

Chapter 14 leadership

1. a leadership theory states that leaders can increase subordinate satisfaction and performance by clarifying and clearing the paths 2 goals and by increasing the number and kinds of rewards available for goal attainment A. Leadership
2. a leadership style in which the leader let's employees know precisely what is expected of them, gives them specific guidelines for performing tasks, schedules work, set standards of performance and make sure that people follow standard rules and regulations B. transactional leadership
3. a leadership style in which the leader consults employees for their suggestions an input before making decisions C. supportive leadership
4. a theory that suggests how leaders can determine an appropriate amount of employee participation when making decisions D. trait theory
5. the ability to anticipate, envision, maintain flexibility, think strategically, and work with others to initiate changes that will create a positive future for an organization E. participative leadership
6. the behavioral tendencies and personal characteristics of leaders that create an exceptionally strong relationship between them and their followers F. performance readiness
7. a charismatic leader who provide developmental opportunities for followers, are open to positive and negative feedback, recognize other contributions, share information and have moral standards that emphasize the larger interests of the group G. task structure
8. charismatic leaders who control and manipulate followers, do what is best for themselves instead of their organizations H. situational theory
9. a leadership that generates awareness and acceptance of a group's purpose and mission and gets employees to see beyond their own needs and self-interests for the good of the group I. transformational leadership
10. Leadership based on an exchange process in which followers are rewarded for good performance and punished for poor performance J. Leadership style
11. the process of influencing others to achieve group or organizational goals K. normative decision theory
12. a leadership theory that holds that effective leaders possess a similar set of traits or characteristics L. Situational favorableness
13. the way a leader generally behaves toward followers M. ethical charismatics

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| 14. a leadership theory states that to maximize work group performance, leaders must be matched to the situation that best fits their leadership style | N. unethical charismatics |
| 15. the degree to which a situation either permits or denies a leader the chance to influence the behavior of group members | O. strategic leadership |
| 16. the degree to which the requirements of a subordinate's tasks are clearly specified | P. path goal theory |
| 17. the degree to which leaders can hire, fire, reward and punish workers | Q. contingency theory |
| 18. theory that says leaders need to adjust their leadership styles to match follower's readiness | R. position power |
| 19. the ability and willingness to take responsibility for directing one's behavior at work | S. charismatic leadership |