Chapter 12 Leading and Motivating Others

1. Power based on the fear that the leader may cause people harm unless they support him or her

A. task-oriented leadership

2. Power derived from the belief that the leader can provide something the other people value so that they trade their support for the rewards

B. need for power

3. The legal or formal authority to make decisions subject to certain constraints

C. intrinsic reward design

4. Power deriving from the leader's valued knowledge or skills, which other people recognize as worthy of respect

D. need for achievement

5. Power derived from satisfaction people receive from identifying themselves with the leader

E. expert power

6. The behavioral dimensions of leadership involving the concern that the leader has for the feelings, needs, personal interest, problems, and well-being of followers; also called employee-oriented behaviors

F. Maslow's hierarchy of needs

7. The behavioral dimension of leadership that refers to activities designed to accomplish group goals, including organizing tasks, assigning responsibilities, and establishing performance standards; also called production-oriented behaviors

G. ERG theory

8. A system of classifying managers based on leadership behaviors

H. need for affiliation

9. A leadership style that emphasizes work accomplishments and performance results

I. charismatic leader

10. A leadership style that focuses on maintaining good interpersonal relationships

J. Theory Y

11. A contingency model of leadership that focuses on how leaders influence subordinates perceptions of work goals and the path to achieve those goals

K. need for affiliation

12. The factors that are outside the control of the subordinate such as the tasks defining the job, the formal authority system of the organization, and the work group

L. path-goal theory

13. The idea that the major functional of the leader is to be blamed or given credit for a bad or a good situation, even if the leader has little or no control over the factors that led to the results

M. reward power

14. The leadership theory that contends that people overestimate the effect of leaders even when leader behaviors are irrelevant, so organizations need to develop mechanisms to replace of substitute the influence role assigned to leaders

N. empowerment

15. A leader who can engender a strong emotional attachment from followers; charisma is associated with admiration, trust, and a willingness to believe what the leader says

O. consideration

16. The process of transferring control of individual work behavior from the supervisor to the employee

P. Theory X

17. The theory that people tend to satisfy their needs in a specified order, from the most to the least order

Q. relationship-oriented leader

18. A theory of needs based on three core groups; existence, relationships, and growth

R. situational context

19. The drive to accomplish things, in which the individual receives great satisfaction from personal attainment and goal completion

S. legitimate power

20. The desire to be liked by others, to receive social approval, and to establish close interpersonal relationships

T. attribution theory

21. The desire to be liked by others, to receive social approval, and to establish close interpersonal relationships

U. coercive power

22. The desire to influence or control other people

V. managerial grid

23. A negative perspective on human behavior

W. referent power

24. A positive perspective on human behavior

X. equity theory

25. The perspective that a potent motivator for work is the intangible reward people derive from performing well in a job they find interesting, challenging, and intriguing and that provides an opportunity for continued learning

Y. leadership substitute view

26. The view that people develop beliefs about the fairness of the rewards they receive relative to their contributions

Z. initiating structure