King Saud University

College Of Business Administration

Management Department

Leadership - MGT-413

Mid One Exam-Second term 2015

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|  | **Name of Student** |
|  | **Serial Number** |
|  | **ID Number** |
|  | **Section Number** |

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| **Total** | **Question**  **Three** | **Question**  **Two** | **Question**  **One** |
| **20** | **10** | **5** | **5** |
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| **Question One (0.5 mark each)** | | | | | | | | | |
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| **Question Two (0.5 mark each)** | | | | | | | | | |
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**Question One: Address the True (T) and false (F):**

1. Leadership is the influencing process of leaders and followers to achieve organizational objectives through change. ANS: T
2. There are managers who are not effective leaders. ANS: T
3. Good followers are considered “you people.” ANS: F
4. The qualities needed for effective leadership are the same as those needed to be an effective follower. ANS:T
5. Leadership is the process of a leader communicating ideas, gaining acceptance of them, and motivating followers to support and implement the ideas through change. ANS: F
6. Understanding people’s personalities is important because personality affects behavior as well as perceptions and attitudes. ANS:T
7. Personality is developed solely based on genetics. Ans F
8. The Big Five Model of Personality categorizes traits into the dimensions of insurgency, adjustment, disagreeableness, conscientiousness, and openness to experience. ANS: F
9. The adjustment personality dimension includes traits related to emotional stability. ANS:T
10. Personality profiles are used to categorize people as a means of predicting job success.ANS :T

**Question Two: Choose the correct answer:**

1. The key elements of leadership include all of the following EXCEPT:

|  |  |
| --- | --- |
| a. | influence. |
| b. | leaders–followers. |
| c. | change. |
| d. | personality. |

ANS: D

1. The leader–follower relationship represents the influence:

|  |  |
| --- | --- |
| a. | of the leader on the follower. |
| b. | of the follower on the leader. |
| c. | of the leader on the group. |
| d. | between the leader and the follower. |

ANS: D

1. Which of the following statements regarding leaders and managers is NOT true?

|  |  |
| --- | --- |
| a. | A manager always has the ability to influence others; a leader may not. |
| b. | A manager has a formal title and authority. |
| c. | A leader may either be a manager or a nonmanager. |
| d. | All managers perform four major functions: planning, organizing, leading, and controlling. |

ANS: A

1. Which of the following statements regarding personality is NOT true?

|  |  |
| --- | --- |
| a. | Personality is developed based on genetics and environmental factors. |
| b. | Personality is distinguishing personal characteristics. |
| c. | Personality affects behavior as well as perceptions and attitudes. |
| d. | Personality predicts behavior and job performance. |

ANS: B

1. Which of the following is NOT a Big Five personality dimension?

|  |  |
| --- | --- |
| a. | surgency |
| b. | agreeableness |
| c. | adjustment |
| d. | attractiveness |

ANS: D

1. The \_\_\_\_\_\_\_\_\_\_ personality dimension includes traits related to emotional stability.

|  |  |
| --- | --- |
| a. | agreeableness |
| b. | conscientiousness |
| c. | surgency |
| d. | adjustment |

ANS: D

1. Which of the following is NOT a trait of high conscientiousness?

|  |  |
| --- | --- |
| a. | organization |
| b. | extraversion |
| c. | conformity |
| d. | credibility |

ANS: B

1. The manager of an engineering consulting firm is extraverted and gets along well with others. In addition, she has managed multiple projects at a time, often under stressful circumstances, but she has still maintained her equanimity, and seen projects through to completion “with a firm hand.” This manager is displaying:

|  |  |
| --- | --- |
| a. | surgency, agreeableness, and adjustment. |
| b. | conscientiousness and surgency. |
| c. | openness to experience and surgency. |
| d. | none of the answers are correct |

ANS: A

1. \_\_\_\_\_\_\_\_\_\_ is the process of a leader communicating ideas, gaining acceptance of them, and motivating followers to support and implement the ideas through change.

|  |  |
| --- | --- |
| a. | Leadership |
| b. | Influence |
| c. | Management |
| d. | Guidance |

ANS: B

1. 5. Which of the following is NOT a managerial role category?

|  |  |
| --- | --- |
| a. | interpersonal |
| b. | intrapersonal |
| c. | informational |
| d. | decisional |

ANS: B

**Question Three: Answer the following: (Minimum answer more elaboration is expected))**

List the ten managerial roles based on their three categories.

ANS:

Leaders perform the interpersonal role when they act as figurehead, leader, and liaison. Leaders perform the informational role when they act as monitor, disseminator, and spokesperson. Leaders perform the decisional role when they act as entrepreneur, disturbance-handler, resource-allocator, and negotiator

Explain the interrelationships among the levels of leadership analysis.

ANS:

The three levels of leadership analysis are individual, group, and organizational. The individual performance affects the group and organizational performance. The group performance affects the organizational performance. And both the group and organization affect the performance of the individual.

Describe the major similarity and difference between the trait and behavioral leadership theories.

ANS:

The similarity between the trait and behavioral leadership theories is that they are both universal theories, or they are seeking one best leadership style for all situations. The difference is the approach to determining leadership effectiveness. Trait theory attempts to explain personal characteristics of effective leaders, whereas behavioral theory attempts to explain what leaders actually do on the job.

Discuss the interrelationships between trait and behavioral leadership theories and contingency theories.

ANS:

The contingency theory is interrelated with the trait and behavioral leadership theories because it uses these two theories as the foundation for determining which leadership style is most appropriate—based on the leader, followers, and situation.

List and define the decisional managerial leadership roles.

ANS:

The decisional leadership roles include *entrepreneur, disturbance handler, resource allocator,* and *negotiator*. Leaders perform the *entrepreneur* *role* when they innovate and initiate improvements. Leaders perform the *disturbance-handler* *role* when they take corrective action during crisis or conflict situations. Leaders perform the *resource-allocator* *role* when they schedule, request authorization, and perform budgeting activities. Leaders perform the *negotiator* *role* when they represent their organizational unit during routine and nonroutine transactions that do not include set boundaries (such as only one price and term of a sale/purchase for a product/service or pay of an employee).