

Memory based Previous Year question with detailed solution:

Management : Leadership : Phase2

Q1. Choose one of the following options to represent a trait of participatory leadership from among the numerous styles of leadership that are available to leaders.(2017)

- a. Emphasis on giving rewards
- b. Ensuring participation of customers in the company affairs.
- c. Ensuring Social Equality in the Team
- d. Ensuring complete delegation of tasks
- e. None of the above.

Ans. c

Participative or Democratic: Such leader gives instructions only after consulting the group. Group discussions take place to figure out policies and future course of action. Such leader decentralizes authority to subordinates.

Staff is encouraged to part of decision making. Goals of staff are set by themselves Employees like the trust they are given and respond with team spirit, cooperation and high morale Staff is kept informed about everything that affects their work

Q2. Which of the following leadership theories states that a manager would consult his subordinates before making a decision and solicit their input? 2017

- a. Servant Leadership
- b. Shared Leadership
- c. Participative Leadership
- d. Autocratic Leadership
- e. Paternalistic Leadership

Ans. c

Participative or Democratic: Such leader gives instructions only after consulting the group. Group discussions take place to figure out policies and future course of action. Such leader decentralizes authority to subordinates.

Staff is encouraged to part of decision making. Goals of staff are set by themselves Employees like the trust they are given and respond with team spirit, cooperation and high morale Staff is kept informed about everything that affects their work

Q3. Which of the following Leadership style: A leader can reward people for good work and discipline them if they disobey directions - 2017

- a. Transformational Leadership
- b. Participative Leadership
- c. Democratic Leadership
- d. Transactional Leadership
- e. None of the above

Ans. d

Transactional Leadership: It is carrot and stick approach to management. Clear objectives are set for subordinates and compliance is promoted by "reward or punishment" strategy. Prime purpose of subordinates is to do what the manager tells them to do. When the leader allocates work to subordinates, they are fully responsible for it, whether or not they have the resources or capability to carry it out.

Q4. Which leadership style enables a leader to inspire his team members and effect change inside the organisation? - 2017

- a. Shared Leadership
- b. Transformational Leadership
- c. Participative Leadership
- d. Democratic Leadership
- e. Transactional Leadership

Ans. b

Transformational leadership: In this style, leader has a great vision for the future. He motivates, guides and inspires his subordinates. Leader explains his vision to subordinates and clears their doubts. Nothing is imposed on subordinates. Leaders are able to transform themselves, employees and the organization. Leaders have 4 prominent characteristics:

- 1) Individualized consideration
- 2) Inspirational motivation
- 3) Idealized influence
- 4) Intellectual stimulation

Q5 - In the field of leadership, managerial Leadership is also known as _____?2017

- A. Democratic Leadership
- B. Strategic Leadership
- C. Participative Leadership
- D. Transformational Leadership
- E. Transactional Leadership

Ans. e

Leaders that use transactional leadership, sometimes referred to as **managerial leadership**, place a strong emphasis on organisation, performance, and oversight. Those who employ the transactional method want to maintain the status quo rather than alter it. Leaders that adopt the transactional leadership approach pay close attention to the work of their subordinates in order to spot errors and deviations.

Q6. Which type of leader falls within the Managerial Grid concept and values both about the people and the production? - 2018

- a. Country Club leader
- b. Team Manager leader
- c. Indifferent leader
- d. Impoverished leader
- e. None of the above

Ans. b

Team Manger Leader

Team Management or also called Sound Style or 9,9 Managerial Style: Additionally known as contribute and commit. The finest of both worlds is provided by this. This manager is adept at balancing the needs of the company overall with those of the specific individuals engaged. The crucial factor is the engagement and involvement of people in charge of work planning and execution.

Q7. What leadership theory states that a leader should have complete faith in his followers and frequently solicit their advice so he can put it to good use? 2018

- a. Transactional leader
- b. Autocratic leader
- c. Delegative leader
- d. Participative leader
- e. None of the above

Ans. d

Q8. Identify the Leadership style where a leader is sensitive about his followers' feeling but in the end, what prevails is the leader's wish. 2018

- a. Maternalistic Style
- b. Paternalistic Style
- c. Servant Style
- d. Participative
- e. None of the above

Ans. b

A strong authority figure who behaves as the patriarch or matriarch and treats partners and employees as though they are members of a large, extended family is known as paternalistic leadership.

Q9. According to Burns' theory of leadership, this kind of leadership is referred to as _____ because the leader and the follower work together to raise each other's motivation and morale.

2018

- a. Transactional Theory
- b. Transformational Theory
- c. Burn's Motivational Theory
- d. Leader-Follower Theory
- e. None of the above

Ans. b

Explanation in question 4

Transformational Leadership Style was given by Burns and then extended by Bernard M. Bass

Q10 – In the field of management, Managerial Grid is given by _____? 2018

- a. Fred Fiedler
- b. Blake and Mouton
- c. Max Weber
- d. Robert House
- e. None of the above

Ans. b

Blake and Mouton

Q11. Choose the leadership theory that states that leaders are born, not made, from the list of alternatives below. 2018

- a. Self-Made Theory of Leadership
- b. Great Man Theory of Leadership
- c. Genes Theory of Leadership
- d. Silver Spoon Theory of Leadership
- e. None of the above

Ans. b

“Great Man Theory of Leadership”

According to this view, a person either has the requisite leadership attributes or does not. Napoleon, for instance, was thought to be a born leader due to his inherent capacity to overcome any challenge.

Q12. Identify the leadership style in which rewards are given for contingent Performance of an Employee.2019

- a. Transformational leadership style
- b. Managerial Grid leadership style
- c. Transactional leadership style
- d. Bureaucratic leadership style
- e. None of the above

Ans. c

Refer to question 5

A paragraph based questions in 2019 on Tridimensional Leadership(13-15)

Q13. Identify the leadership style, wherein a Leader enjoys involving team members & creating social

bond & allows more freedom. 2019

- a. Integrated leadership style
- b. Separated leadership style
- c. Related leadership style
- d. Dedicated leadership style
- e. None of the above

Ans. c

Q14. Determine the management approach that fosters two-way communication while maintaining the cooperative nature of the organization. - 2019

- a. Integrated leadership style
- b. Separated leadership style
- c. Related leadership style
- d. Dedicated leadership style
- e. None of the above

Ans. a

Q15. Which of the following personalities developed the managerial grid theory upon which the Reddin model is based? - 2019

- a. Tannenbaum and Schmidt
- b. Blake and Mouton
- c. Huneryager and Heckman
- d. Hersey & Blanchard
- e. None of the above

Ans. b

Notes on Tridimensional Leadership:

Tridimensional Leadership or 3D leadership theory was given by Reddin. Tridimensional Leadership is based on the Managerial grid theory by Blake and Mouton.

The grid contains 3 dimensions:

- task-orientation,
- relationship orientation, and
- effectiveness

Reddin identified 4 leadership styles as given below:

- **Related** - This is characterized by High - Relationship Orientation, Low - Task Orientation. The leader sees the organization as a social system. Personal interaction and the environment is more important than focusing on tasks or trying to make subordinates more productive through corrective actions.
- **Integrated** - This is characterized by High - Relationship Orientation; High -Task Orientation. This is generally an effective, involved manager. There is high social interaction with subordinates as well as concerted efforts to improve productivity through teamwork and strong communications.
- **Separated** - This is characterized by Low - Relationship Orientation; Low -Task Orientation. The leader provides policies and procedures and does little to monitor subordinate activity.
- **Dedicated** - This is characterized by Low - Relationship Orientation; High -Task Orientation. The leader lays down directives and closely monitors the activities and production of employees. The leaders authority is based upon formal power. There is a lack of social interaction.