1. Needs, setting standards and maintaining discipline, and appointing sub-leaders according to Adair's approach, called as:
A. Work functions
B. Task functions
C. Individual functions
D. Team functions

2. The Ohio State Leadership Studies revealed _____ and initiating structure as two major dimensions of leadership behaviour:
A. Control
B. Communication
C. Collaboration
D. Consideration

3. Identify the four main styles of leadership displayed by the manager which identified in Tannenbaum and Schmidt's continuum of possible leadership behavior:
A. Tells, help, joins and leads
B. Commands, sells, consults and resists
C. Tells, sells, consults and joins
D. Commands, help, joins and leads

4. Contingency theories of leadership based upon:
A. That there is no single style of leadership appropriate to all situations
B. That there is a single style of leadership appropriate to all managers
C. That there is a single style of leadership appropriate to all situations
D. None of the above

5. Model of leadership based on which aspects of a leader's decision is Vroom and Yetton's contingency?
A. Decision acceptance

B. Decision quality
C. Both of these
D. None of the above

6. **An individual's motivation is dependent on:**
A. Whether path-goal relationships are clarified
B. Expectations that increased effort to achieve an improved level of performance will be successful
C. Their effective performance
D. The necessary direction, guidance, training and support is provided

7. Regarding leadership, which statement is false?
A. Leadership does not necessarily take place within a hierarchical structure of an organization
B. When people operate as leaders their role is always clearly established and defined
C. Not every leader is a manager
D. All of the above

8. _____ are the approaches to the study of leadership which emphasise the personality of the leader:
A. Contingency theories
B. Group theories
C. Trait theories
D. Inspirational theories

9. Which of the following statements concerning the rational and emotional aspects of leadership is false?
A. Leaders can use rational techniques and/or emotional appeals in order to influence followers
B. Leadership includes actions and influences based only on reason and logic
C. Aroused feelings can be used either positively or negatively

D. Good leadership involves touching others' feelings

10. According to the text, leadership is often more associated with

A. Consistency
B. Planning
C. Paperwork
D. Change

11. This is a conventional distinction made between managers and leaders.

A. Managers maintain while leaders develop

B. Managers innovate while leaders administer

C. Managers inspire while leaders control

D. Managers originate while leaders imitate

12. Which of the following statements about leaders versus managers is false?

A. Leadership is a value-laden, activity, management is not

B. Leaders focus on risk taking; managers perform functions such as planning and controlling

C. Leaders are thought to do things right, managers do the right things

D. Leaders develop, managers

13. Theory y assumes which of the following

A. People are poorly motivated

B. People achieve little satisfaction from work

C. People are committed to organizational activities

D. People seek to avoid work

14. Theory X assumes which of the following

A. People regard work as normal activity

B. People achieve little satisfaction from work

C. People seek out responsibility

D. People are self-motivated

15. A democratic leadership style has which of the following characteristics

A. Split power

B. Dictatorial leader)

C. Genuine

D. Answer A &B

16. Participative leadership has which of the following characteristics

A. Believe success arises from leaders and staff working together

B. Employs a clear chain of command

C. Takes the view that rewards and punishment motivate staff

D. Seeks to involve staff in the decision making process

17. Transactional leadership has which of the following characteristics?

A. Takes the view that rewards and punishment motivate staff.

B. Seeks to ensure staffs understand issues facing the organization

C. Seeks to involve staff in the decision making process.

D. Believe success arises from leaders and staff working together

18. What is one characteristic about the Authoritarian leadership style?

A. A leader relies less on authority and more on themselves

B. A leader accepts power and knowledge of the team members

C. A leader tells others what to do

D. The team members tell the leader what to do

19. Which statement is characteristic of a Laissez-Faire leadership style?

A. A leader gives opinion only when asked

B. A leader takes charge

C. Everyone works together and participates together

D. Nobody gives any suggestions or instructions

20. What is NOT one characteristic of the Democratic leadership style?

A. Leader asks before doing anything

B. Leader enforces and relies on discipline

C. Leader works together with the members as a group

D. There is a mutual synergy between the leader and the team

21. When is it INEFFECTIVE to be a AUTHORITARIAN leader?

A. An emergency situation

B. Team has experience, knowledge and skills

C. You want to develop a sense of team spirit

D. There is no loyalty or trust among people

E. All members are involved in the process

22. Who among the following were/are Democratic leaders?

A. Nelson Mandela

B. Mahatma Gandhi

C. Adolf Hitler

D. Thomas Jefferson

23. Which of the following is an autocratic style of leadership?

a) Directing style of leadership

b) Consultative style of leadership

c) Participative style of leadership

d) Delegating style of leadership

24. In which of the following leadership styles the workforce have little input or feedback?

a) Directing style of leadership

b) Consultative style of leadership

c) Participative style of leadership

d) Delegating style of leadership

25. The type of leadership style in which the leader seeks input from those working under him/her is called _____

a) Indirect style of leadership

b) Consultative style of leadership

c) Direct style of leadership

d) Delegating style of leadership

26. Which of the following is false regarding Participative Style of Leadership?

a) Leader assigns work to the workforce

b) Leader provides guidance during the work process

c) Leader makes decision based on the conclusions made by the workforce

d) Leader doesn’t assign any task to its workforce

27. In consultative style of leadership, the _____ is the final decision maker.

a) Leader

b) Workforce

c) Founder

d) Co-founder

28. In which of the following kind of leadership style the individual or team is given responsibility and authority to complete the task with minimum input from the leader?

a) Directing style of leadership

b) Consultative style of leadership

c) Participative style of leadership

d) Delegating style of leadership

29. Which values does an effective leader focus on?

a) Trust and respect of individuals

b) Openness

c) Teamwork

d) Disintegration

30. Which is NOT true of charismatic leaders?

(A). Charismatic leaders have a vision.

(B). Charismatic leaders are focused on their personal needs.

(C). Charismatic leaders are willing to take high personal risk.

(D). Charismatic leaders have behavior that is unconventional.

31. Overall evidence shows that transformational leadership is more powerfully associated as compared to transactional leadership with which of the following?

(A). Lower turnover rates

(B). Higher productivity

(C). Higher employee satisfaction

(D). All of these

32. Which kind of leaders know who they are, believe in and value and act on those values and beliefs openly and honestly.

(A). Authentic

(B). Transactional

(C). Charismatic

(D). Transformational

33. Which is NOT a substitute for leadership?

(A). Explicit formalized goals

(B). Professional orientation of employees

(C). Cohesive workgroups

(D). Rigid rules and procedures

34. Which of the following two are the primary models of communication that are associated with leadership communication styles.

(A). authoritarian, democratic, laissez-faire; and task and interpersonal

(B). authoritarian, democratic, heterogeneous; and task and interpersonal

(C). authoritarian, equal, laissez-faire; and task and interpersonal

(D).None of these

35. A boss asking the employee to suggest the due date for the given task would be a representation of?

(A). Laissez – leadership communication style

(B). Democratic – leadership communication style

(C). Authoritarian – leadership communication style

(D). Interpersonal – leadership communication style

36. The terms “employee-oriented leaders” and “production-oriented leaders” are associated with which of the following research efforts to recognize and identify the communication patterns of leaders of the team?

(A). Concern for production

(B). Theory X management

(C). Michigan Leadership Studies

(D). Initiating structure

37. A boss allowing his employee to do his own work is the representation of?

(A). Authoritarian – leadership communication style

(B). Democratic – leadership communication style

(C). Laissez-Faire – leadership communication style

(D). Task – leadership communication style

38. Task-oriented leadership can be ideally associated with which of the following?

(A). Solicit opinions
(B). Most often communicate orally
(C). Maintain a “closed-door” policy
(D). Make requests

39. A boss ordering his employee to do his or her task is the representation of?

(A). Democratic – leadership communication style
(B). Authoritarian – leadership communication style
(C). Interpersonal – leadership communication style
(D). Laissez- – leadership communication style

40. interpersonal-oriented leadership can be ideally associated with which of the following?

(A). Most often communicate in writing

(B). Solicit opinions

(C). Focus on facts, data, and information as they relate to tasks

(D). Disseminate information

41. What do you call a style of leadership that takes account of others' views, opinions and ideas?

a) Laissez-faire

b) People-oriented

c) Democratic

d) Autocratic

42. How can you describe the thinking and outlook of transformational leaders?

a) Strategic

b) Operational

c) Functional

d) Developmental

43. What are the two main dimensions of the Ohio Studies into leadership?

a) Starting position and end position

b) Initial environment and changed environment

c) Organizational structure and conditioning

d) Initiating structure and considerations

44. What are the key characteristics of transactional leaders?

a) Guiding, mentoring and motivating

b) Guiding, commanding and motivating

c) Guiding, demonstrating and motivating

d) Guiding, mentoring and demonstrating

45. What is the term for power derived from status or position in an organization?

a) Referent

b) Expert

c) Reward

d) Legitimate

46. _____Theory of leadership emphasizes cooperation, ethics and higher human value.

a) Transformational

b) Transactional

c) Great man

d) Trait

47. Which of the following is one of Drucker's seven tasks for managers?

a) Take strategic decisions.

b) Manage by objectives.

c) Communicate quickly and clearly.

d) Build integrated teams.

48. Theory Y assumes which of the following?

a) People achieve little satisfaction from work.
b) People seek to avoid work.
c) People dislike work.
d) People are committed to organizational activities.
e) People are poorly motivated.

49. Theory X assumes which of the following?

a) People seek out responsibility.
b) People are self-motivated.
c) People are committed to organizational activities.
d) People achieve little satisfaction from work.
e) People regard work as normal activity.

50. Charismatic leadership has which of the following characteristics?

a) Takes the view that rewards and punishment motivate staff.
b) Builds a strong and distinctive image for the organization.
c) Seeks to involve staff in the decision making process.
d) Employs a clear chain of command.
e) Seeks to ensure staff understands issues facing the organization.

51. Charismatic leadership has which of the following characteristics?
a) Seeks to involve staff in the decision making process.
b) Employs a clear chain of command.
c) Seeks to pick up the mood of the audience.
d) Seeks to ensure staff understands issues facing the organization.
e) Takes the view that rewards and punishment motivate staff.

52. Participative leadership has which of the following characteristics?
a) Takes the view that rewards and punishment motivate staff.
b) Employs a clear chain of command.
c) Seeks to involve staff in the decision making process.
d) Believe success arises from leaders and staff working together.
e) Seeks to pick up the mood of the audience.

53. Transactional leadership has which of the following characteristics?
a) Believe success arises from leaders and staff working together.
b) Seeks to pick up the mood of the audience.
c) Seeks to involve staff in the decision making process.
d) Takes the view that rewards and punishment motivate staff.

e) Seeks to ensure staff understands issues facing the organization.

54. Transformational leadership has which of the following characteristics?
   a) Builds a strong and distinctive image for the organization.
   b) Takes the view that rewards and punishment motivate staff.
   c) Believe success arises from leaders and staff working together.
   d) Seeks to involve staff in the decision making process.
   e) Employs a clear chain of command.

55. Which of the following is reward power?
   a) Leader can exercise power as a result of their position in the organization.
   b) Leader is able to exercise power because of their charisma and reputation.
   c) Leader can punish staffs who do not comply with instructions.
   d) Leader can reward staffs who comply with instructions.
   e) Leader has power because of their expert knowledge.

56. Which of the following is expert power?
   a) Leader has power because subordinates trust him/her.
   b) Leader can reward staffs who comply with instructions.
   c) Leader has power because of their expert knowledge.
   d) Leader can exercise power as a result of their position in the organization.
   e) Leader can punish staffs who do not comply with instructions.

57. Leaders that motivate followers to get things done or improve the way certain things are done.

a) Charismatic Leadership
B) Transactional Leadership
C) Transformational Leadership
d)Authentic Leadership

58. The method of encouraging particular behaviors in others by way of eloquent communication,persuasion and force of personality.

a)Charismatic Leadership

b)Transactional Leadership

c)Transformational Leadership

d)Authentic Leadership

59. A style of leadership in which leaders promote compliance by followers through both rewards and punishments.

a)Charismatic Leadership

b) Transactional Leadership

c) Transformational Leadership

d) Authentic Leadership

60. Leadership is best defined as _____.

A) The ability to merely project one's abilities in the lack of actual accomplishments

B) The ability to reduce the dependence of team members on each other

C) The ability to induce the team members to focus on individual goals rather than collective goals

D) The ability to influence a group toward the achievement of a vision or set of goals

E) The ability to use factors like training and experience to reduce dependence on formal leadership

61. Which of the following statements regarding leadership is true?

A) All managers are leaders.

B) Formal rights ensure good leadership.

C) Formal appointment is essential in creating leaders.

D) All leaders are hierarchically superior to followers.

E) Non sanctioned leadership is as important as formal influence.

62. Trait theories of leadership focus on _____.

A) The special relationship that leaders establish with a small group of their followers

B) The personal qualities and characteristics that differentiate leaders from non leaders

C) The way the leader makes decisions

D) The extent to which followers are willing and able to accomplish a specific task

E) The match between the leader's style and the degree to which the situation gives the leader control

63. Which of the following Big Five personality traits has been identified as the most important trait effective leaders?

A) Conscientiousness

B) Openness

C) Extraversion

D) Agreeableness

E) Emotional stability

64. Trait theories most accurately predict _____.

A) Distinguishing features of an effective leader

B) Differences between an effective and an ineffective leader

C) Success of a leader

D) Roles to be played by the leader

E) Emergence of a leader

65. If Managers practicing a system of management are highly autocratic, have no trust in subordinates and put a finger everywhere. They believe in motivating people through fear and punishment and occasionally reward them.

a) Benevolent Authoritative
b) Exploitive Authoritative
c) Consultative
d) Participative Group

66. _____Based on the belief that leaders are exceptional people, born with innate qualities, destined to lead. The twentieth century leadership was thought of as a concept which is primarily male, military and Western.

a) Behaviorist Theories
b) Trait Theories
c) Great Man Theories
d) Situational Leadership

67. The three dimensions which affect situation favorableness are task structure, leader/member relations, and positioning power. If these three dimensions are high, situation favorableness occurs. Which of the following leadership theories embodies these three elements?

a) Fiedler's Contingency Theory

b) Leader-Member Exchange Theory
c) Path-Goal Theory
d) Situational Control Theory

68. Intra organizational conflict encompasses except;

a) Conflict is caused due to incompatibility of goals, sharing limited resources and difference in time orientation
b) Conflict between government organization and the operating industry
c) Conflicts between subordinates and superior occur due to incompatibility
d) Conflict arises when roles assigned to him have different expectation

69. Several of the Global Lighting sales staff are considered high-task, high-relationship employees on the Hersey-Blanchard's situational leadership matrix. Which of the following best describes the level of training possessed by these employees?

a) The employees don't posses the skills or abilities required to perform, but they are confident and very eager to learn.
b) The employees do not possess the ability or the confidence needed to perform a task. They need to be more mature to do their work.
c) The employees are able to perform the work, but are unwilling to do so.
d) The employees are ready, willing, and able to perform the work required.

70. Regarding leadership, which statement is false?

a) Leadership does not necessarily take place within a hierarchical structure of an organization
b) When people operate as leaders their role is always clearly established and defined
c) Not every leader is a manager
d) All of the above

71. _____ are the approaches to the study of leadership which emphasis the personality of the leader:

a) Contingency theories
b) Group theories
c) Trait theories
d) Inspirational theories

72. Referent power is based on the subordinate's perception that the leader has a right to exercise influence because of the leader's _____.

a) Ability to punish or reward
b) Expertise and knowledge
c) Personal charisma
d) Role or position within the organization
e) All of the above
f) None of the above

73. On what belief are contingency theories of leadership based?

a) That there is a single style of leadership appropriate to all managers
b) That there is a single style of leadership appropriate to all situations
c) That there is no single style of leadership appropriate to all situations
d) All style of leadership appropriate to all situations
e) all situations are appropriate for all style of leadership

74. Which of the following statements about leadership is false?

a) Leadership does not necessarily take place within a hierarchical structure of an organization.
b) Not every leader is a manager.
c) When people operate as leaders their role is always clearly established and defined.
d) All the above

75. Legitimate power is based on the subordinate's perception that the leader has a right to exercise influence because of the leaders:

a) Ability to punish or reward.
b) Personal characteristics and personality.
c) Role or position within the organization.
d) Expertise and knowledge.

76. Which of the following qualities did the Injibara University Institute of College of Business and Economics Research find in effective supervisors?

a) Delegation of authority.
b) Participative problem solving.
c) An interest and concern for subordinates.
d) All the above.

78. - The leader can be most confident that a group is functioning well when _____

a) The participants are interacting with each other on an open basis

b) The reward system is more than adequate

c) Interpersonal and organizational conflicts do not occur

d) Most participants are enjoying the task

79. The style of leadership that takes account of others' views, opinions and ideas is called _____

a) Autocratic
b) Democratic
c) People-oriented
d) Laissez-faire

80. The type of leadership style in which the leader seeks input from those working under him/her is called _____

a) Delegating style of leadership
b) Direct style of leadership
c) Consultative style of leadership
d) Indirect style of leadership

81. The ability to influence people through granting or withholding benefits that are of interest to them is called ___

a) Reference power
b) Export power
c) Coercive power
d) Reward power

82. Autocratic style of leadership is ___

a) Delegating style of leadership
b) Participative style of leadership
c) Consultative style of leadership
d) Directing style of leadership

83. What is the fundamental assumption of trait theory?

a) Leaders are born and not made
b) Leaders are made and have to learn how to be a leader
c) That everyone can become a leader
d) Leaders need to be trained

84. What was Great Man theory?

a) A fictitious male character responsible for government
b) Another name for the Pope and other world leaders
c) A historical reference to a group of dominant male leaders
d) A view that men made better leaders than women

85. Why did the Trait Theory of Leadership suffer a decline in interest?

a) Because no consensus could be reached on what to include/omit from the list of necessary traits
b) Because feminist writers disliked the idea
c) Because traits could not be measured
d) Because older children performed better at school

86. Which is true about leadership?

a) It is the ability to influence a group towards achievement of goal, or objective, or purpose.
b) It is the process of influencing the behavior of individuals in a given situation.
c) It is the phenomenon of influencing, guiding and directing the actions and thought of the people in the intended direction.
d) All of the above.

87. Which is true about an autocratic leader?

a) He believes on other people.
b) He always shares his thoughts among the group members.
c) He is interested in the people.

d) He thinks he is always correct.

88. Which is not true about an laissez-fair leader?

a) He gives more and more advice.
b) He is not able to take judgment.
c) He doesn’t take any responsibility.
d) Productivity is quite low.

89. Which of the following are the limitations of trait theory?

a) It is not based on systematic development of concepts and principles.
b) The chance of the isolation of multiple sets of traits is high.
c) The trait theory does not try to relate particular traits to performance, behavior and effectiveness of leaders.
d) This theory does not exclude the situational factors of leadership effectiveness.

90. According to the Ohio State Studies, what is another dimension of leader behavior?

a) Consideration dimension.
b) Belief dimension.
c) Confidence dimensions.
d) Motivation dimension.

ANSWER

1. B. Task functions
2. D. Consideration
3. C. Tells, sells, consults and joins
4. A. That there is no single style of leadership appropriate to all situations
5. C. Both of these (decision acceptance and decision quality)
6. B. Expectations that increased effort to achieve an improved level of performance will be successful
7. B. When people operate as leaders their role is always clearly established and defined
8. C. Trait theories
9. B. Leadership includes actions and influences based only on reason and logic
10. D. Change
11. A. Managers maintain while leaders develop
12. B. Leaders focus on risk taking; managers perform functions such as planning and controlling
13. C. People are committed to organizational activities
14. D. People are self-motivated
15. C. Genuine
16. A. Believe success arises from leaders and staff working together
17. A. Takes the view that rewards and punishment motivate staff
18. C. A leader tells others what to do

19. A. A leader gives opinion only when asked
20. B
21. B
22. A, B, D
23. A
24. A (Directing style of leadership)
25. B (Consultative style of leadership)
26. D (Leader doesn't assign any task to its workforce)
27. A (Leader)
28. D (Delegating style of leadership)
29. D (Disintegration)
30. B (Charismatic leaders are focused on their personal needs)
31. D (All of these)
32. A (Authentic)
33. A (Explicit formalized goals)
34. A (Authoritarian, democratic, laissez-faire; and task and interpersonal)
35. B (Democratic-leadership communication style)
36. C (Michigan leadership studies)
37. C (Laissez-faire-leadership communication style)
38. D (Make requests)
39. B (Authoritarian - leadership communication style)
40. B (Solicit opinions)
41. c) democratic
42. d) developmental

43. d) initiating structure and considerations
44. b) guiding, commanding, and motivating
45. d) legitimate
46. a) transformational
47. B) manage by objectives
48. D
49. D
50. B) builds a strong and distinctive image for the organization
51.C) seeks to pick up the mood of the audience
52. D) believe success arises from leaders and staff working together
53.A) takes the view that rewards and punishment motivate staff
54. D) seeks to involve staff in the decision making process
55. D) leader can reward staffs who comply with instructions
56. C) leader has power because of their expert knowledge
57. c) transformational leadership
58. a) charismatic leadership
59. b) transactional leadership
60. d) the ability to influence a group toward the achievement of a vision or set of goals
61. e) non sanctioned leadership is as important as formal influence.
62. b) the personal qualities and characteristics that differentiate leaders from non leaders

63. c) extraversion
64. a) distinguishing features of an effective leader
65. B) exploitive authoritative
66. C) great man theories
67. A) fiedler's contingency theory
68. B) conflict between government organization and the operating industry
69. D) the employees are ready, willing, and able to perform the work required.
70. B) when people operate as leaders their role is always clearly established and defined
71. C) trait theories
72. C) personal charisma
73. C) that there is no single style of leadership appropriate to all situations
74. C) when people operate as leaders their role is always clearly established and defined.
75. C) role or position within the organization.
76. D) all the above.
78. A) the participants are interacting with each other on an open basis
79. A) democratic
80. C) consultative style of leadership
81. D) Reward power
82. D) Directing style of leadership
83. A) Leaders are born and not made

84. D) A view that men made better leaders than women

85. A) Because no consensus could be reached on what to include/omit from the list of necessary traits

86. D) All of the above

87. D) He thinks he is always correct

88. A) He gives more and more advice

89. D) This theory does not exclude the situational factors of leadership effectiveness

90. A) Consideration dimension