as telling them whom they can befriend, where they can live, with whom they can live, and the civic activities they can participate in

*Coercion:* making inappropriate or excessive threats for not complying with the leader’s directives

*Selfishness:* blaming subordinates and making them scapegoats

*Inequity:* supplying unequal benefits or punishments based on favoritism or criteria unrelated to the job

*Cruelty:* harming subordinates in such illegitimate ways as name-calling or public humiliation

*Disregard:* ignoring normal standards of politeness; obvious disregard for what is happening in the lives of followers

*Deification:* creating a master–servant relationship in which bosses can do whatever they want because they feel superior

Cognitive Domain: Knowledge

Answer Location: The Shadow of Power

Difficulty Level: Easy

56. Based on Case Study 1.2, *Killers With Cameras*,answer the following questions:

1. Would you watch the video of this or another shooting? Why or why not?

2. Does showing videos filmed by killers encourage others to imitate their behavior?

3. Was using the video of Cameraman Ward a better option for media outlets than using the shooter’s video?

4. Do you think *The Daily News* was more motivated by principle or by the hope of attracting more readers?

5. Do you support the decision of *Daily News* editors to show the still shots of the shooting on its front page? Why or why not?

6. What ethical principles should editors and other leaders use when deciding what information to release?

Ans: Varies

Cognitive Domain: Application

Answer Location: Case Study 1.2

Difficulty Level: Hard

57. Your book discusses some of the common shadows cast by leaders faced with the ethical challenges of leadership. What are the two important questions that arose while identifying these shadows?

Ans: (1) Why is it that, when faced with the same ethical challenges, some leaders cast light and others cast shadows? (2) What steps can we take as leaders to cast more light than shadow?

Answer Location: The Shadow of Irresponsibility

Cognitive Domain: Comprehension

Difficulty Level: Medium

58. Based on case study 1.1, *Foxcatcher*,answer the following questions:

1. Who is most to blame for failing to stop John Du Pont’s downward spiral?

2. Do you blame the members of Team Foxcatcher for staying on even as Du Pont’s behavior become more erratic?

3. What are the costs of speaking up to powerful leaders? How do we equip ourselves to do so?

4. Can you think of other leaders whose power and/or wealth put them at great risk?

5. How can colleges and nonprofits ensure that donors don’t exert too much influence over their activities?

Ans: Vary considerably

Cognitive Domain: Application

Answer Location: Case Study 1.1

Difficulty Level: Hard

59. Is there a difference between ethics and morals? Why or why not?

Ans: Varies

Cognitive Domain: Comprehension

Difficulty Level: Medium

60. Describe the relationship between leading and following. How do these roles differ? Overlap?

Ans: Varies

Cognitive Domain: Application

Difficulty Level: Hard

61. Describe the process of ethical leadership.

Ans: Varies

Cognitive Domain: Comprehension

Difficulty Level: Medium

62. What advice would you give a new leader about the use and abuse of power?

Ans: Varies

Cognitive Domain: Application

Difficulty Level: Hard

63. What are the characteristics of ethical impression management?

Ans: Varies

Cognitive Domain: Comprehension

Difficulty Level: Medium

64. Outline the steps you can take to better meet the ethical challenges of followership.

Ans: Varies

Cognitive Domain: Application

Difficulty Level: Hard