



<b>Academic year:</b> 2020/2021	<b>Course title:</b> leadership skills
<b>Academic level:</b> Fourth level	<b>Final Exam</b>
<b>Date:</b> 28 \ 6 \2021	<b>Total marks:</b> 50 mark
<b>Time allowed:</b> 2hrs.	<b>Course's teacher:</b> Dr\ Marwa Mohamed Dr\ Heba Emad

**Answer the following questions:**

**Question No. (1):**

**Read the following statements and match the concept with its related definition (3 marks)**

1. Autocratic Leadership	A. identify needed change, creating a vision to guide the change through inspiration, and executing the change in tandem with committed members of a group
2. Transactional leadership	B. The quality of the relationship is reflected by the degree of mutual trust, loyalty, support, respect, and obligation.
3. Strategic Leadership	C. Leaders put their employees first, understand their personal needs and desires, empower them, and help them develop in their careers.
4. Transformational leadership	D. Leader makes no major policies around work hours or deadlines.
5. laissez-faire	E. This could be when a manager changes the hours of work shifts for multiple employees without consulting anyone -- especially the effected employees.
6. Servant leadership	F. Give the team a few decision-related options. They could then open a discussion about each option. After a discussion, this leader might take the board's thoughts and feedback into consideration, or they might open this decision up to a vote.
	G. Accepts the burden of executive interests while ensuring that current working conditions remain stable for everyone else.
	H. Focuses on the role of supervision, organization, and group performance. Leaders who implement this style focus on specific tasks and use rewards and punishments to motivate followers.

<b>1.</b>	<b>2.</b>	<b>3.</b>	<b>4.</b>	<b>5.</b>	<b>6.</b>
<b>E</b>	<b>H</b>	<b>G</b>	<b>A</b>	<b>D</b>	<b>C</b>



**Question No. (2): ( 12 marks):**

**Read the following statements and put (✓) for true statement and (×) for false statement (with correction)**

1.	Aggressiveness means expressing one's own position to another without inhibiting the rights of others	(×)
2.	In traditional view conflict was viewed negatively and was discussed with such terms as violence, destruction, aggression, and so on	(✓)
3.	Alderfer's theory stated that people seek a higher need , when the lower need have been predominantly met	(×) maslow
4.	Communicate assertively means get everything they want	(×)
5	In forming stage of team members tend to think in term of " We " not " me ".	(×)
6	Modern managers hold positive attitudes toward conflict as it should be welcomed and managed	(✓)
7	Competing conflict management style is useful when quick decisive action is vital as an emergency situation	(✓)
8	According to Herzberg's two-factor theory, recognition is a motivational factor.	(✓)
9	Intrapersonal conflict is the conflict which occurs between two or more people	(×)
10	Compromising conflict management style is useful when when goals are important, but not worth the effort or potential disruption for more assertive approach	(✓)
11	Theory Y, people avoid work if possible and dislike work	(×) <b>Theorey x</b>
12	Time consuming is one of disadvantages of collaborating conflict management style	(✓)

**Question No. (3):**

**Read the following situation carefully then answer the question: (5 marks)**

Miss. Mona and Miss. Noha two new graduates were hired for the pediatric unit. Both worked three 12-hour shifts a week, Whenever their shifts connected, they would compare notes on their experience. Miss. Mona felt she was learning rapidly, gaining clinical skills and beginning to feel at ease with her colleagues. Miss. Noha, however, still felt unsure of herself and often isolated, she told Mona, "I wish I could work with an experienced nurse". "Noha, you are not even finished with your 3-month orientation



program,” said Mona. “You should never be left alone with all these sick children. Neither of us is ready for that kind of responsibility. And how will you get the experience you need with no experienced nurses to help you? You must speak to our nurse manager about this.”. Noha “I know I should, but she’s so hard to reach. I’ve called several times, and she’s never available. She leaves all the shift assignments to her assistant. I’m not sure she even reviews the schedule before it’s posted.” “You will have to try harder to reach her. Maybe you could stay past the end of your shift one morning and meet with her,” suggested Mona. “If something happens when you are the only nurse on the unit, you will be held responsible.”

- **What is the leadership style displayed in the situation? (one marks) Laissez-faire style**
- **Mention the advantages and disadvantages of that style. (2 marks)**  
**Advantages**
  - In limited situation, creativity may be encouraged (highly qualified people plan a new approach to problem).**Disadvantages**
  - Leads to disorganization and inefficiency.
  - No unity of action which leading to decreased productivity
  - Group members will lose all sense of initiative and desire for achievement.
  - No sense of group unity which leading to decreased productivity and satisfaction.
- **According to Hersy & Blanchard situational theory, state the leadership style displayed with explanation. (2 marks) delegating style**

**Question No. (3): (12 marks):**

**Choose the correct answer:**

1.	<b>Which of the following leadership theory designed to help leader to identify the best decision-making approach and leadership style to take, based on your current situation.</b>			
	a.	<u>Vroom-Yotter Expectancy theory.</u>	b.	House-Mitchel path-goal theory
	c.	Fiedler’s contingency theory.	d.	Likert’s system 4 management theory
2.	<b>According to Black and Mouton’s managerial grid model, Country Club Style Leader is</b>			
	a.	authoritarian or compliance.	b.	Motivator.
	c.	not to be held responsible for any mistakes	d.	<u>the relationship-oriented manager</u>
3.	<b>According to Reddin’s-three dimensional theories; the manager who see an organization as a social system where everyone works together called</b>			
	a.	The Separated Manager	b.	<u>The Dedicated Manager</u>
	c.	The Related Manager	d.	The Integrated Manager



4	<b>Leader who focuses on the needs of team members, give them the support they need to meet their work and personal goals called</b>			
	a.	Transactional leader	b.	Charismatic leader
	c.	<b>servant leader</b>	d.	Strategic leader
5	<b>Which of the following leadership depends on mutual trust between the leader and members of his group.</b>			
	a.	Autocratic leadership	b.	<b>Democratic leadership</b>
	c.	Laissez- faire leadership	d.	authoritarian leadership
6	Your nurse manager, (Miss Dina) request from you to work in another unit rather than the unit, you currently work and you don not accept to do that. Which one of these statement is asserative statement to convey your opinion.....			
	a.	Boss, I can not work in another unit	b.	<b>Miss Dina, I can not work in another unit as I am not trained for that.</b>
	c.	<b>Miss Dina,</b> this is difficult to work in another unit as I am not trained for that.	d.	Miss Dina, I can not work in another unit
7	On the previous suitation, when Miss Dina replay ( <i>I understand that you are very upset about working in another unit</i> ), this used a strategy of .....			
	a.	<b>Reflect</b> the asserative message	b.	Repeat the asserative message
	c.	Point out the implicit assumptions	d.	Resteat the asserative message
8	when the performance of some nurses depends on the performance of other group members this is.....			
	a.	Competition for resources	b.	<b>Task interdependence</b>
	c.	Jurisdiction ambiguities	d.	Communication problem
9	The force that comes from outside an individual and related to the application of rewards or punishment is			
	a.	Intrinsic motivation	b.	Assertiveness
	c.	<b>Extrinsic motivation</b>	d.	Aggressiveness
10	You are a head nurse, you entered the unit and you found two nurses in conflict about trivial issue. The best conflict management is.....			
	a.	<b>Avoidance</b>	b.	Compromise
	c.	Competition	d.	Accommodation
11	In .....stage of group members concentrate on solving problems and completing the assigned task			
	a.	Forming	b.	Storming
	c.	Norming	d.	<b>Performing</b>



12	two-factor theory ( <i>motivating factors and hygiene factors</i> ) refers to .....			
	a.	Maslow's hierarchy of needs	b.	Alderfer's theory
	c.	Herzberg theory	d.	reinforcement theory

**Question No. (4): ( marks):**

**Complete the following:**

- 1- Tannenbaum and Schmit has displayed the wide range of leadership style on a continuum.(1 mark)
- 2- Reddin's-three dimensional theories identifies four leadership styles according to three axes which are the "task-orientation", "relationship orientation" and "effectiveness". (1.5 marks)
- 3- Leadership Situational Variables according to Fiedler's contingency theory are **Leader's Position Power, Task Structure, and Leader-member Relations**. (1.5 marks)
- 4- Leadership is the ability to influence others to attain and maintain high standard of performance. (1 marks)
- 5- The trait theory assumes that people inherit certain qualities or traits make them better suited to leadership. Trait theories often identify particular personality or behavioral characteristics that are shared by leaders. (1 marks)
- 6- Rules for assertiveness include ..... , ..... and ..... (2.5marks)  
Self-reward for change and a positive outcome is essential.  
•Listening to self is necessary for identifying needs.  
•Constant reexamination of outcomes helps assess progress.  
•Role-playing with a friend before the interaction builds skill and confidence.  
•Goals for assertiveness growth need to be established beforehand.  
•Assertiveness requires recognition that change is a gradual process.  
•Others should be allowed to make mistakes
- 7- Conflict process includes five steps they are ..... , ..... , ..... , ..... and .....(2.5 marks)  
Latent conflict, Perceived conflict, Felt conflict, manifest conflict, conflict aftermath
- 8- The conflict styles viewed within two dimensions:.....(1 marks)  
cooperativeness and assertiveness

**Good luck**