

Chapter 13: Worksheet mark scheme (10 marks, HL 10 + 34)

1 State **one** positive and **one** negative element of each of the following leadership styles. (6)

Autocratic/dictatorial:

Positive	Negative
Fast decisions are possible	Long-term demotivation
Effective in crisis	May miss important ideas from others

Democratic:

Positive	Negative
Many ideas generated	Slow
Positive feelings of contribution	Ineffective in crisis

Laissez-faire:

Positive	Negative
Avoids bureaucracy	Lacks control
Leaves managers free to do other things	Demotivating in longer term
Innovation may be more likely/possible	

2 Give an example of a famous situational leader in history and explain why they were eventually replaced by another leader. (2)

Student’s own answer – diverse examples possible.

3 Explain an example of a business situation in which a dictatorial/autocratic leader would be most effective. (2)

- In a crisis situation where a fast decision is needed.
- When leading workers with low skills or experience.

4 (HL) Fill in the table below to summarise Likert’s theory. (12)

Leadership style (1 × 4)	Main features (2 × 4)	Direction of communication (1 × 4)
Exploitative authoritative	Threats. Fear based. No concern for subordinates, whose opinions are not valued.	Downwards
Benevolent authoritative	Some delegation but leader takes important decisions. Shows concern for subordinates.	Two way (but upwards communication may be restricted)

Consultative	Views listened to but decision-making taken centrally. Views may be ignored.	Two way
Participative	All views taken into consideration.	Two way

5 a **(HL)** What do Fiedler’s LPC scores refer to? (2)

These are least preferred co-worker scores on a list of questions about how good someone is to work with.

b **(HL)** Give an example of a job that someone with a low LPC score would be well suited to. (1)

An efficient computer programmer who gets on with the job and is not distracted by social interaction. (Many responses are possible.)

6 **(HL)** Draw Blake and Mouton’s managerial grid of leadership styles. (7)

Give marks for correct labelling of each of the following: concern for people; concern for production; middle of the road; country club; impoverished; team leader; produce or perish.

7 What two major factors will decide the level of freedom awarded to subordinates on Tannenbaum and Schmidt’s leadership continuum? (2)

- the situation
- the capability of the subordinates

8 What are the five major functions of management (one to two words maximum) identified by:

a Fayol? (5)

- plan
- organise
- command
- co-ordinate
- control

b Drucker? (5)

- set objectives
- organise
- motivate
- measure
- develop