



EDU602

Mid-Term (Solved)

ABSTRACT

This comprehensive collection of notes is accurately crafted to empower students to excel academically, ensuring they achieve a minimum of 80% marks in their examinations. The content is organized with clarity and precision, focusing on key concepts, critical analyses, and practical applications tailored to the syllabus. These notes serve as a reliable resource for both thorough preparation and last-minute revision. Designed to inspire confidence and mastery, this guide is an essential tool for students striving for academic excellence.

Maha Malik

Educational Leadership and Management

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Q. Characteristics of Decision Making

- + Goal-oriented
- + Involves alternatives
- + May be positive/negative
- + Deferment possible
- + Science and art
- + Situational
- + Voluntary or induced
- + Complex and ongoing

Q. Types of Plans

- + **Single-Use Plans** (Programs & Projects)
- + **Standing Plans** (Policies, Procedures, Rules)
- + **Contingency Plans** (For unexpected events)

Q. Historical Perspectives of Transformational Leadership

- + **Burns (1978)**: Moral values and motivation
- + **Bass (1985)**: Motivation through self-interest
- + **Bass & Avolio (1994)**: Active management
- + **Tichy & Ulrich (1986)**: Visionary, value-driven leaders

Q. 3 Classical Leadership Styles

- + **Autocratic**
- + **Democratic**
- + **Laissez-faire**

Q. Leadership Continuum

Proposed by **Tannenbaum and Schmidt**, it extends from autocratic to democratic behaviors, depending on leader, follower, and situational forces.

Q. How to Become a Level 5 Leader

- + Be humble and professional
- + Develop strong willpower
- + Lead with personal humility and professional resolve
- + Ask for help when needed

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Q. Monitoring Student's Progress as a Teacher

Develop a plan including:

- ✚ Defining academic goals
- ✚ Setting measurable benchmarks
- ✚ Using formative assessments
- ✚ Regular feedback and reporting
- ✚ Involving parents and students in the process

Q. Strategic Plan

Long-term, top-level plans focused on achieving broad goals, involving major resource allocation and direction-setting

Q. Correlates for an Effective School

- ✚ Strong instructional leadership
- ✚ Clear and focused mission
- ✚ Frequent monitoring of student progress
(*Your own views could also include: safe environment, high expectations, parent involvement.*)

Q. Group Decision Making

Also called consensus decision-making; group members discuss, brainstorm, and agree on a decision, increasing accountability and acceptance

Q. Who Identifies Effective Leader Behaviors?

Behavioral theorists and researchers (e.g., Kurt Lewin, Ohio & Michigan Studies) analyze what leaders actually do to be effective

Q. Good vs. Effective School

- ✚ **Good School:** May offer quality facilities and instruction
- ✚ **Effective School:** Consistently achieves high learning outcomes for all students

Q. Scientific Management

Proposed by **Frederick Taylor**, emphasizing the "one best way" to perform tasks using scientific methods and worker training

Q. Transactional Leadership

Focuses on planning, processes, predefined goals, and team coordination. It is reward-based and structured

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Q. How School Climate Affects Learning

Positive climate encourages motivation, cooperation, and performance. Negative climate causes stress and low achievement

Q. Organizational Model

A simplified representation of reality using dependent (e.g., productivity) and independent variables (e.g., personality, structure)

Q. Trait vs. Behavior Theory

- ✚ **Trait Theory:** Focuses on innate characteristics
- ✚ **Behavior Theory:** Focuses on observable actions and behaviors of leaders

Q. Transformational Management

Involves vision, organizational change, strategic alliances, and innovation-driven systems

Q. Flat and Tall Models

- ✚ **Flat:** Few levels, broad control, more autonomy
- ✚ **Tall:** Many levels, narrow control, formal chain of command

Q. Task-Oriented vs. People-Oriented Leadership

- ✚ **Task-Oriented:** Focuses on goals and structure
- ✚ **People-Oriented:** Emphasizes employee well-being and relationships

Q. Reversible vs. Irreversible Decisions

- ✚ **Reversible:** Temporary, can be changed
- ✚ **Irreversible:** Final and permanent

Q. Contingency Plan

Alternative course of action for unexpected situations or changes in the environment

Q. Transparent Leadership

Leadership that is ethical, open, honest, keeps commitments, and aligns actions with values

Q. Management Components

- ✚ Planning,
- ✚ Organizing,
- ✚ Leading,

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- ✚ Controlling

Q. Characteristics of a Modern School

- ✚ Student-centered learning
- ✚ Integration of technology
- ✚ Collaborative environment
- ✚ Emphasis on critical thinking and innovation

Q. Disadvantage of Autocratic Leadership

- ✚ Can cause **demotivation and alienation** of staff
- ✚ Leader does not trust others and uses fear and threats

Q. Types of Organizational Structure

- ✚ Simple
- ✚ Functional
- ✚ Divisional
- ✚ Matrix
- ✚ Team-Based
- ✚ Network
- ✚ Modular
- ✚ Tall & Flat

Q. Society and Nature of Man Concept

(Summarized from philosophy of education) – Education must be aligned with man's nature as a social, moral, and rational being. It emphasizes human development and social interaction as essential.

Q. Adler's Objectives

Adler focused on the **Paideia Proposal**, which emphasized:

- ✚ General education for all
- ✚ Equal opportunity
- ✚ Lifelong learning

Q. Disagreements and How to Overcome Them

No direct heading found. But relevant advice includes **active listening, clarification, reflection,** and respecting others' opinions to resolve communication and leadership conflicts.

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Differences Between a Leader and a Manager

- + **Leader:** Inspires, sets vision, long-term focus
- + **Manager:** Plans, organizes, short-term focus

Q. Focus of Transformational Leadership

- + Vision, innovation, values
- + Developing others and transforming systems

Q. Three Leadership Styles According to Lewin's Studies

- + Autocratic
- + Democratic
- + Laissez-faire

Q. Challenges of the Contingency Approach

- + A leader effective in one setting may **fail in another**
- + Leadership effectiveness depends on changing **situational variables**

Q. Main Components of Transactional Leadership

- + Clear structure
- + Defined expectations
- + Reward for performance
- + Punishment for failure (often implicit)

Q. Why Frequent Monitoring of Student Progress is Important

- + Identifies learning gaps early
 - + Supports data-driven instruction
 - + Helps tailor interventions
- (Supported in educational planning and school effectiveness sections.)

Q. Characteristics of a Strategic Plan

- + Long-term
- + Resource intensive
- + Directional and goal-focused

Q. Characteristics of Transformational Leadership

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- + Vision-driven
- + Charismatic influence
- + Intellectual stimulation
- + Individual consideration

Q. Neo-Classical Theory

- + Emphasizes human relations
- + Recognizes the importance of individual needs and motivation
- + Softens the mechanistic approach of classical theories

Q. Three Approaches to Leadership

- + Trait Approach
- + Behavioral Approach
- + Contingency Approach

Q. Implications of Organizational Behavior in Management

- + Influences **performance, satisfaction, commitment**
- + Affects how people **think, feel, and respond** at work

Q. Behavioral Theory in Leadership

- + Focuses on **what leaders do**, not who they are
- + Leadership can be **learned and trained**

Q. Importance of Need and Motivation in Leadership

- + Drives performance and engagement
- + Motivated individuals achieve more and remain committed

Q. Task-Oriented Leadership

- + Focus on structure, role clarity, planning, and productivity
- + Often **autocratic**

Q. Systems School of Management

- + Views organization as a system of interrelated parts
- + Focuses on input-output, environment, feedback loops

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Q. Difference Between Reversible and Irreversible Decisions

- + **Reversible:** Can be undone
- + **Irreversible:** Permanent, high-risk

Q. Servant Leaders

- + Lead by serving others
- + Prioritize team needs
- + Foster trust, morale, and ethical culture

Q. Oriented Leadership in School Management

- + **Task-Oriented:** Planning, monitoring
- + **People-Oriented:** Staff development, collaboration

Q. Characteristics of Leadership

- + Visionary
- + Influential
- + Ethical
- + Motivating
- + Decisive

Q. Decision-Making

- + Mental process of making judgments and choices
- + Involves **observation, analysis, evaluation**

Q. Critical Points of Transformational Leadership

- + Change agent
- + Visionary
- + Lifelong learner
- + Value-driven
- + Deals with complexity
- + Believes in people

Q. Core Idea of Classical Management of School

- + Emphasizes **science and structure**
- + Based on rationality, planning, and economic motivation

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Q. Focus of Behavioral Leadership

- ✚ What leaders **do** rather than who they are
- ✚ Learnable behaviors
- ✚ Process-oriented focus on tasks and people

Q. Characteristics of Transformational Leadership

- ✚ Visionary
- ✚ Inspirational
- ✚ Individualized attention
- ✚ Intellectual stimulation

Q. System School of Management

Organization as a system: **inputs** → **processes** → **outputs + feedback**

Q. Personal Humility in Leadership

Level 5 leaders show humility, accept their flaws, and give credit to others

Q. Charismatic vs. Visionary Leadership

- ✚ **Charismatic:** Influence through personal charm
- ✚ **Visionary:** Focus on long-term vision and strategic direction

Q. Qualities of Level 5 Leaders

- ✚ Humble
- ✚ Strong willpower
- ✚ Committed to vision
- ✚ Seeks help when needed
- ✚ Creates successors

Q. Quantitative System in Management

- ✚ Uses **math, statistics, simulation**
- ✚ Focuses on decisions, data, and optimization

Q. Behavioral Theory in Leadership

- ✚ Learnable and observable behaviors

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- + Differentiates effective vs. ineffective leaders

Q. Traits of an Effective Leader

- + Confident
- + Intelligent
- + Diplomatic
- + Persistent
- + Socially skilled

Q. Five Types of Organizational Structure

- + Simple
- + Functional
- + Divisional
- + Matrix
- + Network

Q. Characteristics of Leadership

- + Vision
- + Influence
- + Innovation
- + Decision-making
- + Responsibility

Q. Core Idea of Classical School Management

- + Structure, roles, and economic rationality
- + Scientific and systematic task performance

Q. Mission and Vision in School/Organization

- + **Mission:** Purpose
- + **Vision:** Long-term goal
- + Guide planning, performance, and motivation

Q. Difference: Learning vs. Controlling Leaders

- + **Learning leaders** support growth and innovation
- + **Controlling leaders** enforce rules and systems

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Q. What is an Organization Model?

Representation showing inputs, outputs, and performance variables

Q. Importance of Monitoring Students

- ✚ Tracks performance
- ✚ Identifies gaps early
- ✚ Supports intervention

Q. Difference: Planning vs. Organizing

- ✚ **Planning:** Set goals and strategies
- ✚ **Organizing:** Assign resources and roles

Q. Productivity in Organizational Model

Dependent variable indicating **output performance** based on inputs and processes

Q. How a Transformational Leader Develops Vision

- ✚ Analyze environment
- ✚ Align with values and capabilities
- ✚ Create inspiring future-oriented vision

Q. Simple Structure of an Organization

- ✚ Flat hierarchy
- ✚ Small size
- ✚ Centralized authority

Q. Similarities: Trait and Behavioral Theory

- ✚ Both seek to identify what makes a leader effective
- ✚ Can be used to predict leadership success

Q. Theories in Quantitative Management

- ✚ Scientific Management
- ✚ Operations Management
- ✚ MIS (Management Information Systems)

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Q. Leadership Styles by Lewin

- + Autocratic
- + Democratic
- + Laissez-faire

Q. Human Relations Theory of Management

- + Focus on **motivation, social needs, and employee relationships**
- + Founded by **Elton Mayo**

Q. Core Idea of Classical Management

Structured management with rules, hierarchy, and planning

Q. Trait Theory of Leadership

- + Leaders are **born**, not made
- + Certain traits (confidence, intelligence) define leaders

Q. What is Transformational Leadership?

Inspires change via **vision, motivation, and innovation**

Q. Similarities: Trait vs. Behavioral Theories

- + Both identify characteristics of effective leadership
- + Help predict performance
- + Used in leadership training

Q. Charismatic Leadership Management

Leaders attract followers through **personality and charm**, injecting enthusiasm. Followers believe success is tied to the leader's presence.

Q. Succession Planning

Level 5 leaders select superb successors to ensure long-term success and organizational continuity beyond their tenure.

Q. Characteristics of Autocratic Leader

- + Uses fear and threats
- + Makes all decisions

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- ✚ Doesn't trust others
- ✚ High staff dependency
- ✚ Quick, decisive in crisis

Q. Contingency Theory of Leadership

Leadership effectiveness depends on the **situation**, leader's style, and follower characteristics.

Q. How Transformational Leaders Share Vision

They **develop**, **sell**, and **deliver** vision by aligning with follower values, using storytelling and motivation techniques.

Q. Organizational Structures

Examples include:

- ✚ Functional
- ✚ Divisional
- ✚ Matrix
- ✚ Team-based
- ✚ Network

Q. Characteristics of Trait Theory

- ✚ Traits are inborn
- ✚ Certain traits (e.g., assertiveness, intelligence) define leadership potential.

Q. Implicit Leadership

It refers to **unconscious beliefs** people hold about what a leader should be.

Q. Challenges in Situational Theory

- ✚ Accurately **perceiving** the situation
- ✚ **Choosing** the best leadership style
- ✚ **Competently implementing** the approach

Q. Culture vs. Society

Not directly stated, but generally:

- ✚ **Culture** = values, beliefs, practices
- ✚ **Society** = structured community sharing that culture

Q. Factors of Leadership

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- + Vision
- + Integrity
- + Motivation
- + Communication
- + Confidence

Q. Servant Leadership

Leads by **meeting team needs**, emphasizes **service, humility, and integrity**

Q. Traits of Effective Leadership

- + Confidence
- + Intelligence
- + Creativity
- + Responsibility
- + Communication skills

Q. Importance of Effective School Climate

Promotes **motivation, participation, and performance.**

Q. Advantages of Autocratic Leadership

- + Quick decision-making
- + Useful in crises
- + Useful when team lacks experience

Q. Levels of Management

- + Strategic (top)
- + Tactical (middle)
- + Operational (lower)

Q. Modern School of Management Characteristics

- + System and contingency-based
- + Integrates **technology and human behavior**

Q. Challenges in Contingency Approach

- + Accurately assessing situations
- + Selecting proper response
- + Effective implementation

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Q. Reversible vs. Irreversible Decisions

- + Reversible = temporary, can be changed
- + Irreversible = final, high stakes

Q. Leader vs. Manager

- + Leader: Vision, motivation
- + Manager: Planning, organizing

Q. Oriented Leadership

- + **Task-oriented:** Focus on goals
- + **People-oriented:** Focus on team morale

Q. Kinds of Decision-Making

- + Programmed vs. non-programmed
- + Individual vs. group
- + Routine vs. strategic

Iowa Studies on Leadership

Identified 3 styles:

- + Autocratic
- + Democratic
- + Laissez-faire

Q. Human Behavior Theory

Focuses on what leaders **do** rather than traits. Leadership can be learned.

Q. Focus of Human Relations Theory

Emphasizes **motivation, relationships**, and employee well-being.

Q. Productivity in Organizational Model

Refers to the **output** of the system; a **dependent variable**

Q. Decision-Making Approach

A systematic process of **analyzing, evaluating**, and choosing alternatives

Q. Core Idea of Classical School of Management

Focus on **structure, tasks, hierarchy**, and economic rationality

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Q. Sidelines of 5 Level Pathway

Qualities and behaviors cultivated at each stage like humility, willpower, discipline

Q. 4 I's of Transformational Leadership

- + Idealized Influence
- + Inspirational Motivation
- + Intellectual Stimulation
- + Individualized Consideration

Q. Types of Organizational Systems

- + Open system
- + Closed system
- + Mechanistic
- + Organic

Q. Quality of a Good/Effective Leader

- + Humility
- + Vision
- + Adaptability
- + Emotional intelligence

Q. Levels of Management Competencies for Transformational Leadership

- + Managing knowledge
- + Transformational management
- + Business acumen
- + Process toolkit
- + Continuous personal development

Q. What is a Dependent Variable?

Outcomes influenced by other factors (e.g., productivity, absenteeism, turnover)

Q. Focus of Transformational Leadership

- + Self, team, group, organization
- + Strategic vision, values, change, and innovation

Q. Types of Decisions

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- + Irreversible
- + Reversible
- + Quick
- + Experimental
- + Trial and error
- + Conditional

Q. Mission of a School or Organization

- + Shared understanding of instructional goals and responsibilities
- + Emphasizes innovation and learning for all

Q. Characteristics of Participatory Leadership Style

- + Encourages collaboration
- + Shares decision-making
- + Builds ownership and commitment

Q. Strategic vs. Tactical Planning

- + **Strategic:** Long-term, top management, resource-focused
- + **Tactical:** Medium-term, supports strategic plans, specific departments

Q. Contingency Plan

- + Backup plans for unexpected events
- + Activated when situations deviate from expected

Q. How Would a Democratic Leader Develop a School?

By collaboration, team decision-making, shared responsibilities, open communication

Q. Simple Structure of an Organization

- + Flat hierarchy
- + Centralized control
- + Few levels, ideal for small orgs

Q. Trait and Effective Leadership

Trait theory suggests certain inborn qualities (e.g., confidence) make leaders effective

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Q. Levels of Goals

- + Strategic (top-level)
- + Tactical (middle-level)
- + Operational (low-level)

Q. Modern Theory System

- + Includes systems and contingency approach
- + Considers dynamic interactions, adaptability

Q. Characteristics of Leadership

Visionary, influential, ethical, committed, communicative

Q. Factors of Leadership

Traits, behaviors, context, relationships, skills, vision

Q. Three Points about Trait Theory

- + Leaders are born
- + Focus on personal qualities
- + Traits can predict leadership effectiveness

Q. What is Transformational Leadership?

Inspires change via vision, motivation, and individualized support

Q. Quantitative Management Theory

Uses statistics, modeling, and math to make data-driven decisions

Q. Who are Level 5 Leaders?

- + Blend of humility and strong professional will
- + Prioritize organizational success over personal gain

Q. Traits of an Effective Leader

- + Intelligence,
- + confidence,

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- ✚ integrity,
- ✚ communication,
- ✚ vision

Q. Decision-Making Approach

- ✚ Individual,
- ✚ authoritarian,
- ✚ group (consensus-based)

Q. Characteristics of Leadership

Vision, motivation, emotional intelligence, decisiveness, strategic thinking, and accountability.

Q. Task-Oriented Leadership

Focuses on structure, planning, organizing tasks, defining roles, and ensuring productivity. Often autocratic.

Q. Contingency Leadership

Leadership effectiveness depends on situation variables like leader's style and followers' capabilities. No single best style exists.

Q. Behavioral Theory

Focuses on what leaders do rather than their traits. Leaders are made through training; emphasizes learnable behaviors.

Q. Characteristics of an Operational Plan

Short-term, day-to-day plans that support tactical objectives. Made at departmental level.

Q. Why a Focused Mission is Necessary in Schools?

It ensures clarity, direction, shared goals, and accountability for learning outcomes.

Q. System Management Theory

Organizations viewed as systems transforming inputs into outputs with feedback loops.

Q. Transparent Leadership Style

Ethical, open, value-driven, accessible, and consistent with commitments and integrity.

Q. School Climate Needed to Promote Student Learning

Safe, orderly, respectful, collaborative, with high expectations and a focus on learning.

Q. Succession Planning

Identifying and preparing future leaders to ensure long-term sustainability of the organization.

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Q. Democratic Leadership

Engages staff in decision-making, encourages autonomy and participation, values input.

Q. Difference between Leadership and Management

Leadership focuses on vision and influence; management focuses on planning, organizing, and controlling.

Q. Authoritative vs. Laissez-Faire Models

- ✚ **Authoritative:** Centralized, directive, structured.
- ✚ **Laissez-faire:** Minimal involvement, maximum freedom to team.

Q. Focus of Human Relations Theory

Employees are motivated by social needs, relationships, attention, and participation.

Q. Focus of Transformational Theory

Change-making through vision, strategic planning, long-term reforms, and empowerment.

Q. Components of Transactional Leadership

Defined structure, reward/punishment, objectives, short-term planning, monitoring.

Q. Functions of Management

Planning, organizing, leading, controlling.

Q. Biases in Decision-Making

(overconfidence, confirmation bias, anchoring.)

Q. Decision-Making and Its Characteristics

Process of selecting from alternatives; involves evaluation, judgment, and commitment.

Q. Benefits of Decision-Making

Clarifies action steps, improves efficiency, accountability, and goal achievement.

Q. School Management System

An organized structure for planning, executing, and evaluating educational functions.

Q. Main Difference: Trait vs. Behavioral Theory

Trait = inborn qualities; Behavioral = learnable actions and practices.

Q. Why School Management is Important

Ensures educational quality, efficient resource use, goal achievement, and accountability.

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Q. Leadership Framework

A structured guide outlining leadership roles, behaviors, and responsibilities aligned with school goals.

Q. Critical Points of Leadership

Vision, strategic thinking, ethical conduct, motivation, adaptability, communication.

Q. Organization Model

Diagram or structure outlining inputs, processes, outputs, and feedback in an institution.

Q. How to Treat People as a Bureaucratic Leader

Strict adherence to rules, formal procedures, fair but impersonal treatment.

Q. Fayol's Principles

14 principles including: division of work, unity of command, discipline, authority, equity, etc..

Q. Hierarchy of Organizational Structure & Its Importance

Defines levels of authority and responsibility; ensures coordination, clarity, and efficiency.

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