

VPM's
Programme: EpMBA Sem - I (2017-18)

Subject Name	High Performance Leadership		
		Marks	60 Marks
Total No. of Questions	60	Duration	2 Hours
Total No. of pages		Date	

1. **Monica's boss allows her to make any decision she thinks is important on the spot without consulting anyone. Monica's boss has this kind of leadership style.**
 - (a) Democratic style
 - (b) autocratic style
 - (c) laissez-faire
 - (d) hands on style
2. **On the managerial grid, a leader who is high in both concern for people and concern for production would rate**
 - (a) 1,1
 - (b) 9,1
 - (c) 5,5
 - (d) 9,9
3. **Approaches to the study of leadership which emphasis the personalities of the leader are termed _____.**
 - (a) Trait theories
 - (b) Group theories
 - (c) Inspirational theories
 - (d) Contingency theories
4. **According to Fieldler's contingency theory, which of the following factors is most related to appropriate leader behaviours?**
 - (a) leader-member relations
 - (b) Task structure
 - (c) Strength of leader position power
 - (d) all of the above
5. **The offering of employee health insurance addresses which of Maslow's needs?**
 - (a) Self-actualization
 - (b) social
 - (c) safety
 - (d) all of the above
6. **What is the Johari Window?**
 - (a) It is a simple yet powerful model to support the information on managing the mentoring process.
 - (b) It is a tool for self-understanding that illustrates the ways of relating to others.
 - (c) It is a four dimensional questionnaire designed to measure emotional preferences in people.
 - (d) It is a management tool based on four behavioural dimensions and explains leadership styles.
7. **The upper-left pane of Johari Window is the:**
 - (a) blind pane
 - (b) open pane
 - (c) hidden pane
 - (d) unknown pane
8. **John had never played a musical instrument in his life. His roommate is an expert guitarist. After hearing his roommate practice the guitar several times, John asked if he could try playing the instrument. His roommate was surprised at how easily John picked up the basic chords. He complimented John several times, which surprised John because he didn't think he played very well. This is an example of information contained in the:**
 - (a) open pane
 - (b) unknown pane
 - (c) blind pane
 - (d) hidden pane
9. **According to the Johari window, a 'blind spot' can be reduced when:**
 - (a) aspects of self-unknown to yourself but known to others are revealed to yourself.

- (b) aspects of self-known to yourself and not to others are revealed.
- (c) aspects of self-known to yourself are critiqued.
- (d) aspects of self-unknown to yourself and unknown to others are revealed.

10. **What does "E", "R" and "G" stand for in the ERG theory?**

- (a) Export, Risk and Guarantee
- (b) Exponential, Reliability and Growth
- (c) Existence, Relatedness and Growth
- (d) None of the above

11. **TA stands for _____?**

- (a) Transformational analysis
- (b) Translational analysis
- (c) Transformable analysis
- (d) Transactional analysis

12. **Which transaction can be helpful when the negative parent or child ego response is crossed with an adult response?**

- (a) Complementary transaction
- (b) Crossed transaction
- (c) Ulterior transaction
- (d) Parent transaction

13. **"Being Rebellious" is a physical cue for which ego state?**

- (a) Parent
- (b) Child
- (c) Adult
- (d) Transaction

14. **Which of the following is a need that motivates human behaviour as per the achievement motivation theory?**

- (a) Power
- (b) Affiliation
- (c) Achievement
- (d) All of the above

15. **_____ theory makes the assumption that people will compare their job, inputs and outcomes with those of others and then respond to eliminate perceived inequities.**

- (a) Equity
- (b) Reinforcement
- (c) Goal-setting
- (d) Expectancy

16. **Many victims of hurricane Katrina were left without their homes, food, and water-basic necessities for living. Based on Maslow's hierarchy of needs, which motives were activated for these individuals?**

- (a) security
- (b) self-actualization
- (c) physiological
- (d) belongingness

17. **In the Blake and Mouton Leadership grid, which management style has a low concern for people but a high concern for production?**

- (a) Middle-of-the-road
- (b) Country club
- (c) Authority-obedience
- (d) Impoverished

18. **Which of the following statements is not an assumption of a manager who might adopt a Theory X style of management?**

- (a) The intellectual potential of the average person is only partially utilized
- (b) The average person is lazy and has an inherent dislike of work
- (c) People must be threatened with punishment if the organization is to meet its objectives
- (d) The average person avoids responsibility

19. A leader, such as Bill Gates of Microsoft, who can inspire followers above their own self-interests and can have a profound effect on their performance, is known as a(n) _____.
- (a) transactional leader
 - (b) directive leader
 - (c) informational leader
 - (d) transformational leader
20. Research shows most managers are of the type _____
- (a) ESFJ
 - (b) ESTJ
 - (c) ESFP
 - (d) ESTP
21. The parent, the child and the adult are the three states of which of the given option?
- (a) Attitude
 - (b) Ego
 - (c) FFM
 - (d) Vision
22. _____ leadership style which focusses on leader's own interest rather than the interest of the followers.
- (a) Pseudo transactional
 - (b) Pseudo translational
 - (c) Pseudo transformational
 - (d) None of these
23. Which of the following is the most desirable life position?
- (a) "I'm OK—You're not OK."
 - (b) "I'm not OK—You're not OK."
 - (c) "I'm OK—You're OK."
 - (d) "I'm not OK—You're OK."
24. Which of the following is true of transactional analysis?
- (a) It is a method for determining how people interact.
 - (b) It is any behaviour that implies recognition of another's presence.
 - (c) It describes a problem in terms of behaviour, consequences, and feelings.
 - (d) It is the method of passively ignoring conflict rather than resolving it.
25. According to Maslow, one must first fill _____ needs before one is concerned with _____ needs.
- (a) social, safety
 - (b) physiological, safety
 - (c) self-actualization, belongingness
 - (d) esteem, belongingness
26. Kimberly-Clark is interested in mothers' emotional reactions to their Huggies brand of disposable diapers, which usually have popular characters or cute designs printed on them. Which component of attitude is Kimberly-Clark interested in?
- (a) knowledge
 - (b) cognitive
 - (c) affective
 - (d) behavioural
27. Ram learned from his parents that littering was bad, so when he sees someone doing it, he forms an unfavourable impression of that person. Ram's learned predisposition to dislike someone who litters represents his _____.
- (a) emotion
 - (b) attitude
 - (c) orientation
 - (d) intelligence
28. Mike likes Toyota automobiles because he thinks they have the highest reliability of all automobiles. His belief about Toyota's reliability represents which component of Mike's attitude?
- (a) affective
 - (b) behavioural
 - (c) factual

(d) cognitive

29. Which is NOT a dimension in Maslow's Hierarchy of Needs?

- (a) Ego
- (b) Physiological
- (c) Safety
- (d) Esteem

30. _____ is an attitude that reflects the extent to which an individual is gratified or fulfilled by his work

- (a) Motivation
- (b) Job satisfaction
- (c) Contribution
- (d) Cognitive dissonance

31. In Maslow's Need hierarchy, which needs are shown between Esteem needs and Safety needs

- (a) Social needs
- (b) Esteem needs
- (c) Security needs
- (d) Basic need

32. _____ leader is self-confident and can attract followers by his great influence

- (a) Bureaucratic
- (b) Autocratic
- (c) Laissez-faire
- (d) Charismatic

33. Which of the following is false about equity theory?

- (a) People try to balance the ratios of inputs to outcomes in an exchange relationship
- (b) Inputs are personal characteristics and behaviours that a person brings to the employment exchange
- (c) Positive inequity happens when a person's ratio is less than the perceived ratio of a comparison other
- (d) A person can compare her or his ratio to an absolute standard of fairness

34. Hygiene factors are _____

- (a) Satisfiers
- (b) Maintenance factors
- (c) Defectors
- (d) All of these

35. In Vroom's theory, motivation is a product of

- (a) expectancy.
- (b) instrumentality.
- (c) valence.
- (d) All of above.

36. Conflict is

- (a) an unavoidable fact of life
- (b) sometimes constructive
- (c) a destructive force in relationships if continually avoided
- (d) all of the above

37. You and your partner have had a heated disagreement. Emotions are raw, and feelings have been hurt. You approach your partner after a brief silence: "I'm sorry I attacked you like that. I got angry and said things I didn't mean." This is an example of the collaborating tactic called

- (a) integration
- (b) forcing
- (c) smoothing
- (d) expanding the pie

38. "People can learn through films" it comes under

- (a) Operant Conditioning
- (b) Classical Conditioning
- (c) Social learning
- (d) None of these

39. Transaction analysis is given by

- (a) Eric Berne

- (b) Herbert Simon
- (c) Chester Bernard
- (d) All of these

40. Johari Window is given by

- (a) Herbert Simon
- (b) Chester Bernard
- (c) John Bernard & Harry Inghram
- (d) Joseph Luft & Harry Inghram

41. When one or more parties are aware of the existence of the antecedent conditions, conflict may be _____.

- (a) perceived
- (b) assumed
- (c) felt
- (d) experienced

42. Which of the following is a function served by attitudes?

- (a) knowledge function
- (b) value-expressive function
- (c) ego-defensive function
- (d) all of the above

43. Margaret only wants to buy her clothes at American Eagle Outfitter because she knows that they are considered acceptable by her peers, and she wants to be accepted by her peers. This attitude toward this brand of clothing is serving which function for Margaret?

- (a) knowledge function
- (b) value-expressive function
- (c) ego-defensive function
- (d) utilitarian function

44. Which function of attitudes serves to express an individual's central values and self-concept?

- (a) knowledge function
- (b) value-expressive function
- (c) utilitarian function
- (d) ego-defensive function

45. Which leadership style tends to centralize authority and make unilateral decisions?

- (a) cultural style
- (b) autocratic style
- (c) democratic style
- (d) laissez-faire

46. Jared's boss encourages employees to participate in the decision-making process but does not give them complete freedom to do as they like. Which leadership style does Jared's boss portray?

- (a) monarchial
- (b) autocratic
- (c) laissez-faire
- (d) democratic

47. Two factor theory of motivation provides useful insights into the relationship between individual and situational or hygiene factors. Which of the following is a hygiene factor?

- (a) Achievement
- (b) Interpersonal relations
- (c) Recognition
- (d) Challenging work

48. Douglas McGregor identified two opposing perspectives (Theory X and Theory Y) that he believed typified managerial views of employees and suggested that management must start with the basic question of how managers see themselves in relation to others. Which of the following is not correct about his theory?

- (a) Theory X managers view people as having an inherent dislike of work
- (b) Theory X managers assume that people are self-motivated and do not want to be directed
- (c) Theory Y managers assume that the average person will accept, even seek, responsibility
- (d) Theory Y managers view people as responsible and conscientious

49. An interpersonal conflict in which both parties want to achieve a desired objective is known as _____.
- (a) Latent conflict
 - (b) False conflict
 - (c) Cause of action
 - (d) None of these
50. When conflict occurs between groups it is known as
- (a) Inter-group conflict
 - (b) Intra-group conflict
 - (c) Internal conflict
 - (d) False conflict
51. The ability of a worker in the accounting department to prepare the organization's balance sheet is an example of:
- (a) conceptual skill.
 - (b) technical skill.
 - (c) human skill.
 - (d) first-line skill
52. Mr. X is a branch manager for Microsoft. He is:
- (a) top management.
 - (b) middle management.
 - (c) supervisory management.
 - (d) none of the above.
53. Leadership may be defined as
- (a) the ability to motivate people to work towards a common goal
 - (b) the ability to command people to work towards a common goal
 - (c) the ability to discipline people
 - (d) None of these
54. Which of the below is an example of autocratic leadership?
- (a) We can go to the zoo or the bird park for this outing. I am OK with anything
 - (b) I need your feedback before I make decision. Please speak out
 - (c) Everybody will fall in at 02 PM sharp
 - (d) None of these
55. Which of the following has the greatest impact in your presentation?
- (a) Body language
 - (b) Vocal impact
 - (c) Verbal impact
 - (d) Eye contact
56. According to the Fielder Contingency Model, the job of the leader is to match their style to the most appropriate situation. The three critical contingency factors are:
- (a) Task structure, group membership, position power
 - (b) Task structure, position power, group-leader contingencies
 - (c) Task structure, position power, leader-member relations
 - (d) None of the above
57. The Blake and Mouton Leadership (or Managerial) Grid uses two key dimensions in relation to management style; concern for _____ and concern for _____.
- (a) People, production
 - (b) Production, teamwork
 - (c) People, targets
 - (d) Production, co-operation
58. Fiedler's term _____ refers to the degree of influence a leader has over power-based activities.
- (a) leader-member relations
 - (b) Position power
 - (c) Responsibility
 - (d) Task structure
- 59 Transformational leader is one who :
- (a) Motivate subordinates to do more than they originally expected to do

- (b) Raising subordinates sense of importance and value of their task,
- (c) Getting subordinates transcend their own self-interests for the sake of the team, or larger policy and raising their need level to the higher order need, such as self-actualisation
- (d) All of the above

60 Transactional Leaders who determine:

- (a) what subordinate need to do to achieve objectives.
- (b) and help subordinates to become confident
- (c) and they can reach their objectives by expanding the necessary efforts
- (d) all of the above

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Answers

Question No.	Solution
1	(c)
2	(d)
3	(a)
4	(d)
5	(c)
6	(b)
7	(b)
8	(c)
9	(a)
10	(c)
11	(d)
12	(b)
13	(b)
14	(d)
15	(a)
16	(c)
17	(c)
18	(a)
19	(d)
20	(b)
21	(b)
22	(c)
23	(c)
24	(a)
25	(b)
26	(c)
27	(b)
28	(d)
29	(a)
30	(b)
31	(a)
32	(d)
33	(c)
34	(b)

35	(d)
36	(d)
37	(c)
38	(c)
39	(a)
40	(d)
41	(a)
42	(d)
43	(c)
44	(b)
45	(b)
46	(d)
47	(b)
48	(b)
49	(a)
50	(a)
51	(b)
52	(c)
53	(a)
54	(c)
55	(a)
56	(c)
57	(a)
58	(b)
59	(d)
60	(d)