

Part I: True or False

Instruction: - Write 'True' for correct statements or 'False' for the incorrect ones on the separate answer sheet provided. (1 point each)

1. Peer pressure can contribute to lead employees to resist or welcome changes.
2. Changes that might result in disrupting the existing power relationships are considered to be threats to power and influence in all circumstances.
3. Failure in communication can be a cause for resistance to change.
4. Huge capital investments in an organization earlier to an intended change can be a challenge to smoothly proceed with the new initiative.
5. Past history of unsuccessful change attempts and their concomitant consequences play insignificant role in developing positive attitude to the new change.

Part I: Multiple Choice Items

Instruction: - Read each of the following questions carefully and select the best answer from the alternatives and write your letter of choice on the separate answer sheet provided. (1 point each)

1. Which one of the following does not relate to the right to have access to information?
 - A. It is the right of every citizen to be provided with accurate information
 - B. It is the right of every citizen to be provided with timely information
 - C. It is the right of every citizen to demand for information
 - D. It is up to the will of the government to provide with information

2. Which one of the following is inconsistent with the principle of rule of law?
 - A. Rule of law demands for respect of procedural justice
 - B. Rule of law is characterized by partisanship
 - C. Rule of law is equality before law
 - D. Rule of law is about supremacy of law
3. Which one of the following is correct about the effectiveness dimension of leadership?
 - A. Identify realities to be addressed in order to realize the shared vision
 - B. Be a role model to the followers
 - C. Engage various constituencies in vision formulation
 - D. Prioritizing among multiple and competing challenges
4. One of the following leadership principles places emphasis on concern for people than others.
 - A. Make sound and timely decisions
 - B. Know your soldiers and look out for their welfare
 - C. Develop sense of responsibility
 - D. Set the example
5. Personal mastery being one of the competencies of leadership correlates with one of the Army's leadership principles. Which one is that?
 - A. Keep your soldiers informed
 - B. Be tactically and technically proficient
 - C. Train your soldiers as a team
 - D. Employ your unit in accordance with its capability
6. In reference to the traits theory, which one of the following is not the quality of successful leader?
 - A. Calmness, confidence and being predictable
 - B. Disowning up to mistakes and looking for an escape goat

- C. Ability to communicate and persuade others without resorting to coercive tactics.
 - D. Ability to comprehend broader perspectives
7. All of the following are criticisms against the notion of trait theory except,_____
- A. It focuses on the leader as well as gives due regard to the dynamics of the leadership process
 - B. It disregards the situational factors, which may result in the emergence of a leader
 - C. It ignores the difference of the traits with regard to essential characteristics of a leader
 - D. It fails to identify that some traits can be acquired by training and may not be inherited
8. One of the following is not among the area of interest of the Ohio University studies.
- A. Task performance
 - B. Group maintenance
 - C. Preserving social stability of groups
 - D. Marginal concern for production
9. Which one of the following is not true about the leader behavior survey conducted by the Michigan University?
- A. Employee oriented dimension solely focuses on technical aspects
 - B. The two dimensions of leadership behavior are employee oriented and job oriented
 - C. Task oriented dimension emphasizes on interpersonal interactions
 - D. Leadership success is achieved only in placing greater attention on people
10. One of the following is not correct in accordance with the path-goal model of leadership.
- A. The model recognizes the subordinate's needs

- B. Arranges for appropriate rewards to his followers for goal achievement
 - C. Places barriers to be tackled on employees' path to goal achievement
 - D. Helps subordinates to establish their expectations
11. A change needs to address maintaining balance of benefit between the organization, self and others in the organization." This principle is about _____.
- A. Need for perceived equity
 - B. Need for autonomy
 - C. Need to control environment
 - D. Need for environmental consistency
12. All of the following are reasons that make upgrading of old skills of employees a difficult one during change except_____.
- A. Time constraint
 - B. A change does not require new skills
 - C. Lack of support facilities
 - D. Inability of the employee to learn the new required skills
13. Which of the following is wrong about possible employee behavior in terms of response to a given change?
- A. Explorers have high willingness and high ability to change
 - B. Pioneers have high willingness but lack ability to change
 - C. Out laws have high willingness but low ability to change
 - D. Settlers have low willingness but high ability to change
14. Allowing participation as one strategy of addressing the problem of resistance to change will help to ensure_____.
- A. Input of all relevant information in to the decision making process
 - B. Dispersal of all relevant information after the decision has been made
 - C. Personal commitment by employees to the successful introduction of change
 - D. All of the above

15. One of the following is wrong about change.
- A. The more complex the change program is the greater will be its probability to exceed employee adaptive capability.
 - B. Complex change programs are more likely to become successful as shortly as possible
 - C. Distributive justice is one of the key strategies to overcome resistance to change
 - D. None of the above

Part III. Give Complete answers for the following questions (2.5 pts each)

1. List out both positive and negative outcomes of conflict.

Positive Outcomes of Conflicts	Negative Outcomes of Conflicts

2. Briefly discuss similarities and differences between management and leadership

Answer Key

Item No.			
	True or False items	Multiple Choices	
1	True	1 D	11 A
2	False	2 B	12 B
3	True	3 D	13 C

4	True	4 B	14 D
5	False	5 B	15 B
6		6 B	
7		7 A	
8		8 D	
9		9 B	
10		10 C	

Part III. Supply type questions

1.

Positive Outcomes of Conflicts	Negative Outcomes of Conflicts
Providing greater interest in the topic of discussion	Causes stress
Stimulating greater feelings of identify	Creates frustration
Causing attention to be drawn to the existing problems	Paves way to hostility
Promoting diffusion of ideas those help to solve other problems	Results in impaired or bad judgment
Enhancing understanding	Restricts freedom
Motivating one to work more efficiently	Consumes valuable energy
	Influences other workers negatively
	Yields in lack of confidence in leadership
	Detracts from the attainment of goals and objectives

2. Similarities between management and leadership:

Both management and leadership involve working with others toward a common goal. Good qualities of both management and leadership can overlap at some points in the exercise of power in order to keep organizations moving forward. For instance, a manager needs to motivate employees as a leader does with his followers. A leader is also expected to avail resources as is with the manager. But this doesn't mean that the two are one and the same. Some of their differences are highlighted below.

Differences between management and leadership:

Managers perform several administrative functions like planning, organizing, staffing and controlling in addition to leadership. Management focuses on work. We manage work activities such as time, paperwork, materials, equipment, logistics and the supply chain, finance and money, budgeting and similar other day-to-day activities.

Leaders are characterized by envisioning, motivating, setting a direction and inspiring people. In so doing, leadership has an essential focus on people and how they can be influenced rather than mainly preoccupied by taking care of things and routines. Furthermore, vision, inspiration, persuasion, motivation and relationships mainly characterize leadership than management though we are not concluding that management is devoid of all these essential elements.