

FINAL TERM EXAMINATION

FALL 2007

MGMT623 - LEADERSHIP & TEAM MANAGEMENT

Marks: 60

Time: 150min

(Session - 4)

StudentID/LoginID: _____

Student Name: _____

Center Name/Code: _____

Exam Date: Monday, March 17, 2008

INSTRUCTIONS

Please read the following instructions carefully before attempting any question:

1. All questions are compulsory.
2. This exam consists of **15 Multiple Choice Questions** (MCQs) carrying 1 mark each; ; **5 True/False** carrying 1 mark each; **5 Fill in the Blanks** carrying 1 mark each; **3 Short Questions** carrying 5 marks each; and **2 descriptive question** –carrying 10 marks each.
3. For each MCQ, read the available choices carefully and select the most appropriate choice which you consider is the correct answer, by clicking on the appropriate check box.
4. To answer fill in the blanks questions, write the word which you think is the most suitable by comprehending the whole phrase.
5. Remember not to spend too much time on any one objective type question since all objective type questions carry equal marks; it is important to manage your time according to the marks allocated to each question.
6. If you believe that some essential piece of information is missing, make an appropriate assumption and use it to solve the problem.
7. **Save** your answer before proceeding to the next question.
8. Do not click the “**Finish**” button while solving your paper. Once you clicked the “Finish” button, you will not be able to access your paper again. Click it at the end of your paper. That means you have submitted your complete paper.
9. A clock is given in the exam software. **Software will automatically close at the end of given time.**
10. **Use of mobile phone is strictly prohibited.** Switch off your mobile phone during the exam.
11. Failure to comply with the Supervisor’s directions will result in your test being cancelled. Please comply with supervisor’s directions to avoid any unpleasant event.

| For Teacher's use only | | | | | | | | | | | |
|------------------------|----|----|----|----|----|----|----|----|----|----|-------|
| Question Marks | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | Total |
| Question Marks | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | |
| Question Marks | 21 | 22 | 23 | 24 | 25 | 26 | 27 | 28 | 29 | 30 | |

Question No: 1 (Marks: 1) - Please choose one

Which of the following is not a behavioral theory of leadership?

- ▶ Ohio State studies
- ▶ Fiedler model
- ▶ University of Michigan studies
- ▶ Managerial grid

Question No: 2 (Marks: 1) - Please choose one

The two dimensions of leader behavior explained in the Ohio State studies are _____.

- ▶ Coercion and motivation
- ▶ Concern for people and concern for production
- ▶ Employee-oriented and production-oriented
- ▶ Initiating structure and consideration

Question No: 3 (Marks: 1) - Please choose one

A leader high in initiating structure would do which of the following?

- ▶ Seek consensus.
- ▶ Exhibit laissez-faire type of leadership.
- ▶ Maximize leader-member relations.
- ▶ Assign group members to particular tasks.

Question No: 4 (Marks: 1) - Please choose one

The graphic portrayal of a two-dimensional view of leadership style by Blake and Mouton is known as the _____.

- ▶ Least preferred co-worker scale
- ▶ Leader-participation model
- ▶ Autocratic-democratic continuum
- ▶ Managerial grid

Question No: 5 (Marks: 1) - Please choose one

All contingency theories are based on the idea that effective leadership performance depends on _____.

- ▶ The proper match between the leader's style and the control the situation gives the leader
- ▶ Selecting the right leadership style based on the level of the followers' readiness
- ▶ Using a leadership style that is appropriate to the situational conditions
- ▶ Making use of the best path for the goal that is identified

Question No: 6 (Marks: 1) - Please choose one

Power can be defined as _____.

- ▶ The ability to influence the behavior of others
- ▶ The actualization of the dependency of others
- ▶ Congruence between the goals of the leader and those being led
- ▶ Downward influence on one's followers

Question No: 7 (Marks: 1) - Please choose one

Leadership research emphasizes _____.

- ▶ Style
- ▶ Persuasion
- ▶ Power
- ▶ Communication

Question No: 8 (Marks: 1) - Please choose one

Legitimate power is based on _____.

- ▶ Positive rewards
- ▶ Interpersonal trust
- ▶ Structural position
- ▶ Expert knowledge

Question No: 9 (Marks: 1) - Please choose one

Desires for associations with those who are significant to us, such as family members, supervisors, and friends, are examples of Alderfer's _____ needs.

- ▶ Existence
- ▶ Relatedness
- ▶ Association
- ▶ Esteem

Question No: 10 (Marks: 1) - Please choose one

Someone subscribing to theory X would agree with which of the following statements?

- ▶ Individuals are dominated by Maslow's lower level needs.
- ▶ Individuals are dominated by Maslow's higher level needs.
- ▶ Individuals are not clearly dominated by any particular level of Maslow's hierarchy of needs.
- ▶ Individuals are in reality independent of Maslow's hierarchy of needs.

Question No: 11 (Marks: 1) - Please choose one

Ayesha has a job which pays an excellent salary. She has a good relationship with her peers and her supervisors. She also likes the fact that the company policy fits well with what she personally believes, and that she has received considerable recognition for her achievements at the company. Which of these factors is most likely responsible for the fact that Ayesha loves her job?

- ▶ High compensation

- ▶ Good nature of peer relationships
- ▶ Good nature of supervisor relationships
- ▶ Recognition for her achievements

Question No: 12 (Marks: 1) - Please choose one

According to McClelland, individuals who have a desire to excel and to succeed are high in _____.

- ▶ nPow
- ▶ nAch
- ▶ nMot
- ▶ nAff

Question No: 13 (Marks: 1) - Please choose one

Individuals with a high need to achieve prefer all of the following except _____.

- ▶ Job situations with personal responsibility
- ▶ A high degree of risk
- ▶ Overcoming obstacles
- ▶ Feedback

Question No: 14 (Marks: 1) - Please choose one

Which of the following is the most important function of communication in organizations?

- ▶ Motivation
- ▶ Control
- ▶ Information
- ▶ All of these factors are important

Question No: 15 (Marks: 1) - Please choose one

Communication that takes place among members of work groups at the same level is known as _____ communication.

- ▶ Tangential
- ▶ Cross-functional
- ▶ Job
- ▶ Lateral

Question No: 16 (Marks: 1) - Please choose one

Informal communication can be used to control behavior.

- ▶ True
- ▶ False

Question No: 17 (Marks: 1) - Please choose one

Most conflicts are resolved by the completion of the first stage in a group's development.

- ▶ True
- ▶ False

Question No: 18 (Marks: 1) - Please choose one

The norming stage of group development is characterized by friendship.

- ▶ True
- ▶ False

Question No: 19 (Marks: 1) - Please choose one

As a result of self-managed teams, supervisory positions may be eliminated.

- ▶ True
- ▶ False

Question No: 20 (Marks: 1) - Please choose one

Membership on virtual teams is usually restricted to employees living within the same country.

- ▶ True

► False

Question No: 21 (Marks: 1)

In ----- teams, members share ideas and information for improvement.

Question No: 22 (Marks: 1)

In Maslow's need theory salary refers to ----- needs.

Question No: 23 (Marks: 1)

-----defines the grouping of activities in an organization.

Question No: 24 (Marks: 1)

In management, number of employs working under one boss in referred to -----
-----.

Question No: 25 (Marks: 1)

A leader with attractive personality and style influences his subordinates with -----
----- power.

Question No: 26 (Marks: 5)

Discuss the difference between a work group and a work team.

Question No: 27 (Marks: 5)

Identify and describe the different types of communication flows.

Question No: 28 (Marks: 5)

Describe the limitations of trait theory.

Question No: 29 (Marks: 10)

List and describe the four most common types of teams likely to be found in today's organizations.

Question No: 30 (Marks: 10)

What is a conflict? Discuss the conflict process by taking a particular organizational example.