

## Test – Lecture 7 and 8

### Terms Matching Exercise

- |                       |                          |
|-----------------------|--------------------------|
| A. leadership         | B. team cohesiveness     |
| C. team building      | D. leadership style      |
| E. task behavior      | F. relationship behavior |
| G. follower readiness | H. group                 |
| I. team               | J. team norms            |

1. .... the extent to which a follower demonstrates the ability and willingness to accomplish a specific task.
2. .... the degree of attraction that members feel toward their team and their motivation to remain members of the team.
3. .... two or more people with a unifying objective.
4. .... the consistent behavior patterns that are used when working with and through other people, as perceived by those people.
5. .... rules and expectations that teams establish to regulate the behavior of their members.
6. .... the attempt to influence of an individual or group.
7. .... the extent to which the leader engages in spelling out the duties and responsibilities of an individual (the amount of guidance and direction).
8. .... a group of 2 or more people who are mutually accountable for achieving a common objective and perceive themselves a social entity.
9. .... a formal intervention directed toward improving the development and functioning of a work team.
10. .... the amount of socio-emotional support of an individual or group.

### Multiple Choice Exercise

1. Situational leadership theory is:
  - a. a leader directed approach to leadership;
  - b. a follower directed approach to leadership;
  - c. one of the trait theories of leadership;
  - d. focusing on personal traits of leaders;
  - e. none of the above.
2. The 3 features defining a team are:
  - a. tasks, size and composition;
  - b. knowledge, skills and abilities;
  - c. planning, leading, controlling;
  - d. values, norms, beliefs;
  - e. none of the above.

3. The four stages of team development are:
  - a. planning, decision making, organizing, controlling;
  - b. identification, analysis, decision, team formation;
  - c. forming, storming, norming, performing;
  - d. design, specialization, rotation, enrichment;
  - e. none of the above.
  
4. You are the leader of the marketing team in your company. John is one its new members. As you have observed John's behavior and performance, you have found out, that his knowledge, skill and experience are good and have been increasing in recent weeks but he remains unconfident. What leadership style will you apply according to situational leadership theory?
  - a. telling;
  - b. selling;
  - c. participating;
  - d. delegating
  - e. none of the above.

#### **True or False Exercise**

- T F 1. Managerial grid theory proposes a balance of concern for production and concern for people.
- T F 2. Situational leadership is focusing on the relationship between the LEADER and the FOLLOWER.
- T F 3. Behavioral theories are trying to isolate personal characteristics of effective leaders.
- T F 4. Team roles are defined based on functional specialization of team members.
- T F 5. Trait theories are trying to differentiate effective from ineffective leaders based on their observable behavior.
- T F 6. The direction of readiness change is important when considering the appropriate leadership style.

## Key to test – Lecture 7 + 8

### **Terms Matching Exercise**

1G; 2B; 3H; 4D; 5J; 6A; 7E; 8I; 9C; 10F

### **Multiple Choice Exercise**

1B; 2A; 3C;

### **True or False Exercise**

1T; 2T; 3F; 4F; 5F; 6T