## Answers
### Chapter 13 Quiz

<table>
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<tr>
<th>Question</th>
<th>Answer</th>
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<tbody>
<tr>
<td>1. What is management?</td>
<td>Management is concerned with handling complexity in organizational processes and the execution of work.</td>
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<td>2. What are the five functions of management?</td>
<td>Planning, organizing, commanding, coordinating and controlling.</td>
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<tr>
<td>3. What is leadership?</td>
<td>This is concerned with setting direction, communicating and motivating staff.</td>
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| 4. Define the role of a leader.                                         | 1. Having a vision for the organization  
2. Being able to develop strategy  
3. Being able to communicate effectively  
4. Creating an appropriate culture  
5. Managing and monitoring performance                                      |
| 5. What is emotional intelligence?                                      | An appreciation of yourself, your different circumstances and an ability to adapt your behaviour to meet them and relate to people.                     |
| 6. What are authentic leaders?                                          | Leaders who follow their real values and beliefs – their internal compass.                                                                               |
| 7. What values do people look for in authentic leaders?                 | ✓ Truth and honesty  
✓ Integrity and alignment of words and actions  
✓ The keeping of promises  
✓ Loyalty to the organization and the people in it  
✓ Fairness between staff                                                                 |

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8. What are the four attributes needed by authentic leaders?  
- Self-awareness  
- Self-management  
- Social awareness  
- Social skills

9. What is transactional leadership?  
This is about efficiency and incremental change, reinforcing rather than challenging the status-quo; setting goals, putting in place systems, controls and rewards to achieve them.

10. What is transformational leadership?  
This is about inspiration, excitement and intellectual stimulation.

11. What is visionary leadership?  
This is about providing a clear vision which focuses people on goals and key issues and concerns.

12. What is dispersed leadership?  
This focus on leadership across all levels and in different forms.

13. What are the three broad styles of leadership?  
- Authoritarian  
- Democratic  
- Laissez-faire

14. What is contingency theory?  
A theory that emphasises that the appropriate leadership style is contingent upon the group, task and circumstances.

15. What does Handy see as the main things affecting the task of leadership?  
- Size of group  
- Work patterns  
- Life cycle of product  
- Nature and background of people to be lead