

CHAPTER 10 Leadership and the Importance of Individuals in the Political Process

MULTIPLE CHOICE

1. Explaining political outcomes by looking at the effects of individuals and their political decisions is known as
 - a. satisficing.
 - b. bounded rationality.
 - c. elite learning.
 - d. bounded rationality.
 - e. the choice approach.
2. The ability to influence a group to achieve goals through the combination of a position of authority, effective argumentation and charisma is
 - a. incrementalism.
 - b. groupthink.
 - c. the organizational process.
 - d. leadership.
 - e. bounded rationality.
3. Social scientists who focus on leadership traits view the ability to lead as being
 - a. problematic.
 - b. inborn.
 - c. a product of self-discipline.
 - d. shared by few.
 - e. learned.
4. Qualities that can be developed, such as technical expertise and the ability to work with others are known as
 - a. leadership qualities.
 - b. leadership traits.
 - c. leadership style.
 - d. leadership skills.
 - e. leadership talents.
5. The approach of examining collective outcomes via individual rational decisions came to political science by way of which other social science?
 - a. Anthropology
 - b. Economics
 - c. Sociology
 - d. Geography
 - e. Psychology
6. Assessments by voters about their personal economic well-being are
 - a. sociotropic calculations.
 - b. emotions.
 - c. voting paradoxes.
 - d. leadership traits.
 - e. pocketbook calculations.

7. A condition under which people base decisions on reason and logic, leading them to act in ways that they believe will maximize their personal interests is known as
 - a. bounded rationality.
 - b. satisficing.
 - c. elite learning.
 - d. rationality.
 - e. the choice approach.
8. Which best reflects the conclusions of most tests of the idea of rational decision making?
 - a. People do tend to make rational decision.
 - b. Individually people make rational decisions, but collectively that yields decisions that do not appear rational.
 - c. Individually people do not make rational decisions, but collectively the decisions do appear rational.
 - d. Neither individuals nor the public at large appear to be making rational decisions much of the time.
 - e. The data is inconclusive and not even preliminary conclusions.
9. Voting for a presidential candidate because you believed in her or his promises of hope and change would be an example of
 - a. cognitive dissonance.
 - b. bounded rationality.
 - c. prospective calculations.
 - d. groupthink.
 - e. retrospective calculations.
10. Which of the following would suggest that voters dissatisfied with the government's handling of a war would vote against that government?
 - a. Cognitive dissonance
 - b. Bounded rationality
 - c. Treasonous behavior
 - d. Groupthink
 - e. Retrospective calculations
11. Cognitive dissonance is a term from which other social science that has important implications for political science?
 - a. Anthropology
 - b. Economics
 - c. Sociology
 - d. Geography
 - e. Psychology
12. Pocketbook and sociotropic calculations can be
 - a. satisficing.
 - b. a voting paradox.
 - c. standard operating procedures.
 - d. retrospective or prospective.
 - e. transferred.

13. Which of the following suggests that someone with a firmly held belief in *laissez faire* economy would reject evidence that heavily regulated markets produce high economic growth rates?
 - a. Cognitive dissonance
 - b. Bounded rationality
 - c. Pocketbook calculations
 - d. Groupthink
 - e. Retrospective calculations
14. Sociotropic calculations take into account
 - a. rules about how to respond in certain situations that are developed before the situation arises.
 - b. the constraints organizations place on decision makers.
 - c. the approaches leaders take, including task behaviors and relationship behaviors.
 - d. the well-being of society as a whole.
 - e. political outcomes by looking at the effects of individuals and their political decisions.
15. Satisficing was developed by
 - a. Mancur Olson.
 - b. Herbert Simon.
 - c. Henrique Cardoso.
 - d. Nick Clegg.
 - e. Charles Lindblom.
16. Cognitive dissonance is the idea that
 - a. political leaders learn from previous successes and failures and adjust their behavior accordingly to maximize the likelihood of future successes.
 - b. explains both individual political behavior and collective actions.
 - c. assumes, short of a crisis, that government officials will make small changes to existing policy rather than start from scratch when making policy decisions.
 - d. highlights the extent to which initial contact or experiences are filtered through past contacts or relationships with similar individuals or settings.
 - e. people do not like to hold obviously contradictory positions, leading them to reject evidence that may run counter to their initial beliefs about a particular topic.
17. Bounded rationality
 - a. holds that humans are cognitively limited in important ways that restrict their ability to process information in a comprehensively level manner.
 - b. is a concept from psychology that highlights the extent to which initial contact or experiences are filtered through past contacts or relationships with similar individuals or settings.
 - c. is a condition under which people base decisions on reason and logic, leading them to act in ways that they believe will maximize their personal interests.
 - d. explains political outcomes by looking at the effects of individuals and their political decision.
 - e. is a theory that political leaders learn from previous successes and failures and adjust their behavior accordingly to maximize the likelihood of future successes.
18. Satisficing is
 - a. the theory that humans are cognitively limited in important ways that restrict their ability

- to process information in a comprehensively rational manner.
 - b. a theory that political leaders learn from previous successes and failures and adjust their behavior accordingly to maximize the likelihood of future successes.
 - c. the concept that humans are cognitively limited in important ways that restrict their ability to process information in a comprehensively rational manner.
 - d. the act of choosing the first acceptable solution rather than searching for a best solution.
 - e. a condition under which people base decisions on reason and logic, leading them to act in ways that they believe will maximize their personal interests.
19. Groupthink occurs when
- a. no improvement in the collective interests of the individual actors is possible.
 - b. it is impossible to reach acceptable collective decisions among three or more alternatives.
 - c. individuals, due to a desire to “fit in,” quietly go along with the apparent decision of the whole even if they disagree with it.
 - d. political leaders learn from previous successes and failures, and adjust their behavior accordingly to maximize the likelihood of future successes.
 - e. government officials make small changes to existing policy rather than start from scratch when making policy decisions.
20. A concept that highlights the extent to which initial contact or experiences are filtered through past contacts or relationships with similar individuals or settings is
- a. rational choice theory.
 - b. transference.
 - c. cognitive dissonance.
 - d. incrementalism.
 - e. elite learning.
21. Intense, short-term responses to specific events are
- a. voting paradoxes.
 - b. emotions.
 - c. leadership traits.
 - d. bounded rationalities.
 - e. moods.
22. Deep and long lasting feelings that may not be tied to particular events are
- a. moods.
 - b. equilibrium.
 - c. bounded rationalities.
 - d. cognitive dissonance.
 - e. emotions.
23. Who was Prime Minister of Britain during the Falklands War?
- a. David Cameron
 - b. Tony Blair
 - c. Margaret Thatcher
 - d. Gordon Brown
 - e. John Major
24. For which of the following reasons will Prime Minister David Cameron’s leadership be tested more than his last two predecessors?

- a. He is the first person of color to serve as Prime Minister.
 - b. His rural background makes sophisticated urban people in the bureaucracy think of him as less intelligent and not having credibility.
 - c. His party does not have a majority in the legislature like his predecessors.
 - d. He is from an aristocratic background.
 - e. He followed Prime Ministers who retired at the height of their popularity and people have very high expectations of how quickly Prime Ministers can accomplish their agenda.
25. Which of the following was an important accomplishment of Helmut Kohl's political leadership?
- a. German reunification
 - b. German participation in the war in Afghanistan
 - c. German admission into NATO
 - d. German acceptance of EU integration
 - e. German admission to the EU
26. Which German chancellor served the longest?
- a. Konrad Adenauer
 - b. Willy Brandt
 - c. Helmut Kohl
 - d. Dmitry Medvedev
 - e. Angela Merkel
27. The first chancellor of the reunited Germany who was from the former communist East Germany was
- a. Konrad Adenauer
 - b. Dmitry Medvedev
 - c. Helmut Kohl
 - d. Agnes Merkel
 - e. Angela Merkel
28. Which group benefited economically from the currency union between East and West Germany?
- a. East German pensioners
 - b. West German politicians
 - c. West German bankers & investors
 - d. West German manufacturers
 - e. All West Germans
29. The theory of decision making that assumes, short of a crisis, that government officials will make small changes to existing policy rather than start from scratch when making policy decisions is
- a. rational choice theory.
 - b. cognitive dissonance.
 - c. elite learning.
 - d. incrementalism.
 - e. transference.
30. Which of the following important decisions is most consistent with incrementalism?
- a. Thatcher's decision to use force to retake the Falklands
 - b. Zedillo's decision to push forward with political liberalization
 - c. The decision to create a formal currency union of 1:1 for the East and West German currencies
 - d. The "Real Plan" decision

- e. The decision of Ibo nationalists to provoke civil war by insisting on independence
31. Salinastrokia refers to
- a. political reforms to allow criticism of the current government in order to find ways to improve it.
 - b. political reforms to allow the ruling party to lose elections rather than winning them fraudulently.
 - c. merging of East and West German economic and political systems.
 - d. cracking down on organized crime.
 - e. economic reforms designed to bring the country out of economic downturn.
32. Rational choice theory is a perspective that
- a. assumes, short of a crisis, that government officials will make small changes to existing policy rather than start from scratch when making policy decisions.
 - b. assumes that individuals make calculated decisions to maximize their perceived interests.
 - c. political leaders learn from previous successes and failures and adjust their behavior accordingly to maximize the likelihood of future successes.
 - d. people do not like to hold obviously contradictory positions, leading them to reject evidence that may run counter to their initial beliefs about a particular topic.
 - e. highlights the extent to which initial contact or experiences are filtered through past contacts or relationships with similar individuals or settings.
33. The Real Plan sought to
- a. integrate East and West German currencies.
 - b. control inflation.
 - c. bringing political liberalization to a one party dominant system.
 - d. break the power of organized crime.
 - e. end corruption.
34. Nigeria obtained independence in 1960. In which decade did a civilian leader in Nigeria succeed another civilian leader for the first time?
- a. 1970s
 - b. 1980s
 - c. 1990s
 - d. 2000s
 - e. It has yet to occur.
35. Which of the following states has an ethno-federal structure?
- a. Mexico
 - b. Brazil
 - c. China
 - d. Germany
 - e. Nigeria
36. Which of the following worked for his country's secret police for several years?
- a. Boris Yeltsin
 - b. Goodluck Jonathan
 - c. Vladimir Putin
 - d. Lula da Silva
 - e. Hu Jintao

37. Which leader's style of leadership is that of a "soft-spoken technocrat"?
- Boris Yeltsin
 - Hu Jintao
 - Vladimir Putin
 - Deng Xiaoping
 - Jiang Zemin
38. Mikhail Gorbachev was placed under house arrest after
- he proposed a new treaty to hold the Soviet Union together that granted significant powers to the Soviet republics.
 - he appointed hardliners (those opposed to reform of the Soviet system) to key positions in the government.
 - he led a coup against Boris Yeltsin to try to restore Communist Party rule.
 - Yeltsin was elected president of the Russian federation.
 - governments in the Soviet Union's Eastern European satellites were overthrown.
39. Elite learning is a
- theory that political leaders ascertain from previous successes and failures and adjust their behavior accordingly to maximize the likelihood of future successes.
 - theory of decisionmaking that assumes, short of a crisis, that government officials will make small changes to existing policy rather than start from scratch when making policy decisions.
 - wide-ranging theoretical perspective used to explain both individual political behavior and collective actions.
 - theory that people do not like to hold obviously contradictory positions, leading them to reject evidence that may run counter to their initial beliefs about a particular topic.
 - concept from psychology that highlights the extent to which initial contact or experiences are filtered through past contacts or relationships with similar individuals or settings.
40. Which Chinese leader authorized the crackdown on protesters in Tiananmen Square?
- Mao Zedong
 - Jiang Zemin
 - Zhou Enlai
 - Deng Xiaoping
 - Hu Jintao
41. Whose election marked the reestablishment of conservative clerics' control over the elected positions of the country's government?
- Felipe Calderón
 - Ali Hoseini-Khamenei
 - "Lula" da Silva
 - Olusegun Obasanjo
 - Mahmoud Ahmadinejad
42. Which of the following was a reason Tony Blair lost popularity in his second term?
- Sex scandals involving Downing Street interns
 - His opposition to EU integration
 - Opposition among the British public to participation in the Iraq War
 - A severe economic downturn caused by a drying up of credit

- e. Inability to answer question during prime minister's question time effectively
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- 43. Which of the following was instrumental in dismantling the Soviet Union and became the first president of the Russian Federation?
 - a. Mikhail Gorbachev
 - b. Boris Yeltsin
 - c. Vladimir Putin
 - d. Dmitry Medvedev
 - e. Vladimir Lenin

 - 44. Which of the following greatly aided his country's path toward democratization by helping pave the way for a smooth transition of power from one set of ruling elites to another with a public statement acknowledging the opposition party's electoral victory?
 - a. Felipe Calderón
 - b. Carlos Salinas
 - c. Ernesto Zedillo
 - d. Vicente Fox
 - e. Fernando Cardoso

 - 45. Whose reelection sparked massive protests and street demonstrations?
 - a. Vicente Fox
 - b. Tony Blair
 - c. Goodluck Jonathan
 - d. Vladimir Putin
 - e. Lula da Silva

ESSAY

- 1. Compare the presidencies of Vladimir Putin and Boris Yeltsin. Focus on both their style of leadership and their accomplishments. Explain which of the two men you think is the more exemplary leader.

- 2. Discuss the background, career, and accomplishments of President Henrique Cardoso. Discuss how expected the policies he pursued were given his background and career prior to government service.

- 3. Discuss the economic considerations facing Helmut Kohl's government as German reunification began. Explain which considerations won out in Kohl's decision-making process and evaluate whether he made the right decision.

- 4. Discuss how the ideas of rational choice theory and bounded rationality suggest decisions are made. Explain which of the two processes you rely more on when you personally have to make decisions.

- 5. Discuss the decision-making and decision outcomes in the PRI's decisions to liberalize Mexico's political system. Explain whether you think the decisions to liberalize Mexico's political system were the result of a rational choice process or incrementalist process.