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## ORGANIZATIONAL LEADERSHIP

### Overview

A dual focused management approach that works towards what is best for individuals and what is best for a group as a whole is the focus of organizational leadership. It is also an attitude and a work ethic that empowers an individual in any role to lead from the top, middle, or bottom of an organization. This event provides recognition for FBLA members who have an understanding of leadership within business organizations.

This is an individual online test.

### Competencies and Task Lists

<http://www.fbla-pbl.org/competitive-event/organizational-leadership/>

### Website Resources

- Study.Com—Organizational Leadership Careers  
[http://study.com/articles/Organizational\\_Leadership\\_Careers\\_Job\\_Duties\\_Requirements\\_and\\_Salary\\_Info.html](http://study.com/articles/Organizational_Leadership_Careers_Job_Duties_Requirements_and_Salary_Info.html)
- St. Joseph's University—Organizational Development & Leadership Resources  
<http://online.sju.edu/graduate/masters-organizational-leadership/resources>
- Chron—Organizational Leadership Theories  
<http://smallbusiness.chron.com/organizational-leadership-theories-284.html>

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## ORGANIZATIONAL LEADERSHIP SAMPLE QUESTIONS

- 1) Generalized beliefs or behaviors that are considered by an individual or group to be important are
  - A) ethics.
  - B) ethnocentrism.
  - C) values.
  - D) stereotypes.

**Competency:** Leadership Concepts

- 2) The ability to control disruptive emotions is
  - A) social awareness
  - B) self-management.
  - C) servant leadership.
  - D) self-promotion.

**Competency:** Leadership Concepts

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- 3) It is recommended that leaders play the role of
- A) advisor at meetings.
  - B) facilitator at meetings.
  - C) consultant meetings.
  - D) director at meetings.

**Competency:** Leadership Managerial Roles

- 4) Which of the following is a component of analyzing?
- A) thinking
  - B) taking notes
  - C) watching nonverbal cues
  - D) avoiding distractions

**Competency:** Leadership Managerial Roles

- 5) Through the motivation process, people go from:
- A) motive to behavior to need to consequence to satisfaction or dissatisfaction.
  - B) motive to need to behavior to consequence to satisfaction or dissatisfaction.
  - C) behavior to motive to need to consequence to satisfaction or dissatisfaction.
  - D) need to motive to behavior to consequence to satisfaction or dissatisfaction.

**Competency:** Leadership Behavior and Motivation

- 6) The manager of a multinational firm operating in a developing country noticed that local employees had at length recently met their physiological and safety needs. According to the hierarchy of needs theory, the next level of motivation would be met by the promise of
- A) pay related to piecework.
  - B) vacation days.
  - C) a group picnic
  - D) heightened security.

**Competency:** Leadership Behavior and Motivation

- 7) The ability to work well with others is
- A) reinforcement theory.
  - B) reciprocity.
  - C) reward power.
  - D) relationship management.

**Competency:** Networking

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- 8) The consultation influencing tactic is also known as
- A) coalition building.
  - B) group influencing.
  - C) participative management.
  - D) consultant power.

**Competency:** Networking

- 9) Which of the following is NOT a step in the message-receiving process?
- A) checking understanding
  - B) encoding
  - C) analyzing
  - D) listening

**Competency:** Communication Skills

- 10) The neutral third party who helps resolve a conflict is the
- A) motivator.
  - B) arbitrator.
  - C) negotiator.
  - D) mediator.

**Competency:** Communication Skills

- 11) The leader-follower relationship represents the influence
- A) between the leader and the follower.
  - B) of the follower on the leader.
  - C) of the leader on the follower.
  - D) of the leader on the group.

**Competency:** Leader/Follower Relations

- 12) Receiving formal evaluations from many people is
- A) team accomplishment.
  - B) surgency.
  - C) 360-degree feedback.
  - D) strategic vision.

**Competency:** Leader/Follower Relations

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- 13) Team members have equal authority in a
- A) flattened organization.
  - B) line organization.
  - C) line and staff organization.
  - D) staff organization.

**Competency:** Team Leadership and Self-Managed Teams

- 14) Which of the following is NOT a benefit of self-managed teams?
- A) greater employee participation
  - B) reduced operational costs because of reductions in managerial ranks and greater efficiencies
  - C) a decreased likelihood of social loafing and groupthink
  - D) a sense of belonging and ownership in one's work

**Competency:** Team Leadership and Self-Managed Teams

- 15) Facilities management begins with
- A) monitoring the building temperature.
  - B) building maintenance and repair.
  - C) keeping utilities costs under control.
  - D) making economic decisions about the buildings needed.

**Competency:** Strategic Leadership for Managing Crises and Change

- 16) All of the following are questions that often emerge after a crisis EXCEPT
- A) How did it happen?
  - B) What are you going to do to ensure it never happens again?
  - C) When did it happen?
  - D) What happened?

**Competency:** Strategic Leadership for Managing Crises and Change

- 17) The contingency leadership model variables include all of the following **except**
- A) the followers.
  - B) the leader.
  - C) the economy.
  - D) the situation.

**Competency:** Levels of Leadership

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- 18) To motivate his highest performers, a manager gives his highest performer each month an "Employee of the Month" award and a parking space next to his. Of what motivational theory is this an example?
- A) reinforcement theory
  - B) expectancy
  - C) goal-setting
  - D) equity

**Competency:** Leadership Theory

- 19) Most employees are promoted to their first management position primarily because of their \_\_\_\_ skills.
- A) decision-making
  - B) technical
  - C) interpersonal
  - D) team-related

**Competency:** Traits of Effective Leaders

- 20) The \_\_\_\_ leadership model is used to determine if a person's leadership style is task- or relationship-oriented, and if the situation matches the leader's style to maximize performance.
- A) path-goal
  - B) normative
  - C) contingency
  - D) behavioral

**Competency:** Personality Profile of Effective Leaders

- 21) The personality type that has a lively temperament is
- A) melancholy.
  - B) phlegmatic.
  - C) sanguine.
  - D) choleric.

**Competency:** Leadership Attitudes

- 22) Shirking of individual responsibility is also known as
- A) social loafing.
  - B) groupthink.
  - C) task facilitation.
  - D) synergy.

**Competency:** Ethical Leadership

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- 23) Leaders primarily use all of the following types of power **except** \_\_\_\_\_ to influence members of the in-group.
- A) reward
  - B) expert
  - C) financial
  - D) referent

**Competency:** Relationship Between Power, Politics, Networking, and Negotiation

- 24) The form of coaching in which a more experienced manager helps a less experienced protege is
- A) mentoring.
  - B) delegating.
  - C) relegating.
  - D) networking.

**Competency:** Coaching

- 25) The neutral third party who makes a binding decision to resolve a conflict is the
- A) mediator.
  - B) arbitrator.
  - C) negotiator.
  - D) consultant.

**Competency:** Managing Conflict

- 26) The situation that results from members of a cohesive group agreeing on a decision in order to maintain group goodwill is
- A) in-group.
  - B) individualism
  - C) leadership grid.
  - D) groupthink.

**Competency:** Leadership and Team Decision Making

- 27) Group members' social relationships within and outside their groups and how these relationships affect group effectiveness is
- A) group interaction.
  - B) ingratiation.
  - C) social exchange.
  - D) social capital.

**Competency:** Organizational Politics

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- 28) Socialized charismatic leaders
- A) promote feelings of empowerment, personal growth, and equal participation in followers.
  - B) restrict information.
  - C) pursue leader-driven goals.
  - D) adhere to the Theory Y Leadership strategy.

**Competency:** Charismatic and Transformational Leadership

- 29) Servant leaders expect
- A) employees to reach their peak performance.
  - B) to serve and help employees.
  - C) employees to serve them.
  - D) employee ideas to be considered before making a decision.

**Competency:** Stewardship and Servant Leadership

- 30) All of the following are substantive leadership actions for shaping culture EXCEPT
- A) aligning reward-incentive system with culture.
  - B) developing a written values statement.
  - C) matching HR practices to culture.
  - D) interacting face-to-face with rank-and-file.

**Competency:** Leadership in a Diverse Setting