1.3 Leadership Styles and Theories of Leadership: 30-minute Pack

AQA 7132 · Calculators not allowed · about 30 minutes

Total Marks

Name: _____ Date: ____ / ____ / _____

Answer ALL questions. Use full sentences for the longer responses (questions 5 and 6). Show any brief reasoning for 2 or 3 mark explain answers. Time guidance: 30 minutes.

1 Define the democratic (participative) leadership style in a workplace.

(Total for Question 1 is 2 marks)

2 Define the paternalistic leadership style as it applies to managers and staff.

(Total for Question 2 is 2 marks)

3 State one key assumption of McGregor's Theory Y about workers, used as an alternative leadership lens.

(Total for Question 3 is 1 mark)

4 Explain one likely effect of an autocratic leadership style on employee morale in a small, stable manufacturing firm.

(Total for Question 4 is 2 marks)

© Revision Library | revisionlibrary.co.uk

5 Identify the likely leadership style used by the manager in this scenario and explain one likely effect on organisational performance. Scenario: In a small tech start-up, the founder rarely checks daily work, gives teams autonomy to choose tools and priorities, and only intervenes for quarterly strategy reviews.

(Total for Question 5 is 6 marks)

6 Evaluate whether one leadership style is always the most effective for a business. Make a judgement supported by evidence and situational reasoning from business contexts.

(Total for Question 6 is 9 marks)

© Revision Library | revisionlibrary.co.uk

Mark scheme · 1.3 Leadership Styles and Theories of Leadership: 30-minute Pack

Question 1

states that the leader involves employees in decision-making and seeks input or consensus	**B1**
may include delegation and shared responsibility, oe	**B1**

Answer: A leader involves employees in decisions, seeks input or consensus, and often delegates responsibility.

Question 2

states leader acts like a parent, taking decisions but showing concern for employee welfare	**B1**
may combine firm direction with support or benefits for staff, oe	**B1**

Answer: A leader who makes decisions for the business but shows concern for employee welfare, combining direction with supportive actions.

Question 3

workers are assumed to be motivated, to accept responsibility and to seek fulfilment at work	**B1**

Answer: Workers are assumed to be motivated, accept responsibility and seek fulfilment at work.

Question 4

identifies an effect, e.g. lower morale or reduced job satisfaction for some employees	**B1**
develops reasoning, e.g. because employees have little input and feel undervalued, which may reduce motivation	**B1**

Answer: Autocratic leadership can lower morale because employees have little input and may feel undervalued, reducing motivation and job satisfaction.

Question 5

identifies the style as laissez-faire, cao	**B1**
identifies a plausible effect on performance, e.g. higher innovation or variable performance	**B1**
explains how autonomy can increase creativity and rapid problem-solving, improving innovation	**B1**
offers a further developed point, e.g. lack of oversight can lead to inconsistent quality or missed deadlines	**B1**
links the inconsistent quality point to an outcome for overall organisational performance	**B1**
provides coherent application to the start-up context, showing both positive and negative effects	**B1**

Answer: The style is laissez-faire. Autonomy can boost innovation and quick problem-solving, improving product development, but lack of oversight can produce inconsistent quality or missed deadlines, harming overall performance.

Question 6

Level 1 Offers simple, undeveloped assertions about leadership styles, with little or no situational application and no clear judgement.	**1-3**
Level 2 Gives developed points about one or two styles and some situational evidence, but the analysis is partial and the judgement is not fully justified.	**4-6**
Level 3 Weighs strengths and weaknesses of different styles with clear situational application and reaches a balanced, justified conclusion about whether a single style can be always effective.	**7-9**

Indicative content:

- Arguments that no single style is always best: effectiveness depends on task urgency, workforce skill, organisational culture, business size and external pressures, so situational flexibility is needed.
- Examples where autocratic can be most effective: emergency situations, simple routine tasks, low-skilled workforce or tight deadlines where fast, centralised decisions are critical.
- Examples where democratic is most effective: knowledge-based teams, complex decisions requiring buy-in, where employee engagement improves innovation and quality.
- Examples where paternalistic can be effective: organisations valuing loyalty and long-term retention, where staff respond to leaders who provide support and clear direction.
- Examples where laissez-faire can be effective: highly skilled, creative teams, research and development units where autonomy fosters innovation, but risks inconsistent standards.
- Consideration of McGregor Theory X and Y assumptions: a Theory X view may favour autocratic control, while Theory Y supports participative approaches; matching assumptions to reality matters.
- Evaluation may conclude that no one style is always most effective; instead, leaders who adapt style to context and who combine elements of styles tend to be more effective.
- Judgement should be supported with reasoned examples and a clear final stance, for example endorsing flexible, contingent leadership rather than a single permanent style.

© Revision Library | revisionlibrary.co.uk