

Name: \_\_\_\_\_

Date: \_\_\_\_\_

### EXAMINATION

**Multiple-Choice Directions:** *Read each question carefully, and choose the best answer from the four choices.*

1. The four basic leadership styles are
    - a. directing, coaching, supporting, and delegating.
    - b. authority, abdication, entrustment, and commitment.
    - c. authority, task, responsibility, and accountability.
    - d. flexibility, diagnosis, communication, and decisionmaking.
  
  2. Situational leadership requires three basic skills, which are
    - a. controlling, supervising, and structuring.
    - b. flexibility, diagnosis, and communication.
    - c. listening, explaining, and facilitating.
    - d. problem-solving, supervision, and feedback.
  
  3. Directive behavior is characterized by
    - a. two-way communication.
    - b. listening.
    - c. one-way communication.
    - d. explaining decisions.
  
  4. Competence is a function of an individual's
    - a. enthusiasm.
    - b. confidence and motivation.
    - c. contributions.
    - d. knowledge and skills.
  
  5. Coaching is most appropriate for individuals who
    - a. have mastered the required skill.
    - b. are highly motivated and willing to assume responsibility.
    - c. need positive reinforcement to restore self-confidence.
    - d. lack competence.
-

6. Delegation is defined as
    - a. the abdication of supervisory authority.
    - b. the shifting of responsibility to a subordinate.
    - c. the sharing of authority, responsibility, and accountability between two or more people.
    - d. the blind trust accorded a subordinate by the Company Officer (CO).
  
  7. Delegation is advantageous in that
    - a. it helps to increase morale.
    - b. it increases job knowledge.
    - c. it enhances self-confidence.
    - d. all of the above.
  
  8. Delegation to "the right person" would require the CO to consider
    - a. which subordinate is competent.
    - b. if the person ready.
    - c. if the person is self-confident enough.
    - d. all of the above.
  
  9. Of the following tasks, which would be the most appropriate for delegation?
    - a. The completing of annual personnel evaluations of subordinates.
    - b. The counseling of a problem subordinate.
    - c. The design of preplans for a new shopping complex.
    - d. The approval of shift incident reports.
  
  10. Delegating for success would require
    - a. clearly defining responsibility--what is involved.
    - b. providing close supervision for all delegates regardless of the task and of the competence of the individual involved.
    - c. forgetting about the delegated task and focusing attention on own tasks.
    - d. none of the above.
  
  11. Coaching involves
    - a. an abuse of coercive power.
    - b. face-to-face leadership.
    - c. creating insecurity.
    - d. organizing subordinates.
-

12. Three characteristics of an effective coach are
- authority, charisma, and acceptance.
  - negotiating, influencing, and risk-taking.
  - vision, self-confidence, and humility.
  - reputation, formal position, and expertise.
13. Effective leadership involves
- recognizing that the individual player deserves special attention.
  - ignoring poor performers.
  - focusing attention on a few.
  - none of the above.
14. Mentoring is
- working with someone to solve a problem.
  - building on existing strengths.
  - taking a personal interest in the career development of a promising subordinate.
  - correcting unsatisfactory behavior.
15. If performance is satisfactory, the leader needs to
- determine whether or not there is a skill deficiency.
  - initiate counseling.
  - challenge the individual.
  - become more directive.
16. Which of the following is a **false** statement regarding the importance of discipline to the CO?
- Discipline decreases company efficiency.
  - Discipline provides the framework for equitable and fair treatment.
  - Discipline provides the CO with tools to deal with improper behavior.
  - Discipline contributes to the CO's power base.
17. When conducting a disciplinary interview it is important to
- argue.
  - lose your temper.
  - state your expectations for future behavior.
  - not mention appeal procedures.
-

18. Being unclear about violations of rules when disciplining employees might result in
- a. increased morale.
  - b. correcting improper behavior.
  - c. everyone feeling like a winner.
  - d. unfairness to an employee.
19. Which of the following statements is **incorrect** when dealing with "bizarre" employee behavior?
- a. Avoid inappropriate reactions.
  - b. Don't use normal disciplinary procedures.
  - c. Advise employee of appeal procedures.
  - d. Document your actions.
20. Which one of the following statements is **true**?
- a. Transfer your problem personnel whenever possible.
  - b. Honest mistakes are treated the same as intentional rule violations.
  - c. Threatening termination is a positive method of curing minor improper employee behavior.
  - d. Praise in public; criticize in private.
-

Name: \_\_\_\_\_

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**EXAMINATION ANSWER SHEET**

1. \_\_\_\_\_

11. \_\_\_\_\_

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10. \_\_\_\_\_

20. \_\_\_\_\_



## EXAMINATION ANSWER KEY

**Multiple-Choice Directions:** *Read each question carefully, and choose the best answer from the four choices.*

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  - Praise in public; criticize in private.**
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**EXAMINATION ANSWER SHEET KEY**

1.   a  

11.   b  

2.   b  

12.   c  

3.   c  

13.   a  

4.   d  

14.   c  

5.   c  

15.   c  

6.   c  

16.   a  

7.   d  

17.   c  

8.   d  

18.   d  

9.   c  

19.   b  

10.   a  

20.   d  

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