

Leadership and Management: Concepts and Historical Contexts

Business Management · Answer Key · 20 Questions

1. What are the four core activities of management?

- A) Planning, Leading, Organizing, Controlling**
- B) Directing, Motivating, Innovating, Evaluating
- C) Strategizing, Implementing, Monitoring, Reporting
- D) Delegating, Communicating, Training, Rewarding

2. Efficiency in management refers to:

- A) Using resources wisely and in a cost-efficient manner ('Doing things right')**
- B) Making the right decisions and successfully implementing them ('Doing the right things')
- C) Achieving organizational goals
- D) Maximizing employee satisfaction

3. Effectiveness in management refers to:

- A) Making the right decisions and successfully implementing them ('Doing the right things')**
- B) Using resources wisely and in a cost-efficient manner ('Doing things right')
- C) Minimizing operational costs
- D) Increasing market share

4. What is the definition of leadership provided in the text?

- A) The process of inspiring and influencing others to work hard to achieve organizational goals**
- B) The act of assigning tasks and ensuring they are completed
- C) The position of authority within an organization
- D) The ability to control resources and budgets

5. According to Mintzberg, how are the terms 'manager' and 'leader' often used?

- A) Interchangeably, as managers have to lead and leaders have to manage**
- B) As distinct roles with no overlap
- C) As hierarchical levels within an organization
- D) As synonyms for the same job title

6. Which of the following is NOT listed as a primary source of power for effective leaders?

- A) Charisma
- B) Technical expertise**
- C) Position in the organization
- D) Control over rewards

7. Legitimate power is derived from:

- A) An individual's position in the organization**
- B) An individual's control over rewards
- C) An individual's ability to threaten negative outcomes
- D) An individual's personality and charisma

8. Referent power is based on:

- A) An individual's personality, charisma, and admiration of certain qualities**
- B) An individual's position in the organization
- C) An individual's control over rewards
- D) An individual's ability to threaten negative outcomes

9. Which leadership trait involves understanding and using one's strengths and improving weaknesses?

- A) Self-awareness**
- B) Drive
- C) Creativity
- D) Flexibility

10. Which leadership style sees the leader as the sole decision-maker and dictates tasks?

- A) Autocratic**
- B) Democratic
- C) Laissez-Faire
- D) Bureaucratic

11. The Laissez-Faire leadership style is characterized by:

- A) A hands-off approach with little direction or assistance**
- B) Strict adherence to rules and regulations
- C) Sharing responsibilities and collaborating on decisions
- D) Dictating tasks to be accomplished

12. Situational approaches to leadership assume that:

- A) Appropriate leadership behavior varies depending on the situation**
- B) There is one best way to lead in all situations
- C) Leadership is primarily determined by personality traits
- D) Management and leadership are always distinct

13. Which of the following is an example of ineffective leadership behavior?

- A) Emotional instability**
- B) Calmness under pressure
- C) Honesty and integrity
- D) Effective communication

14. What is the primary benefit of studying the history and theory of management and leadership?

- A) To learn from others and avoid repeating mistakes**
- B) To develop a single, universally applicable leadership style
- C) To prove that contemporary management is superior to all past approaches
- D) To focus solely on bureaucratic structures

15. Frederick Taylor is most associated with which management approach?

- A) Scientific Management**
- B) Administrative Management
- C) Bureaucratic Organization
- D) Human Relations Movement

16. Henri Fayol identified several rules or duties of management. Which of the following is NOT one of them?

- A) Foresight
- B) Command
- C) Innovation**
- D) Coordination

17. Max Weber believed that the ideal organizational form was:

- A) Bureaucracies staffed by bureaucrats**
- B) Organizations with minimal rules and procedures
- C) Organizations driven by individual charisma alone
- D) Flat organizations with no clear hierarchy

18. A limitation of classical management theories is that they often:

- A) Ignored the role of the individual and group**
- B) Emphasized the importance of individual employee feelings
- C) Promoted participative decision-making
- D) Focused on adaptability to changing environments

19. The Behavioral Perspective and the human relations movement emphasized:

A) Individual attitudes and behaviors and team processes

- B) Strict adherence to rules and procedures
- C) The efficiency of mechanical processes
- D) The importance of financial incentives above all else

20. Theory X, according to McGregor, assumes that people are:

A) Lazy and have to be coerced to produce

- B) Naturally motivated and seek responsibility
- C) Highly creative and problem-solvers
- D) Self-governing and committed to goals