

# **LEADERSHIP AND MANAGEMENT ESSAY PACK**

For CAIE A2 Psychology Paper 3

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**1 a) Describe what psychologists have discovered about:**

- universalist theories of leadership and
- Heifetz's approach to adaptive leadership. [6]

**Ans.**

Universalist theories of leadership propose that effective leaders share a common set of characteristics that make them successful across situations. Great Person theory argues that

Charismatic leadership theory also focuses on

. Transformational leadership theory extends this by suggesting

Heifetz's theory focuses on leading adaptive challenges, which arise when

He proposed six principles. Leaders should first “get on the balcony” to

**1 b) Evaluate what psychologists have discovered about:**

- universalist theories of leadership and
- Heifetz's approach to adaptive leadership

**including a discussion about application to everyday life**

**Evaluation in your answer can include strengths, weaknesses and a discussion of issues and debates. [10]**

**Ans.**

A relevant issue is application to everyday life. Universalist theories are limited

However, adaptive leadership places

Another relevant issue is individual and situational explanations. Universalist theories explain leadership mainly in terms of individual traits. Great person and

A final issue is nature versus nurture. Great person theory strongly supports nature, as it assumes leaders

**2 a) Describe what psychologists have discovered about:**

- **Muczyk and Reimann's four styles of leader behaviour, and**
- **Scouller's levels of leadership. [6]**

**Ans.**

Muczyk and Reimann proposed that effective leadership depends on two key dimensions - (1) the level of [REDACTED]

[REDACTED] they identified four leadership styles - (

Scouller viewed leadership as a learning process involving four dimensions - (1) motivating purpose - [REDACTED]

**2 b) Evaluate what psychologists have discovered about:**

- **Muczyk and Reimann's four styles of leader behaviour, and**
- **Scouller's levels of leadership**

**including a discussion about application to everyday life**

**Evaluation in your answer can include strengths, weaknesses and a discussion of issues and debates. [10]**

**Ans.**

One relevant issue is application to everyday life. Muczyk and Reimann's four leadership styles are highly practical, as they

Similarly, Scouller's model applies directly to everyday leadership by suggesting

A second issue is individual and situational explanations. Muczyk and Reimann present situational factors such as

p. In contrast, Scouller's model gives more importance to

A final issue is reductionism versus holism. Muczyk and Reimann's theory is reductionist because it classifies leadership

In contrast, Scouller's theory is more holistic, as

**3. a) Describe the key study on leadership style and gender by Cuadrado et al. (2008). [6]**

**Ans.**

Cuadrado et al. investigated role congruity theory by examining [REDACTED]

A laboratory experiment with an independent measures design was conducted. The sample consisted of [REDACTED]

After reading the narrative, participants completed structured questionnaires measuring three dependent variables. These were - (1) [REDACTED]

Results showed that leadership style had a stronger effect than leader sex. Leaders using [REDACTED]

It was concluded that [REDACTED]

**3. b) Evaluate the key study on leadership style and gender by Cuadrado et al. (2008)**

**including a discussion about reductionism versus holism**

**Evaluation in your answer can include strengths, weaknesses and a discussion of issues and debates. [10]**

**Ans.**

One relevant issue is reductionism versus holism. Cuadrado et al. reduced leadership evaluation

[REDACTED]

n. However, leadership in real organisations is more complex and influenced by factors such as

[REDACTED]

[REDACTED]

Another relevant issue is idiographic versus nomothetic approaches. The study used a nomothetic approach by using

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

A final issue is generalisations from findings. The sample included only Spanish university students studying social psychology, which reduces generalisability. Their age, education level

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

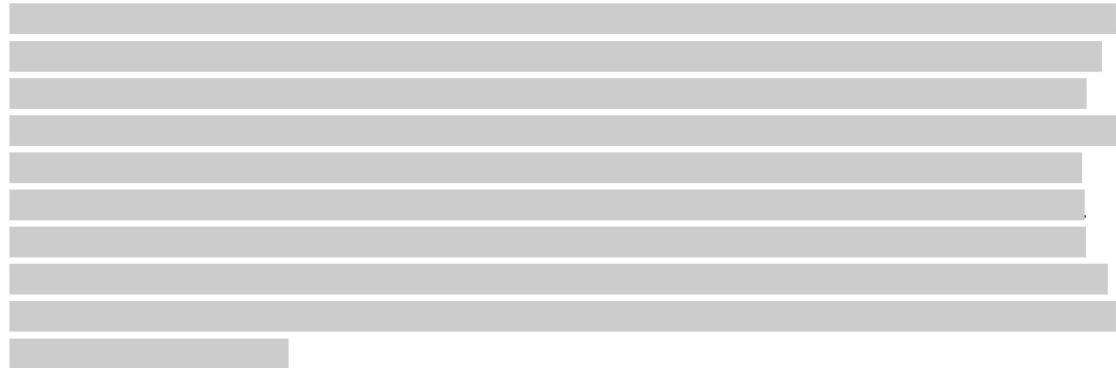
[REDACTED]

**4. a) Describe what psychologists have discovered about:**

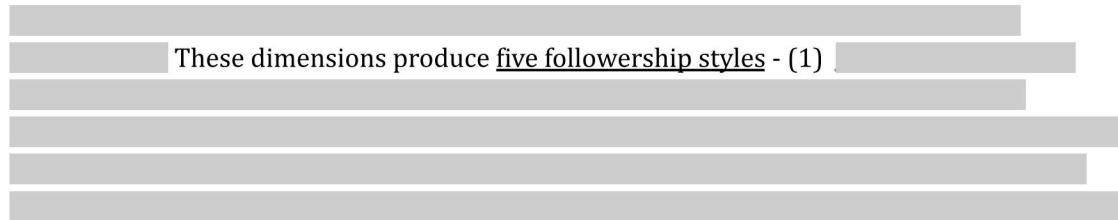
- Kouzes and Posner's Leadership Practices Inventory (LPI), and
- Kelley's (1988) theory of followership. [6]

**Ans.**

Kouzes and Posner developed the Leadership Practices Inventory (LPI) to measure behaviours associated with effective leadership, based on the view that



Kelley focused on followership, defining it as the active and cooperative process of supporting a leader to achieve organisational goals. He proposed two dimensions of followership



These dimensions produce five followership styles - (1)

**4. b) Evaluate what psychologists have discovered about:**

- Kouzes and Posner's Leadership Practices Inventory (LPI), and
- Kelley's (1988) theory of followership.

including a discussion about application to everyday life.

**Evaluation in your answer can include strengths, weaknesses and a discussion of issues and debates. [10]**

**Ans.**

One relevant issue is application to everyday life. LPI has clear practical value as it provides leaders with

Kelley's followership theory is also highly applicable, as

Another relevant issue is cultural differences. Kouzes and Posner's research was largely based on

Similarly, Kelley's concept of exemplary followers who challenge leaders may

A final issue is idiographic versus nomothetic approaches. The LPI is nomothetic, as it uses a

Kelley's theory also takes a nomothetic approach by classifying followers into

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