
MULTIPLE CHOICE QUESTIONS

1. Who is a person who advanced early scientific management principles?
Weber
Taylor
Vest
Fayol
2. A reporting relationship in which an employee receives orders from, and reports to, only one supervisor is known as:
(a) Line of authority.
(b) Centralization.
(c) Unity of direction.
(d) **Unity of command.**
3. Which worked on administrative management theory:
I. Fayol
II. Parker
III. Weber
(a) **I and III**
(b) II and III
(c) none of these worked on administrative management theory
(d) I, II, and III
4. _____ is the study of how to create an organizational structure that leads to high efficiency and effectiveness.
(a) Scientific management
(b) Job specialization
(c) Administrative management
(d) **Allocation management**
5. _____ is the singleness of purpose that makes possible the creation of one plan of action to guide managers in resource allocations.
(a) **Unity of direction**
(b) Unity of command
(c) Unity of authority
(d) Unity of resources
6. Which is an organizational - environmental theory?
I. The open-systems view
II. Contingency theory
III. The Theory of Bureaucracy
IV. Theory Z
(a) **I and II**
(b) I, III, and IV
(c) II, III, and IV
(d) I, II, and III
7. Theory is based on positive assumptions about workers.
(a) Z
(b) X
(c) **Y**
(d) C
8. The _____ theory states a manager's choice of organizational structures and control systems depends on characteristics of the external environment.
(a) Mechanistic
(b) Management science
(c) Organic
(d) **Contingency**

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9. Which is *not* one of Fayol's principles:
- (a) Authority and responsibility
 - (b) Line of authority
 - (c) **Globalization**
 - (d) Unity of command
10. Which is *not* a management science theory:
- (a) Operations Management
 - (b) TQM
 - (c) MIS
 - (d) **None of these**
11. Theory states that the average employee is lazy and will try to do as little as possible.
- (a) **X**
 - (b) Y
 - (c) Z
 - (d) None
12. In recent history, workers have felt that they should be empowered in the workplace. This is an example of
- (a) **social influences**
 - (b) political influences
 - (c) technological influences
 - (d) global influences
13. Scientific management, administrative management, and bureaucratic management belong to the management viewpoint known as the
- (a) **classical perspective**
 - (b) behavioral perspective
 - (c) quantitative perspective
 - (d) systems perspective
14. The theorist that advocated standard methodology for doing a task and suggested that workers were motivated by pay according to output (piecework) is
- (a) Elton Mayo
 - (b) Max Weber
 - (c) **Frederick Taylor**
 - (d) Henri Fayol
15. As a Theory Y manager, you believe that your employees
- (a) dislike work and will avoid it if possible.
 - (b) need a hierarchy of authority and lots of rules and regulations.
 - (c) should be trained to standard methodology in all their tasks.
 - (d) **are self-motivated and self-directed toward achieving organizational goals.**
16. What does the case, 'Scientific management in action' illustrate?
- (a) Scientific management theory is an outdated management theory.
 - (b) Managers should apply classical management theory to their everyday work if they want to be more effective.
 - (c) **A traditional approach to management can be successfully applied to the problems of a modern organisation.**
 - (d) Quality usually suffers as productivity increases.
17. According to Frederick Taylor, who was to blame for the inefficiency in organisations?
- (a) The unions.
 - (b) **The managers.**
 - (c) The organisation as a whole.
 - (d) The workers
18. Which of these was not an integral part of scientific management?
- (a) Differential pay rates.
 - (b) **Worker control of production.**
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- (c) Systematic selection of workers.
 - (d) Work specialisation

19. Which of the following is not a valid criticism of scientific management theory?

- (a) Increases in pay for workers were not proportional to increases in productivity.
- (b) Worker discretion over the execution of the task was reduced.
- (c) Jobs became too complex for workers to handle.**
- (d) Fear of redundancy was increased.

20. Which of the following is not a fundamental characteristics of Bureaucratic Management?

- (a) Specialisation of labour
- (b) Well defined hierarchy
- (c) Striving to be a 'first-class worker'**
- (d) Formal rules and regulations.

21. Which of these statements concerning Weber's concept of Bureaucracy is not correct?

- (a) It is based on rules and procedures rather than personal preference and judgement.
- (b) It is still a relevant concept in today's organisation.
- (c) It has acquired a negative reputation for inefficiency and rigidity.
- (d) It rejects rational approaches to managing organizations**

22. Which of the following was an early key management idea, pre-dating the work of Frederick Taylor and Max Weber?

- (a) Differential pay rates.
- (b) Rule-by-the-office.
- (c) Work specialisation.**
- (d) Classical management theory.

23. Which of the following was the key aim of scientific management?

- (a) To increase worker control of production.
- (b) To increase productivity.**
- (c) To decrease absenteeism.
- (d) To develop time-and-motion studies.

24. Which of the following is NOT a key concept associated with scientific management?

- (a) One best way.
- (b) Formalisation.**
- (c) Time-and-motion studies.
- (d) Systematic selection.

25. Contingency theory suggests which of the following as a limitation of classical management theory?

- (a) Management approaches need to take into account the informal social life of workers at work.**
- (b) Management approaches need to take into account complexity and instability in the environment.
- (c) Everything is contingent upon the workers in an organisation.
- (d) Management practices need to recognise stability in the environment.

26. Which of the following is NOT true of scientific management?

- (a) It gave rise to the modern operations research.
- (b) It raises questions as to how rewards from increased productivity should be distributed.
- (c) It is outdated as a theory as it cannot be applied to today's modern organisations.**
- (d) Managers are chosen for their intellectual ability and rationality.

27. Which of the following does NOT describe a problem with scientific management?

- (a) Productivity increases may not be reflected in workers' pay.**
- (b) It is better suited to complex jobs.
- (c) Improvement is not necessarily maintainable.
- (d) It is better suited to simple jobs.**

28. Scientific management gave rise to which of the following modern disciplines?

- (a) Theory Y.
- (b) Behavioural science.
- (c) Socio-technical systems.

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- (d) Operations research.
29. Which of the following men's writings are associated with bureaucracy?
- (a) Max Weber.
 - (b) Henri Fayol.
 - (c) Frederick Taylor.
 - (d) Douglas McGregor.
30. According to Fayol's 14 principles of management, 'esprit de corps' refers to which of the following?
- (a) Being treated fairly and kindly.
 - (b) Spirit of the corporation.
 - (c) Team work and harmony.
 - (d) Spirit of work.
31. Which of the following images best captures how classical management views the organisation?
- (a) As an organism.
 - (b) As a human being.
 - (c) As a machine.
 - (d) As a wheel in an engine.
32. Which of the following is the 'odd one out'?
- (a) Management science.
 - (b) Management accounting.
 - (c) Operations management.
 - (d) Systems management.
33. In general, Theory Y and Theory X belong to which of the following perspectives?
- (a) Socio-political.
 - (b) Bureaucratic.
 - (c) Cultural.
 - (d) None of these.
34. Which of the following is NOT part of the mix of behavioural sciences informing organisation behaviours?
- (a) Social psychology.
 - (b) Organisational theory.
 - (c) Systems theory.
 - (d) Psychology.
35. The behavioural science approaches add which of the following emphases to management?
- (a) The study of people who satisfy social needs at work and how informal as well as formal organisation affects behaviour.
 - (b) Management as a science and developing techniques to control behaviour.
 - (c) The scientific study of human behaviour and developing behavioural techniques.
 - (d) None of these.
36. Systems theory takes into account which of the following?
- (a) The whole system of anything.
 - (b) Every system involving humans.
 - (c) Socio-technical systems.
 - (d) Open systems.
37. Which of the following phrases is closely connected to contingency theory?
- (a) No one best way.
 - (b) Today's ideas are tomorrow's history.
 - (c) One best way.
 - (d) Universal ideas of good management.
38. Which of the following is not a way of overcoming resistance to change?
- (a) Incentives
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- (b) **Bullying and harassing people**
 - (c) Education and communication
 - (d) Coercion

39. Which of the following is the reason for resistance to change?

- (a) Obsolescence of skills
- (b) Fear of economic loss
- (c) Fear of unknown
- (d) **All of the above.**

40. Changes which take place gradually without any resistance are

- (a) **Evolutionary**
- (b) Revolutionary
- (c) Planned
- (d) Unplanned.

41. Which of the following is true with people with a Type A personality?

- (a) They are generally content with their place in the world.
- (b) They generally feel little need to discuss their achievements
- (c) They are easy going and relaxed and that's why take no tension of work.
- (d) **They have an intense desire to achieve and are extremely competitive**

42. The difference between a company's mission statement and the concept of strategic vision is that

- (a) The mission statement lays out the desire to make a profit, whereas the strategic vision addresses what strategy the company will employ in trying to make a profit.
- (b) A mission statement deals with "where we are headed " whereas a strategic vision provides the critical answer to "how will we get there?"
- (c) A mission deals with what a company is trying to do and a vision concerns what a company ought to do.
- (d) **A mission statement typically identifies what the company's products or services are (what we do) and the customers and markets it serves (why we are here), whereas the focus of a strategic vision is on "where we are going and why."**

43. The management process functions consist of

- (a) Planning, organising, staffing and directing
- (b) Planning, organising, leading and directing
- (c) Planning, organising, leading and staffing
- (d) **Planning, organizing, leading and controlling.**

44. Which of the following is not Kurt Lewin's famous 3 stage perspective model of change?

- (a) Unfreezing current attitudes
- (b) Refreezing attitudes at new level
- (c) Moving to a new level
- (d) **Melting resistance.**

45. Forcefield analysis suggests that before a manager embarks on a change strategy he should properly identify and evaluate _____ and _____.

- (a) Positive forces, negative changes
- (b) **Driving forces, restraining forces**
- (c) External forces, internal forces
- (d) Strong forces, weak forces.

46. Which of the following is not an organ of company management?

- (a) **Officer**
- (b) Board of Directors
- (c) Managing Director
- (d) Secretary.

47. Disqualifications from becoming a Director of a company is

- (a) Insolvency
- (b) Fraudulent, declared by court
- (c) Unsound mind
- (d) All of the above.**

48. The Central Government may appoint some directors for a period of _____ in case of mismanagement of company affairs

- (a) 3 and half yrs
- (b) Not more than 3 yrs**
- (c) 5 yrs
- (d) Not more than 2 yrs.

49. A director has to hold a minimum qualifying amount of shares of _____ within _____ months after his appointment as director.

- (a) 5000, 2**
- (b) 50,000, 2
- (c) 5000, 5
- (d) 5000, 3.

50. The maximum limit of holding Directorship in public companies is

- (a) 11 companies
- (b) 12 companies
- (c) 14 companies
- (d) 15 companies.**

51. A person cannot be appointed as a Managing Director for more than _____ at a time.

- (a) 5 yrs**
- (b) 6 yrs
- (c) 7 yrs
- (d) 4 yrs

52. Which of the following is a characteristic of a Public sector organization?

- (a) Private ownership
- (b) Primary profit making motive
- (c) Strict financial control by Government**
- (d) None of the above.

53. Which of the following industries does not come within the purview of 1991 Industrial Policy for reservation for public sector?

- (a) Handicrafts**
- (b) Atomic energy
- (c) Arms Ammunitions
- (d) Coal and lignite.

54. Planning is based on:

- (a) decision-making,
- (b) forecasting,**
- (c) staffing,
- (d) organising

[Hint: Planning is setting objectives and deciding how to accomplish them.]

55. Planning do not consider:

- (a) choice,
- (b) communication,
- (c) machine,**
- (d) coordination.

56. Strategic plans are:

- (a) single use plans,
- (b) long range plans,**

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- (c) for lower management levels.
 - (d) standing plans

57. **Short-term plans guides:**

- (a) **lower level management,**
- (b) bridges gap between past and present
- (c) forecasting
- (d) environmental factors

58. **Participating in the planning process makes:**

- (a) **effective planning,**
- (b) cost reduction,
- (c) increase output.
- (d) perception of opportunities

59. **Negative attitude and Commitment are not the basis for:**

- (a) **effective planning,**
- (b) environment,
- (c) resistance.
- (d) technology

60. **Planning is:**

- (a) **looking ahead,**
- (b) guiding people,
- (c) delegation of authority,
- (d) fundamentals of staffing

61. **Single use plans are:**

- (a) **applicable in non-recurring situation,**
- (b) deals with recurring situations,
- (c) budgets,
- (d) strategic

62. **Programs are a complex of:**

- (a) budgets,
- (b) **goals & policies,**
- (c) rules,
- (d) None of the above.

[Hint: Programs are complex of goals, policies, rules, procedures, tasks.]

63. **The limitations of planning are:**

- (a) proper environment,
- (b) planning premises,
- (c) **wrong information,**
- (d) feasibility.

[Hint: Wrong information and time involved are the limitations of planning.]

64. **What are the three levels of planning?**

- (a) **Operational, intermediate and strategic**
- (b) Headquarters, divisional and local
- (c) Top, middle and bottom
- (d) None of the above

65. **All of the following would be steps or concerns in the process of strategic planning except:**

- (a) Designing a sound business portfolio.
- (b) **Checking to see if an advertising spot had been run in its allotted time slot.**
- (c) Setting supporting objectives.
- (d) Defining a clear company mission.

66. **Identify the best definition of planning.**

- (a) An integrated process in which plans are formulated, carried out and controlled.
- (b) The core activity of planners and planning departments.
- (c) **Setting an organisation's objectives and the means of reaching them.**

(d) Devising ways of achieving the objectives of an organisation.

67. Budget refers to

- (a) Planned target of performance
- (b) Steps of handling future activities
- (c) Systematic action and allocation of resources
- (d) Statement of expected results expressed in numerical terms**

68. Which of the following indicates the importance of planning?

- (a) Makes way for orderly activities
- (b) Provides a basic for control in an organization
- (c) Reduces risk of uncertainty
- (d) All of the above.**

69. Which of the following is not a technique of planning?

- (a) Budgeting
- (b) Balanced score card**
- (c) PERT CPM
- (d) Management by Objectives.

70. _____ plans have clearly defined objectives

- (a) Directional
- (b) Flexible
- (c) Specific**
- (d) Standing.

71. Which one of the following does not fall under qualitative forecasting method?

- (a) Life cycle analogy
- (b) Moving average methods**
- (c) Judgmental methods
- (d) Delphi method

72. For which of the following situation(s) is the market research method of forecasting suitable?

- (a) When a firm is planning moderate changes on product innovations
- (b) When a firm is market testing one of its new offerings
- (c) when a firm is working with stable technology, planning moderate changes on product innovations or market testing one of its new offerings.**
- (d) when a firm is planning moderate changes on product innovations and market testing one of its new offerings.

73. Which of the following forecasting method is suitable for launching new products?

- (a) Moving average methods
- (b) Exponential smoothing
- (c) Causal models
- (d) Judgmental methods**

74. Which of the following method(s) is(are) suitable for forecasting the demand of a product?

- (a) Delphi method**
- (b) Market research
- (c) Delphi method and judgmental method
- (d) Market research and judgmental method**

75. Qualitative forecasting methods include

- (a) delphi
- (b) Panel of experts
- (c) (a) and (c)
- (d) (a) and (b)**

76. Forecasts

- (a) become more accurate with longer time horizons
- (b) are rarely perfect**

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- (c) are more accurate for individual items than for groups of items
 - (d) all of the above

77. **One purpose of short-range forecasts is to determine**

- (a) production planning
- (b) inventory budgets
- (c) research and development plans
- (d) **job assignments**

78. **Forecasts are usually classified by time horizon into three categories**

- (a) **short-range, medium-range, and long-range**
- (b) finance/accounting, marketing, and operations
- (c) strategic, tactical, and operational
- (d) exponential smoothing, regression, and time series

79. **A forecast with a time horizon of about 3 months to 3 years is typically called a**

- (a) long-range forecast
- (b) **medium-range forecast**
- (c) short-range forecast
- (d) weather forecast

80. **Organizing refers to:**

- (a) planning,
- (b) **delegation of authority,**
- (c) training,
- (d) selection

81. **Organizing aims to serve:**

- (a) common purpose,
- (b) corruption,
- (c) **authority structure,**
- (d) All of the above.

82. **Organizing destroys:**

- (a) individual relationships,
- (b) plans,
- (c) **simplicity in the organization,**
- (d) environment.

83. **The principle of objective states:**

- (a) delegation of authority,
- (b) **existence for a purpose,**
- (c) formal organization,
- (d) none of the above.

[Hint: An organization must exist for a purpose is the principle of objective.]

84. **For effective organizing, an organization required:**

- (a) principle of balance,
- (b) **span of management,**
- (c) organization process,
- (d) planning and forecasting.

85. **The structure of organization includes:**

- (a) **identification and classification of required activities,**
- (b) informal organization,
- (c) establishing enterprise objectives,
- (d) authority relationships.

86. **The degree to which an organization relies on rules and procedures to direct the behaviour of employees is:**

- (a) complexity,

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- (b) **formalization,**
 - (c) centralization,
 - (d) motivation.

87. In a formal organization, "power" is associated with:

- (a) an individual,
- (b) **position,**
- (c) relationship,
- (d) control

88. Delegation is:

- (a) a continuous process,
- (b) unfolding talents,
- (c) **granting the right to command.**

[Hint: Delegation is the act of granting of conferring something and the term authority means right to command.]

89. Unity of command means:

- (a) parity of authority and responsibility,
- (b) flow of command from subordinate to superior,
- (c) **flow of command from superior to subordinate,**
- (d) parity in controlling.

90. Defective delegation:

- (a) **hampers coordination**
- (b) size of the organization,
- (c) establish proper controls,
- (d) establish sources of powers.

91. Indicate which of the following is NOT among the six main types of organization structure—

- (a) Line organization
- (b) Functional structure
- (c) Committees
- (d) **Department**

92. Organisation structure is primarily concerned with _____ and _____ of tasks and authority.

- (a) **Allocation and Delegation**
- (b) Allocation and apportionment
- (c) Reporting and delegating
- (d) Setting standards and delegation

93. Line organization is also known as _____ organization.

- (a) **Scalar**
- (b) Chain
- (c) Matrix
- (d) Project

94. An advantage of the matrix structure is said to be —

- (a) Because product lines can be identified as cost centres, it facilitates financial control
- (b) Top management has more time to devote to long term strategic issues
- (c) It is easily understood by the people involved
- (d) **Improved lateral communications.**

95. Organizational structure is made up of key elements. Which of the following is not one of these elements?

- (a) Centralisation
- (b) **Coordination**
- (c) Decentralisation
- (d) Span of control

96. The foundations of 'behavioral theory of organization' were laid down by _____ conducted by _____

- (a) Structural experiments, Gullick

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- (b) Bethlehem steel corporations, Mooney
 - (c) Hawthorne experiments, Mayo**
 - (d) The longwell coal mining study, Weber

97. The systems approach_____?

- (a) Emphasises the technical requirements of the organization and its needs
- (b) Emphasises the psychological and social aspects
- (c) Encourages the managers to view the organization both as a whole and as a part of larger environment**
- (d) All of the above.

98. The Contingency theory focuses on

- (a) Situational variables**
- (b) Interrelationships
- (c) Groups and human behavior
- (d) Economic needs of workers

99. _____is attributed with developing the scientific management perspective.

- (a) Elton Mayo
- (b) Robert Owens
- (c) Frank Gilbirth
- (d) Frederick Taylor**

100. _____provides a focus and direction for formulating strategy to achieve organizational objectives.

- (a) Management by objectives**
- (b) Strategy by objectives
- (c) Management by strategy
- (d) Strategic planning model.

101. _____refers to changes implemented by an organization due to pressure by external forces.

- (a) Unplanned change
- (b) Reactive change**
- (c) Proactive change
- (d) Revolutionary change.

102. Selection devices must:

- (a) be explained,
- (b) match the job in question,**
- (c) to be cost-effective
- (d) none of the above.

103. The popular on-the-job training methods include:

- (a) job rotation,**
- (b) classroom lectures,
- (c) films.
- (d) description and displays

[Hint: On-the-job training methods allow the workers to work in a realistic work environment and gather experiences.]

104. Need refers to:

- (a) control information and performance review,
- (b) key result areas and statement of objectives,
- (c) agree what you expect from me,**
- (d) All of the above.

[Hint: Need states agree what you refer from me and give me an opportunity to perform.]

105. Staffing refers to:

- (a) measuring performance,
- (b) managing the positions,**
- (c) management in action,

(d) making strategic plans.

[Hint: Staffing refers to appointing the right person for the right job.]

106. Non-financial incentives have many things to do with:

- (a) Directing,
- (b) Motivation,**
- (c) Planning,
- (d) organising.

107. Staffing needs:

- (a) man power planning,**
- (b) authority,
- (c) communication,
- (d) coordination.**

[Hint: Staffing needs estimates of present and future needs of managerial man power and therefore it needs some pre-thinking.]

108. HRD refers to:

- (a) remuneration,
- (b) development,**
- (c) controlling,
- (d) planning

109. Recruitment covers:

- (a) selection,
- (b) job analysis,**
- (c) time,
- (d) none of the above.

[Hint: Recruitment covers job analysis, job design and job descriptions.]

110. Training is the process of:

- (a) motivation
- (b) increasing knowledge and skill**
- (c) testing.
- (d) employee recommendations.

111. Vestibule training provides the worker with:

- (a) on the job training,
- (b) off the job training,
- (c) real life presentations off the job**
- (d) demonstration

[Hint: The worker is provided with a real life presentation but not on the job directly.]

112. What is the meaning of the acronym HRM?

- (a) Humane Resource Management.
- (b) Humanistic Resource Management.
- (c) Human Resource Management.**
- (d) Human Relations Management.

113. Which of the following is not a function normally performed by the HR department?

- (a) Recruitment and selection.
- (b) Accounting.**
- (c) Training and development.
- (d) Pay and reward.

114. Recruitment and selection must be effective to ensure it:

- (a) Offsets high labour turnover**
- (b) Delivers the highest calibre of individuals at optimum cost
- (c) To have a surplus in case of sickness and absence
- (d) Encourages new blood into the organization.

115. Which of the following is not a selection technique?

- (a) Performance appraisal**

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- (b) Ability test
 - (c) Psychometric testing
 - (d) Interviews

116. The primary aim of recruitment and selection process is to

- (a) Meet the high labour turnover
- (b) Hire the best individuals at optimum cost
- (c) Ensure the availability of surplus in case of sickness and absence
- (d) None of the above.

117. Job evaluation is conducted to develop

- (a) Compensation package
- (b) Training modules
- (c) Organisational grapevine
- (d) Rules and policies.

118. Which of the following defines the process of recruitment?

- (a) Forecasting the demand of human resources
- (b) Forecasting the supply of human resources
- (c) Discovering potential job candidates for a particular position
- (d) Making a hire or no hire decision.

119. Which of the following is not a type of remuneration system under Time Rate System?

- (a) High wage plan
- (b) Measured day work
- (c) Taylor System
- (d) Differential time rate.

120. Which of the following functions or activities requires recruiting and placing qualified personnel needed for the organization so that it may achieve its objectives and goals?

- (a) Planning
- (b) Staffing
- (c) Organizing
- (d) Controlling.

121. Direction refers to:

- (a) planning,
- (b) organizing,
- (c) driving,
- (d) staffing

122. Marry Follett pointed that reform was possible provided the following consideration were taken into account:

- (a) building up new attitudes,
- (b) planning
- (c) negative attitudes,
- (d) None of the above.

123. The characteristics of direction include:

- (a) guiding,
- (b) motivating,
- (c) planning,
- (d) performance appraisal

124. Direction is a:

- (a) discrete process,
- (b) continuous process,
- (c) circular process,
- (d) supervisory process

125. The principles of direction do not include:

- (a) to have a thorough knowledge about the terms to bind the employees and the organization,

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- (b) to remove the inefficient employees,
(c) **labour turnover**,
(d) to have an effective communication superior and his subordinates.

126. The techniques of direction excludes:

- (a) an alternative device of communication,
(b) supervisory techniques,
(c) **coordination**,
(d) standard practices and procedures.

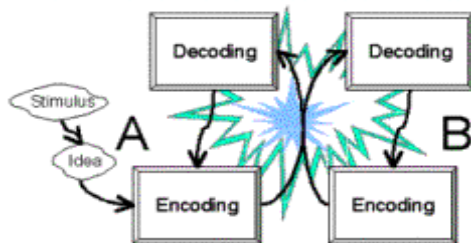
Hint: Coordination refers to the link between the different functions of management.

127. Communication is a:

- (a) **two-way process**,
(b) one-way process,
(c) discrete process,
(d) circular process

[Hint: Communication is a transfer of information from one person to another and getting the feedback to check the efficiency of the message communicated.]

128.



The sketch shows the process of communication from A to B. What labels apply to the arrows that cross in the centre?

- (a) Stimulus; response
(b) **Transmission; feedback**
(c) Feedforward; feedback
(d) Encoding; decoding

129. What comprises the decoding stage of the communication model?

- (a) Perception; retention.
(b) **Attention; perception; retention**
(c) Receiving; processing and storing information
(d) Short term memory; decoding; long term memory.

130. What is the first step to take during communications planning?

- (a) Decide on means of communication
(b) Identify communication constraints
(c) Conduct a stakeholder analysis
(d) **Develop a communications management plan**

131. Feedback is a listener's

- (a) verbal critique of your message.
(b) **verbal or nonverbal responses to a message.**
(c) acceptance of a message.
(d) aversion to a message.

132. To decode a message is to

- (a) translate ideas into code.
(b) reject a message.
(c) **evaluate a message.**
(d) interpret a message.

-
133. In the communication process, to encode means to
- (a) **translate ideas into a code.**
 - (b) block a pathway between the sender and receiver of a message.
 - (c) speak to large groups of people.
 - (d) interpret a code.
134. A message is a signal that serves as
- (a) noise reduction.
 - (b) stimuli for a speaker.
 - (c) stimuli for a mass audience.
 - (d) **stimuli for a receiver.**
135. Feedback can come in the form of
- (a) nonverbal communication only.
 - (b) verbal communication only.
 - (c) environmental noise.
 - (d) **verbal and nonverbal listener responses.**
136. In the communication process, a receiver is
- (a) message interference.
 - (b) **the person who decodes a message.**
 - (c) a message pathway.
 - (d) the person who encodes an idea.
137. Noise does the following:
- (a) causes listeners to listen to messages more carefully.
 - (b) focuses wandering thoughts.
 - (c) **distorts or interferes with a message.**
 - (d) enhances a message.
138. An example of a communication channel is
- (a) **face-to-face conversation.**
 - (b) noise.
 - (c) feedback.
 - (d) context.
139. Which of the three components are part of the human communication process?
- (a) **Message, noise, feedback**
 - (b) Feedback, message, critiquing
 - (c) Noise, feedback, jargon
 - (d) Message, recording, feedback
140. Which of the following is an example of a nonverbal message?
- (a) **Eye contact**
 - (b) Yelling
 - (c) Mumbling
 - (d) Jargon
141. The ability to communicate effectively
- (a) depends on the education level of those around you.
 - (b) **can be learned.**
 - (c) is a natural talent that cannot be learned.
 - (d) depends on not using technology to send messages.
142. A message can only be deemed effective when it is
- (a) communicated face-to-face.
 - (b) **understood by others and produces the intended results.**
 - (c) repeated back as proof of understanding.
 - (d) delivered with confidence.
143. Learning to communicate with others is key to
- (a) **establishing rewarding relationships.**
-

- (b) never being misunderstood.
- (c) eliminating all of your listeners' physiological noise.
- (d) winning the approval of everyone around you.

144. **Encoding is important because it**

- (a) guarantees that one's message will be decoded.
- (b) encourages listener feedback.
- (c) eliminates noise.
- (d) **Produces messages.**

145. **When a subordinate or a lower level manager passes information or offers suggestions to the higher level management, they are using which level of communication?**

- (a) **Upward communication**
- (b) Downward communication
- (c) Lateral communication
- (d) Diagonal communication.

146. **Control is a function aimed at:**

- (a) economic development,
- (b) staffing,
- (c) **organizational development,**
- (d) planning

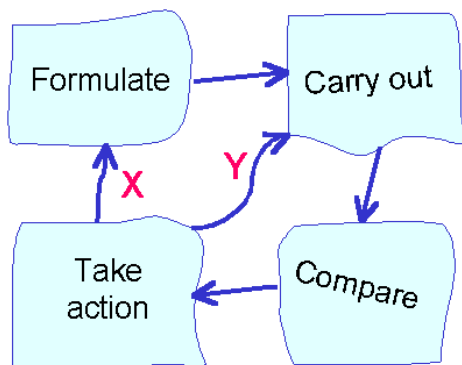
147. **Control is a:**

- (a) static activity,
- (b) plan,
- (c) **pervasive function,**
- (d) All of the above

148. **The objective of control is:**

- (a) **take corrective actions,**
- (b) make plans,
- (c) prepare manpower planning,
- (d) influence and persuasiveness,

149.



In the sketch of the planning and control cycle, what do the arrows X and Y indicate?

- (a) (X) **Review plans,** (Y) **review implementation of plans.**
- (b) (X) Alter plans; (Y) alter implementation of plans.
- (c) (X) Restart the planning process; (Y) confirm existing plans.
- (d) (X) Proceed with normal planning review; (Y) intervene urgently in current action.

150. **Detecting irregularities is possible through:**

- (a) **controlling,**
- (b) staffing,

-
- (c) decision-making,
 - (d) planning.

151. Strategic control is implemented with:

- (a) micro perspective,
- (b) department perspective,
- (c) **macro perspective,**
- (d) motivational perspective

152. Deviation is a term used in:

- (a) **controlling**
- (b) motivation
- (c) directing
- (d) staffing

[Hint: Deviation is the term used when the actual performance is not equal to the standard performance.]

153. Controlling plays an important role in helping:

- (a) increase the costs,
- (b) fixing standards,
- (c) **identify opportunities,**
- (d) time management

154. Difficulty in controlling the external factors is a drawback for:

- (a) **controlling**
- (b) motivation
- (c) staffing
- (d) organising

155. Effective control requires:

- (a) **flexibility**
- (b) rigidity
- (c) high cost
- (d) high time

156. The standard performances need to be adjusted after measuring with:

- (a) **actual performances**
- (b) costs
- (c) time involved
- (d) external factors

[Hint: The actual performances should be measured with standards and the standard performances need to be adjusted through controlling techniques and review procedures.]

157. The process of monitoring performance monitoring it with goals and correcting any significant deviations is known as

- (a) Planning
- (b) Organising
- (c) Leading
- (d) **Controlling.**

158. Which of the factors listed below is not a reason for decision making in organizations being a complex process?

- (a) People have to make decisions in a historical context
- (b) Several stakeholders will have an interest in the decision
- (c) Factors in the current context of the organization affect the decision
- (d) **Modern information systems enable people to evaluate a range of possible outcomes.**

159. The overall process of decision making in, for example, staff selection includes which of these stages?

- (a) Deciding which candidate to appoint
- (b) Identifying the need for a new member of staff
- (c) Agreeing the job specification

(d) All of the above

160. A solution to a problem that is arrived at through an unstructured process of decision making is called a:

- (a) Bounded rationality
- (b) Programmed decision
- (c) **Non-programmed decision**
- (d) Uncertainty

161. As a manager moves to higher positions in an organisation the ability to make _____ becomes __important.

- (a) Programmed; less
- (b) **Non-programmed; more**
- (c) Non-programmed; less
- (d) Programmed; much more

162. Decision making situations can be categorized along a scale which ranges from:

- (a) **Certainty to risk to uncertainty to ambiguity**
- (b) Certainty to uncertainty to risk
- (c) Certainty to risk to uncertainty
- (d) Uncertainty to certainty to risk

163. Maslow in his hierarchy has not considered:

- (a) psychological needs,
- (b) security needs,
- (c) **wealthy needs,**
- (d) existence needs.

164. The features of leadership do not include:

- (a) representation,
- (b) initiation,
- (c) **planning,**
- (d) motivation

165. Leadership has a lot of characteristics and a leader must not maintain this trait in his behaviour:

- (a) coexistence,
- (b) taking responsibility,
- (c) **avoiding responsibility,**
- (d) All of the above.

166. Which of the following statements about leadership is false?

- (a) Leadership does not necessarily take place within a hierarchical structure of an organisation.
- (b) Not every leader is a manager.
- (c) **When people operate as leaders their role is always clearly established and defined.**
- (d) All the above.

167. Contingency theories of leadership are based on the belief that:

- (a) there is no single style of leadership appropriate to all situations.
- (b) there is a single style of leadership appropriate to all managers.
- (c) **there is a single style of leadership appropriate to all situations.**
- (d) none of the above.

168. Another contingency model of leadership is the path-goal theory. This suggests that subordinates will see leadership behaviour as a motivating influence if:

- (a) path-goal relationships are clarified.
- (b) their effective performance will satisfy their needs.
- (c) the necessary direction, guidance, training and support is provided.
- (d) **all the above.**

169. When determining the most appropriate form of leadership, which of the following should be considered?

- (a) The manager.
- (b) The work environment.
- (c) The group.
- (d) All the above.**

170. The following phrase is used to describe a leader:

- (a) relies on control strategies
- (b) challenges status quo**
- (c) uses traditional influence
- (d) acts with established culture
- (e) maintains and allocates resources

171. The "means" of leadership involve

- (a) getting results through others.
- (b) the ability to build cohesive, goal-oriented teams.**
- (c) the process of influencing an organized group toward accomplishing its goals.
- (d) an interpersonal relation in which others comply because they want to, not because they have to.

172. Which of the following is a leadership trait?

- (a) Dominance
- (b) Energy**
- (c) Cognitive ability
- (d) All responses are leadership traits

173. Which of the following statements is false about the behavioral theories of leadership?

- (a) Consideration is a people-oriented dimension of leadership behavior
- (b) Production-centered leader behavior focuses on tasks and has little concern for people
- (c) Leaders high in initiating structure do not set deadlines or make individual task assignments**
- (d) Employee-centered leader behavior focuses on people and the quality of the social system.

174. Maslow and Herzberg are two examples of _____ theories of motivation.

- (a) process
- (b) content**
- (c) expectancy
- (d) equity

175. Maslow suggests that human needs are arranged in a series of levels, a hierarchy of importance. Which of the following statements are relevant to Maslow's hierarchy of needs theory?

- (a) The hierarchy is not necessarily in a fixed order.
- (b) A satisfied need is no longer a motivator.
- (c) A need is not necessarily fully satisfied before a subsequent need arises.
- (d) All of the above.**

176. According to Herzberg, which of the following may be regarded as hygiene/maintenance factors?

- (a) Sense of achievement.
- (b) Recognition.
- (c) Personal growth and advancement.
- (d) None of the above.**

177. Which of the following statements is true about the goal theory of motivation?

- (a) People with easier goals will perform better than people with difficult goals.
- (b) A person's level of commitment to a goal will not regulate the level of effort expended.
- (c) People with difficult goals will perform better than people with easier goals.**
- (d) Research has shown that there is little support for the goal theory and its effects on motivation with regard to the relationship between goal-setting and performance.

178. Douglas McGregor's view that suggests that employees will exercise self-direction and self-control when they are committed to the objectives of the work is called:

- (a) Theory B
- (b) Theory X
- (c) Theory Y**

(d) Theory A

179. Which step in Maslow's Hierarchy of Needs Theory deals with achieving one's potential?

- (a) Esteem
- (b) Physiological
- (c) Self-actualization**
- (d) Social

180. Which of the following would be classified by Herzberg as a hygiene factor?

- (a) Achievement
- (b) Promotion
- (c) Responsibility
- (d) Company policy**

181. Who proposed that achievement, affiliation and power are three important needs that help explain motivation in workplace situations?

- (a) McClelland**
- (b) Herzberg
- (c) Alderfer
- (d) Maslow

182. Company policy, administration, supervision, interpersonal relations, working conditions, and salary are characterized as:

- (a) Achievement factors
- (b) Growth factors
- (c) Motivating factors
- (d) Hygiene factors**

183. An employee's experiences in a situation or position outside his or her current organization is a referent comparison called:

- (a) Self-outside**
- (b) Other-inside
- (c) Other-outside
- (d) Self-inside

184. Theory X suggests that employees:

- (a) Like their manager
- (b) Dislike work**
- (c) Dislike their manager
- (d) Like work

185. What three words define motivation?

- (a) Intensity, direction, persistence**
- (b) Fairness, equity, desire
- (c) Desire, persistence, fairness
- (d) Ambition, direction, intensity
- (e) Persistence, fairness, ambition

186. As a well-educated and highly esteemed businesswoman, Delores feels she has accomplished a great deal in her life. She decides that she would like to give back to the community, so she makes a sizable endowment to the local conservatory. She is also using her professional influence to draw the public's attention to the needs of children who have cancer. Abraham Maslow would probably say that Delores has reached the__stage of his need hierarchy.

- (a) esteem
- (b) cognitive
- (c) aesthetic
- (d) self-actualization**

187. Which of the following statements is false about the hierarchy of needs theory (Maslow)?

- (a) Chronic frustration of needs has no ill effects**
- (b) The next higher-level need can become important, while a lower level is only partially satisfied
- (c) Needs are not the only basis of human behavior
- (d) A satisfied need is no longer a motivator

188. Each of the following statements about the hierarchy of needs theory (Maslow) is true except

- (a) A satisfied need does not motivate behavior
- (b) People progress through the hierarchy in the same order without exception**
- (c) Behavior can focus on satisfying more than one need at a time
- (d) The environment can affect behavior

189. Which of the following is false about motivator — hygiene theory (Herzberg)?

- (a) Motivators include achievement and the work itself**
- (b) Empirical research strongly supports the theory
- (c) Dissatisfiers and satisfiers fall on two different continua
- (d) Company policies are a hygiene factor

190. Contingency theory of leadership are based on the belief that

- (a) There is no single style of leadership appropriate to all situations**
- (b) There is a single style of leadership appropriate to all situations
- (c) There is a single style of leadership appropriate to all managers
- (d) None of the above.

191. What does ERG stands for

- (a) Effective, readiness and growth
- (b) Expectancy, real and exist
- (c) Existence, relatedness and growth**
- (d) Excellent relationship and growth.

192. Theory X suggests that employees

- (a) Dislike work**
- (b) Dislike managers
- (c) Like work
- (d) None of the above.

193. Changes in behavior as a result of observation and manipulation of conditions in an environment are termed:

- (a) the Hawthorne effect**
- (b) group dynamics
- (c) social influence
- (d) sociometry.

194. Members within a group that share similar experiences and feelings are known to have:

- (a) process
- (b) universality**
- (c) content
- (d) conflict.

195. An important factor of the preplanning stage in group dynamics is determining what the group is to accomplish; this is known as_____.

- (a) goal setting
- (b) cohesion
- (c) clarity of purpose**
- (d) group orientation

196. _____groups have members who have similar presenting problems or are similar in gender, ethnicity, or social background

- (a) Heterogeneous
- (b) Ideal
- (c) Dynamic
- (d) Homogeneous**

197. Role _____is a conflict between the role an individual has outside the group and the role he or she is expected to have in the group.

- (a) collision**
- (b) transition

-
- (c) confusion
 - (d) incompatibility.

198. Which one of the following characteristics is not necessarily true about groups?

- (a) Group members are interdependent
- (b) Groups have two or more members
- (c) **Groups have assigned goals**
- (d) Groups interact.

199. What sort of groups is defined by the organization's structure?

- (a) informal
- (b) task
- (c) friendship
- (d) **formal**

200. When do informal groups appear?

- (a) **in response to the need for social contact**
- (b) in reaction to formal groups
- (c) as a result of social needs
- (d) most frequently in bureaucracies

201. Which of the following statements is true?

- (a) All task groups are also command groups
- (b) **All command groups are also task groups**
- (c) All task groups are also friendship groups
- (d) All command groups are also informal groups

202. As per Cartwright which of the following characteristics of a group is a means for overcoming resistance to change

- (a) Incentives
- (b) Coercion
- (c) Education
- (d) **Strong sense of belonging.**

203. Each statement below is true about conflict and conflict management in organizations except

- (a) Conflict management includes both increasing and decreasing conflict
- (b) Conflict is necessary for organizational survival
- (c) Conflict management is not a basic management responsibility
- (d) **Conflict includes interactions in which one party opposes another party.**

204. Which of the following statements is false about functional and dysfunctional conflict in organizations?

- (a) Conflict is dysfunctional when it is lower than a group requires for reaching its goals
- (b) **Conflict management does not involve maintaining conflict at functional levels**
- (c) Conflict that is functional in one group can be dysfunctional in another group
- (d) Dysfunctionally high conflict can reduce trust.

205. All but one of the following statements accurately describe aspects of levels and types of conflict in organizations. Which statement does not?

- (a) Intraorganization conflict includes all types of conflict between organizations.
- (b) **Interpersonal conflict is conflict between two or more people.**
- (c) Intergroup conflict is conflict between two or more groups.
- (d) Intrapersonal conflict is conflict that occurs within a person.

206. Each statement below is true about conflict management except

- (a) **Innovative products or services require a higher desired conflict level than more routine products or services**
- (b) If conflict in a work unit is dysfunctionally low, the manager tries to increase conflict
- (c) A manager's tolerance for conflict can affect the manager's perception of desired conflict levels in a workgroup
- (d) Desired conflict levels do not vary from one group to another and for the same group over time.

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207. Which of the following is false about reducing conflict?
- (a) **Compromise uses negotiation to reduce conflict. It splits the differences between the parties in conflict**
 - (b) Problem solving usually does not find a conflict episode's root causes
 - (c) Avoidance prevents a person from facing a conflict episode
 - (d) A superordinate goal is a goal desired by all parties to the conflict but not reachable by any party alone.
208. Which of the following does not increase conflict in organizations?
- (a) **Superordinate goal**
 - (b) Devil's advocate
 - (c) Heterogeneous groups
 - (d) Organizational culture
209. Which of the following is false about ethical issues in conflict in organizations?
- (a) Variation in optimum conflict levels among countries
 - (b) Subtle methods of increasing conflict
 - (c) **Intrapersonal conflict from requests for immoral acts**
 - (d) Conflict higher than a person's tolerance level
210. One of the advantages of conflict is that it forces you to examine problems and work towards a potential _____.
- (a) **Solution**
 - (b) Outcome
 - (c) Experience
 - (d) Relationship
211. Conflict that refers to a disagreement among connected individuals is
- (a) **Interpersonal**
 - (b) Intrapersonal
 - (c) Friendly conflict
 - (d) Negative conflict
212. The first stage of conflict resolution is to
- (a) Chose a solution
 - (b) **Define the problem**
 - (c) Think through possible solutions
 - (d) Analyse the problem
213. Which of the following is conflict resolution skill?
- (a) Accomodating
 - (b) Passive listening
 - (c) **Active listening**
 - (d) Avoiding
214. Who considered organization to be similar to the architectural plan of a building?
- (a) Fayol
 - (b) Weber
 - (c) **Newman**
 - (d) Taylor
215. Functional foremanship is the concept underlying the following organization
- (a) Matrix
 - (b) **Functional**
 - (c) Product
 - (d) Divisional
216. Which nature of organization structure is suitable for aircraft manufacture, aerospace/ construction, consultancy etc?
- (a) **Project**
 - (b) Matrix
 - (c) Functional
 - (d) Line
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217. Which management principle does matrix organization violate?
- (a) **Unity of command**
 - (b) Unity of Direction
 - (c) Espirit de corps
 - (d) Centralization
218. A rapidly changing adaptive temporary system of a group of people with diverse professional skills are known as
- (a) Line organization
 - (b) Staff organization
 - (c) Matrix organization
 - (d) **Free form organization**
219. Free form organization is more suitable in.....environment
- (a) **dynamic**
 - (b) stable
 - (c) rigid
 - (d) none of these
220. A concern having textile, chemicals, plastics fertilizers follow departmentation based on
- (a) process
 - (b) **product**
 - (c) functions
 - (d) geographical areas
221. The act of entrusting subordinates with the same power that are of the superior is termed
- (a) Decentralization
 - (b) Centralization
 - (c) **Delegation**
 - (d) Departmentation
222. _____ applies to the systematic delegation of authority in an organization-wide context
- (a) Delegation
 - (b) **Decentralization**
 - (c) Centralization
 - (d) None of the above
223. Authority should be commensurate with responsibility is the best way to achieve
- (a) Decentralization
 - (b) Communication
 - (c) Control
 - (d) **Effective delegation**
224. Organization structure deliberately created by the management for achieving the objectives of the enterprise is called
- (a) Product organization
 - (b) Functional organization
 - (c) **Formal organization**
 - (d) Informal organization
225. Grapevine is another term used to describe
- (a) Formal organization
 - (b) **Informal organization**
 - (c) Product organization
 - (d) Project organization
226. The unofficial and social pattern of human interactions is observed in
- (a) Formal organization
 - (b) **Informal organization**
 - (c) Product organization
 - (d) None of these
-

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227. When departmentation is done based on production, sales, financing and personnel, it is termed as
- (a) **Functional departmentation**
 - (b) Product departmentation
 - (c) Composite departmentation
 - (d) Customer departmentation
228. A suitable basis of departmentation is decided considering
- (a) **Specialization of work**
 - (b) Customers
 - (c) Control
 - (d) Top management
229. Organization theory is predominantly _____ and _____ in nature
- (a) descriptive and normative
 - (b) normative and predictive
 - (c) exploratory and descriptive
 - (d) **descriptive and predictive**
230. Machine theory has been popularized as
- (a) **Scientific Management**
 - (b) Administrative Management
 - (c) Bureaucracy
 - (d) None of these
231. The concept of span of control was propounded by
- (a) **Graicunas**
 - (b) Fayol
 - (c) Taylor
 - (d) Mc Gregor
232. Blake and Mouton propounded the concept of
- (a) Tri dimensional theory
 - (b) Bureaucracy
 - (c) Contingency
 - (d) **Managerial grid**
233. The Latin term "persona" is used to describe
- (a) perception
 - (b) **personality**
 - (c) attitude
 - (d) learning
234. Being outgoing, talkative, sociable, assertive indicated which personality dimension
- (a) Agreeableness
 - (b) Emotional stability
 - (c) **Extroversion**
 - (d) Openness to experience
235. An individual's view of reality is
- (a) Selection
 - (b) **perception**
 - (c) interpretation
 - (d) organisation
236. The tendency of judging people on the basis of the characteristics of the group to which they belong is termed
- (a) attribution
 - (b) projection
 - (c) **stereotyping**
 - (d) inference
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237. The law of exercise in learning is based on
- (a) **classical conditioning**
 - (b) operant conditioning
 - (c) Social learning
 - (d) cognitive learning
238. Negative reinforcement involves the threat of
- (a) Extinction
 - (b) **Punishment**
 - (c) Criticism
 - (d) None of these
239. According to MASLOW'S Hierarchy of needs theory, human needs are to be arranged in the following hierarchy of importance, _____
- (a) Physiological needs>social needs>safety needs>esteem needs > self actualisation needs
 - (b) Physiological needs>safety needs>esteem needs>social needs > self actualisation needs
 - (c) Safety needs>physiological needs>social needs>esteem needs > self actualisation needs
 - (d) **Physiological needs>safety needs>social needs>esteem needs > self actualisation**
240. Douglas McGregor's theory X and Theory Y of motivation, proposed two distinct views of human beings, _____
- (a) Satisfied and dissatisfied
 - (b) Optimistic and pessimistic
 - (c) **Positive and negative**
 - (d) Happy and sad
241. Which of the following is not an assumption according to theory X,
- (a) Employees inherently dislike work and, whenever possible will attempt to avoid it.
 - (b) Since employees dislike work, they must be coerced, controlled, or threatened with punishment to achieve goals.
 - (c) Employees will avoid responsibilities and seek formal direction whenever possible.
 - (d) **Most workers place self actualisation above all other factors associated with work and are highly ambitious.**
242. According to Herzberg's motivation hygiene theory, the opposite of satisfaction is, _____
- (a) Dissatisfaction
 - (b) **No satisfaction**
 - (c) No dissatisfaction
 - (d) All of the above
243. Victor vroom's expectancy theory of motivation focuses on three relationships: effort – performance relationship, performance - reward relationship and _____
- (a) Rewards- organisational goals relationship
 - (b) Performance – organisational goals relationship
 - (c) **Rewards – personal goals relationship**
 - (d) Performance – personal goal relationship
244. Management by objectives is not a new concept of motivation, it was originally proposed more than 45 years ago by,
- (a) **Peter Drucker**
 - (b) Abraham Maslow
 - (c) David McClelland
 - (d) Frederic Herzberg
245. Which of the following is the second stage of group formation,
- (a) Forming stage
 - (b) Initial integration stage
 - (c) **Storming stage**
 - (d) None of the above
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246. We all know that mainly two types of groups exist in an organisation namely formal and informal. But what are the two types of formal groups in an organisation?
- (a) Command groups and interest groups
 - (b) Interest groups and task groups
 - (c) Task groups and psychological groups
 - (d) **Command groups and task groups**
247. A well integrated group is able to disband, if required, when its work is accomplished. This stage is known as,
- (a) Disbanding stage
 - (b) Disintegration stage
 - (c) **Adjourning stage**
 - (d) None of the above
248. Organisational culture performs a number of functions within an organisation. Which of the following is not one such function:
- (a) It creates distinction between one organization and another.
 - (b) **It facilitates the generation of commitment to one's individual self interest only**
 - (c) It conveys a sense of identity for organisation members
 - (d) It enhances social system stability.
249. The _____ are perspectives of motivation that identify specific needs that energize behavior.
- (a) **content theories of motivation**
 - (b) process theories of motivation
 - (c) equity theory and OB mod theory
 - (d) expectancy theories
250. _____ is attributed with the development of the Two-Factor Theory of motivation.
- (a) Abraham Maslow
 - (b) David McClelland
 - (c) **Frederick Herzberg**
 - (d) Stacy Adams
251. Hygiene factors are similar to the _____ needs identified by the Hierarchy of Needs.
- (a) higher order
 - (b) three-tiered
 - (c) **lower order**
 - (d) none of the above
252. Which of the following is a strategic way in which employees strive to reduce inequity?
- (a) Focus specifically on the behavior in question and attempt to alter it.
 - (b) Maintain the same comparison person as before.
 - (c) **Changing their inputs and/or outcomes**
 - (d) None of the above.
253. Which theory is considered to deal with consequences?
- (a) **Reinforcement Theory**
 - (b) Two-Factor Theory
 - (c) Equity Theory
 - (d) Hierarchy of Needs Theory
254. Which of the following is/are a recommendation(s) to prevent the potential side effects of punishment?
- (a) Focus specifically on the behavior in question.
 - (b) Always punish in private.
 - (c) Specify alternative behaviors that will prevent mistakes from being repeated.
 - (d) **All of the above.**
255. Which motivation theory focuses on establishing future performance targets?
- (a) **Goal theory**
 - (b) Reinforcement theory
 - (c) Equity theory
-

(d) None of the above

256. Jackson is a line worker for the local clothing manufacturer. Even though he does not possess an official title or a private office, Jackson is more than willing to give his complete dedication to assisting the organization in achieving its mission of producing a quality product. This willingness to pursue an organizational goal is a demonstration of _____.

- (a) motivation
- (b) positive reinforcement
- (c) goal commitment**
- (d) goal setting

257. Which of the following is/are suggested for a successful management by objectives program?

- (a) Establish a time frame for achievement
- (b) Establish performance targets
- (c) Prioritize goals
- (d) All of the above**

258. Which theory of motivation starts with an assumption that employees are rational?

- (a) Goal setting theory
- (b) Expectancy theory**
- (c) Reinforcement theory
- (d) Herzberg's Two-Factor theory

259. The desired "performance" of skill acquisition is attributable to _____.

- (a) expectancy theory
- (b) reinforcement theory
- (c) skill-based pay programs**
- (d) none of the above

260. Wide range of abilities and attributes possessed by people are called as

- (a) Management
- (b) Human Resources**
- (c) Entrepreneur
- (d) Intreprenuer

261. The focus of Human Resource Management revolves around

- (a) Machine
- (b) Motivation
- (c) Money
- (d) Men**

262. Quality goals require alignment with

- (a) Production
- (b) Human Resources**
- (c) Finance
- (d) Purchase

263. Demand for human resources and management is created by

- (a) Expansion of industry**
- (b) Shortage of labour
- (c) Abundance of capital
- (d) Consumer preferences

264. Union function arises as a result of employees

- (a) Problem of communication
- (b) Longing for belonging
- (c) Dissatisfaction**
- (d) Change in technology

265. **Human Resource Management is primarily concerned with**

- (a) Sales
- (b) Dimensions of people**
- (c) External environment
- (d) Cost discipline

266. **Human Resource Management aims to maximize employees as well as organizational**

- (a) Effectiveness**
- (b) Economy
- (c) Efficiency
- (d) Performativity

267. **The difference between human resource management and personnel management is**

- (a) Insignificant
- (b) Marginal
- (c) Narrow
- (d) Wide**

268. **Human Resource Management function does not involve**

- (a) Recruitment
- (b) Selection
- (c) Cost control**
- (d) Training

269. **Which one is not the specific goal of human resource management?**

- (a) Attracting applicants
- (b) Separating employees**
- (c) Retaining employees
- (d) Motivating employees

270. **Identify the top most goal of human resource management**

- (a) Legal compliance
- (b) Competitive edge
- (c) Work force adaptability
- (d) Productivity**

271. **To achieve goals organizations require employees**

- (a) Control
- (b) Direction
- (c) Commitment**
- (d) Cooperation

272. **Human resource management helps improve**

- (a) Production
- (b) Productivity**
- (c) Profits
- (d) Power

273. **The amount of quality output for amount of input means**

- (a) Productivity**
- (b) Production
- (c) Sales increase
- (d) Increase in profits

274. **Responding to employees and involving them in decision making is referred to as**

- (a) Quality of work life**
- (b) Autonomy
- (c) Empowerment
- (d) Preaction

275. **Within an organisation, leadership influence will be dependent upon the type of _____ that the leader can exercise over the followers.**

-
- (a) Knowledge
 - (b) Power**
 - (c) delegation
 - (d) friendship

276. Legitimate power is based on the subordinate's perception that the leader has a right to exercise influence because of the leader's

- (a) role or position within the organisation.**
- (b) expertise and knowledge.
- (c) personal characteristics and personality.
- (d) ability to punish or reward.

277. Needs such as training the group, setting standards and maintaining discipline, and appointing sub-leaders may be called

- (a) task functions.
- (b) individual functions.
- (c) work functions.
- (d) team functions.**

278. Contingency theories of leadership are based on the belief that

- (a) there is a single style of leadership appropriate to all managers.
- (b) there is no single style of leadership appropriate to all situations.**
- (c) there is a single style of leadership appropriate to all situations.
- (d) none of the above.

279. Another contingency model of leadership is the path-goal theory. This suggests that subordinates will see leadership behaviour as a motivating influence if

- (a) path-goal relationships are clarified.
- (b) the necessary direction, guidance, training and support is provided.
- (c) their effective performance will satisfy their needs.
- (d) all the above.**

280. Culture refers to

- (a) gender equality.
- (b) race or nationality.
- (c) the specialized lifestyle of a group of people.**
- (d) genetic similarities.

281. The transmission of culture from one generation to another is called

- (a) culture shock.
- (b) acculturation.
- (c) individualistic.
- (d) enculturation.**

282. The process by which one learns the norms of a culture different from your native culture is

- (a) culturization.
- (b) acculturation.**
- (c) interculturalization.
- (d) multiculturalism.

283. Low power distance cultures include

- (a) Iceland, Australia, Sweden and the U.S.
- (b) Denmark, New Zealand, Sweden and the U.S.**
- (c) India, Morocco, Brazil and the Philippines.
- (d) India, Brazil, China and the Philippines.

284. In a masculine culture, men are viewed as

- (a) weak, marginal and ineffective.
- (b) assertive, oriented to material success and strong.**
- (c) incredible, strong and assertive.
- (d) strong, sensible and funny.

285. In a feminine culture, both men and women are encouraged to be

- (a) tender, modest and forgiving.
- (b) assertive, oriented to material success and strong.
- (c) **modest, oriented to maintaining the quality of life and tender.**
- (d) tender, intelligent and forgiving.

286. An individualist culture promotes

- (a) benevolence.
- (b) tradition.
- (c) **competition.**
- (d) conformity.

287. Culture shock is

- (a) **a physiological reaction that can occur when experiencing a culture for the first time.**
- (b) the honeymoon period experienced when introduced to a different way of life.
- (c) a psychological reaction that can occur when overexposed to a culture different from your own.
- (d) a psychological reaction that can occur when experiencing a culture for the first time.

288. Intercultural communication occurs when

- (a) **those with different cultural beliefs, values or ways of behaving communicate with one another.**
- (b) different ethnic backgrounds meet.
- (c) different cultural beliefs cause conflict.
- (d) different races gather for conferences and seminars.

289. A low context culture is one where

- (a) most of the information is explicitly stated in the verbal message.
- (b) most of the information is nonexistent.
- (c) most of the information is unspoken.
- (d) most of the information is apparent.

290. A high context culture is one where

- (a) much of the information is spoken.
- (b) **much of the information is in the context or in the person.**
- (c) most people use sign language.
- (d) much of the information is unspoken.

291. In which type of culture is competition encouraged?

- (a) Ethnocentric culture
- (b) Selfish culture
- (c) **Individualist culture**
- (d) Collectivist culture

292. When people who study communication focus their attention on spoken symbolic interaction, their primary interest is in which of the following?

- (a) The unspoken body language that people use
- (b) **The way people use words to create common meaning**
- (c) All of the ways organisms (including non-human organisms) create meaning
- (d) The unintentional behaviors that accompany speaking

293. The essential components of communication are

- (a) **source, message, interference, channel, receiver, feedback, environment, and context.**
- (b) symbols, understanding, communication, and communicant.
- (c) symbols, understanding, purpose, ideas, opinions, nonverbals, and reaction.
- (d) source, destination, interaction, and correlation.

294. The primary channels that individuals use to communicate with others are

- (a) television and radio.
- (b) voice mail, conventional mail, and e-mail.
- (c) **sight and sound.**
- (d) touch and tone of voice.

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295. A component in the communication process that we often send without being aware of it is
- (a) verbal communication.
 - (b) an encoded message.
 - (c) **feedback.**
 - (d) a message sent via touch.
296. The context of an interaction includes two major components
- (a) a business proposal and a personal friendship.
 - (b) the physical setting and the encoding.
 - (c) the supportive climate and the defensive climate.
 - (d) **the physical setting and the psychological climate.**
297. Which aspect of a message focuses on new information or ideas?
- (a) channel
 - (b) **content**
 - (c) relationship
 - (d) Context
298. Which of the following is the definition of a speech act?
- (a) People who share common attitudes toward speech
 - (b) **An identifiable sequence of speech activity**
 - (c) The purpose served by a given form of talk
 - (d) A clearly marked occasion that calls for speech
299. The idea that "communication is a process of adjustment" means that
- (a) **people have to learn each other's meanings for words, as well as their nonverbal behaviors during communication.**
 - (b) people will adapt to others' attitudes and speech while communicating.
 - (c) both the content and relational dimensions of a message can change during communication.
 - (d) people usually engage in complementary transactions during communication.
300. Which of the following approaches to Human Resource Management suggests that treating employees with respect would improve employee satisfaction and help in achieving higher productivity?
- (a) Technical Management Approach
 - (b) Human Accounting Approach
 - (c) **Human Relations Approach**
 - (d) Scientific Management Approach
301. Which of the following tests measure an individual's ability to learn a given job, when adequate training is given and do not test the knowledge or proficiency possessed by the individual?
- (a) Interest tests
 - (b) Achievement tests
 - (c) Situational tests
 - (d) **Aptitude tests**
302. Which of the following concept refers to attributing an appropriate value to the worth of human resources in the organization?
- (a) Human resource planning
 - (b) **Human resource accounting**
 - (c) Human resource development
 - (d) Human resource management
303. The employment agencies in which fresh graduates and technicians in search of suitable employment would first register themselves are known as
- (a) Global agencies.
 - (b) Private agencies.
 - (c) Local agencies.
 - (d) **Public or state agencies**
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304. Which of the following cannot act as a force for change?
- (a) Technology
 - (b) World politics
 - (c) **Decreasing skills set**
 - (d) Social
305. Activities related to change which are intentional and goal oriented are termed as?
- (a) **Planned change**
 - (b) Second order change
 - (c) First order change
 - (d) Change agent
306. If an organization used an outside consultant as opposed to an insider as change agent, the result would probably be:
- (a) More cautious and thoughtful.
 - (b) More reflective of the organization's history and culture.
 - (c) **More objective.**
 - (d) Reflective of the fact that change agents must live with the consequences of their actions.
307. The most relevant disadvantage of using outside consultants as change agents is:
- (a) The cost.
 - (b) Internal members do not accept external recommendations.
 - (c) **They do not have to live with the repercussions after the change.**
 - (d) They cannot offer an objective perspective
308. Resistance to change is positive since:
- (a) It provides a degree of stability to behavior and productivity.
 - (b) Without some resistance, OB would take on characteristics of chaotic randomness.
 - (c) Resistance can be a source of functional conflict.
 - (d) **All of the above**
309. It is easiest for management to deal with resistance when it is:
- (a) **Overt.**
 - (b) Subtle.
 - (c) Passive.
 - (d) Implicit.
310. Give an example for individual resistance to change?
- (a) Group inertia.
 - (b) Structural inertia.
 - (c) **Habit.**
 - (d) Threat to expertise.
311. Which of the following is not a source of individual resistance to change?
- (a) Habit
 - (b) Security
 - (c) Fear of the unknown
 - (d) **Structural inertia**
312. Which is not a source of organizational resistance to change?
- (a) Structural inertia.
 - (b) **Security.**
 - (c) Limited focus of change.
 - (d) Threat to established power relationships
313. Which one of the following is not a tactic for dealing with resistance to change?
- (a) **Cooperation**
 - (b) Manipulation
 - (c) Participation
 - (d) Negotiation
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314. Using covert influence to overcome resistance to change is called:
- (a) Participation.
 - (b) Cooptation.
 - (c) **Manipulation.**
 - (d) Coercion.
315. The application of direct threats or force upon resisters is called:
- (a) Power.
 - (b) Cooptation.
 - (c) Manipulation.
 - (d) **Coercion.**
316. Politics suggest that the impetus for change is more likely to come from:
- (a) Outside change agents.
 - (b) Employees who are new to the organization.
 - (c) Managers slightly removed from the main power structure.
 - (d) **All of the above**
317. Who developed a three-step model for change that included unfreezing, movement, and refreezing?
- (a) Mary Parker Follett
 - (b) David McClelland
 - (c) **Kurt Lewin**
 - (d) Chester Barnard
318. _____ is a change process based on systematic collection of data and then selection of a change action based on what the analyzed data indicate.
- (a) Organizational development
 - (b) **Action research**
 - (c) Sensitivity training
 - (d) Process consultation
319. William Marsteller once said that, "Communication is not just words, paint on a canvas, math symbols, or the equations and models of scientists; it is the interrelations of human beings trying to escape____, trying to share experience, trying to implant ideas."
- (a) **Loneliness**
 - (b) Compartmentalization
 - (c) Boredom
 - (d) Their own cages
320. Communication is the _____ or accidental transfer of meaning.
- (a) Unintentional
 - (b) **Deliberate**
 - (c) Strategic
 - (d) Conscientious
321. Intrapersonal communication is best defined as:
- (a) The relationship level of communication.
 - (b) Interactions with a limited number of persons.
 - (c) Communication designed to inform or persuade audience members.
 - (d) **Communication with the self.**
322. Public communication can best be defined as:
- (a) **Communication designed to inform or persuade audience members.**
 - (b) The relationship level of communication.
 - (c) Interactions with a limited number of persons.
 - (d) Communication with the self.
323. The communication process has several elements. Of these, what is the "content of a communicative act?"
- (a) **Message**
 - (b) People
 - (c) Channel
 - (d) Noise
-

324. Feedback, one of the more important parts of the communication process, comes in many varieties. Of those listed below, which is "a behavior enhancing response?"

- (a) **Positive feedback**
- (b) Negative feedback
- (c) Internal feedback
- (d) External feedback

325. There are two (2) crucial characteristics of communication. First, communication is dynamic; the elements of the process are always affecting each another. Second, communication is unrepeatable and_____.

- (a) Unrecognizable
- (b) **Irreversible**
- (c) Distinct
- (d) Reversible

326. To become more adept at communicating with persons who are culturally different from ourselves, we need to learn not only about their cultures, but about_____.

- (a) Their various subcultures
- (b) **Our own culture**
- (c) Their religion
- (d) Their language

327. Cultural pluralists advocate adherence to the principle of

- (a) High-text communication
- (b) Low-text communication
- (c) **Cultural relativity**
- (d) Ethnocentrism

328. Demographers tell us that_____will shape our country's future.

- (a) Ignorance
- (b) **Diversity**
- (c) Individualism
- (d) Conformity

329. To communicate interculturally, it is important to limit one's reliance on_____.

- (a) **Stereotypes**
- (b) Technology
- (c) Friendship
- (d) Media

330. It is important to_____the communication rules of other cultures to communicate effectively.

- (a) Debate
- (b) Restructure
- (c) Challenge
- (d) **None of the above**

331. Which of the following is not a norm?

- (a) Participation
- (b) **Hunger**
- (c) Positive Attitude
- (d) Confidentiality

332. Which of the following is not an example of group influence on an individual?

- (a) **minority influence.**
- (b) deindividuation.
- (c) social facilitation.
- (d) social loafing.

333. Social facilitation is the term used to describe the tendency for the presence of others

- (a) to affect our likelihood to help.
- (b) **to either enhance or impair performance.**

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- (c) to make a person act more extroverted.
 - (d) to make a person act more introverted.

334. What is the term used to describe when a person's identity and self-awareness are diffused by being in the presence of a group, and a person might act in an unrestrained manner?

- (a) deinstitutionalization.
- (b) **deindividuation.**
- (c) decimation.
- (d) declination.

335. Group polarization occurs when

- (a) **members in a group interact, but, instead of changing their minds about a topic, they keep their original ideas and strengthen those ideas.**
- (b) the group members do not interact, and the members reverse their decisions to the opposite point of view.
- (c) social loafing is strong and deindividuation is weak.
- (d) the members in a group interact, and based upon what they hear, they discard their original ideas in favor of the other group members' ideas.

336. Which researcher coined the term "groupthink"?

- (a) Leon Festinger
- (b) Norman Triplett
- (c) **Irving Janis**
- (d) Irwin Yalom

337. Groupthink is used to describe

- (a) the positive aspects that occur when a group works together.
- (b) **group dynamics that can interfere with group decision-making processes and can produce disastrous results.**
- (c) when group members have in-jokes and give each other knowing glances.
- (d) when group members are on the same wavelength and complete each other's sentences.

338. Research on working in pairs, teams, or in groups has shown that

- (a) collaborations are never productive.
- (b) teamwork is never as good as working alone.
- (c) group problem solving tasks always dilute original ideas.
- (d) **collaborations can be productive.**

339. Minority influence can

- (a) never sway the majority of the group members to the other point of view.
- (b) **steer other group members who hold the majority view over to the minority point of view.**
- (c) decrease creativity.
- (d) increase superficiality.

340. It is through _____ that group members can be inspired, motivated, and guided to be successful and productive.

- (a) fellowship
- (b) sportsmanship
- (c) Coercion
- (d) **leadership**

341. Which style of leadership focuses on goals, standards, and organization?

- (a) **task leadership**
- (b) social leadership
- (c) semantic leadership
- (d) transformational leadership

342. Which style of leadership focuses on team building, conflict resolution, and morale?

- (a) surrogate leadership
- (b) **social leadership**
- (c) transparent leadership
- (d) task leadership

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343. **The transformational leadership style**
- (a) Encourages group members to transform themselves into better people.
 - (b) Strives to change the group members' opinions by showing them a better way to think.
 - (c) changes opinions and attitudes without changing behaviors.
 - (d) **Encourages and inspires group members to go above and beyond selfish interests and do what is best for the common good of the group as a whole.**
344. **Social comparison theory is offered as one explanation for_____.**
- (a) **group polarization**
 - (b) pluralistic ignorance
 - (c) summation polarity
 - (d) group adhesion
345. **Influencing others to work willingly toward achieving the firm's objectives is:**
- (a) Organizing
 - (b) Motivation
 - (c) **Leadership**
 - (d) Management
346. **Effective leadership reflects a balance of:**
- (a) Traits and skills
 - (b) Leadership styles or behaviors
 - (c) Situations and influences
 - (d) **a and b**
347. **Traits or skills on which leaders differ from non-leaders include:**
- (a) Honesty and integrity
 - (b) Self-confidence
 - (c) Drive and the desire to lead
 - (d) **All of the above**
348. **Sources from which leaders derive power include:**
- (a) Position held
 - (b) Authority to reward or punish
 - (c) Expert knowledge
 - (d) **All of the above**
349. **A leader's people oriented functions include:**
- (a) Reducing tension and boosting morale
 - (b) Making the job more pleasant
 - (c) Defending the group's values, attitudes and beliefs
 - (d) **All of the above**
350. **Leaders that focus on the individuality and personality needs of their employees and emphasize building good interpersonal relationships are:**
- (a) Job centered
 - (b) Laissez-faire
 - (c) **Employee oriented**
 - (d) Consideration oriented
351. **Leaders that focus on production and the job's technical aspects are:**
- (a) **Job centered**
 - (b) Laissez-faire
 - (c) General
 - (d) Autocratic
352. **The extent to which a leader lets followers make decisions themselves rather than making the decisions for them is focused on by_____ leadership styles.**
- (a) Laissez-faire and general
 - (b) **Participative and autocratic**
 - (c) Employee-oriented and job-centered
 - (d) Laissez-faire and close
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353. _____ leaders solve problems and make decisions alone.
- (a) Laissez-faire
 - (b) Job-centered
 - (c) **Autocratic**
 - (d) Situational
354. Leaders who enlist the help of subordinates as a group to solve problems is:
- (a) Situational
 - (b) Laissez-faire
 - (c) **Participative**
 - (d) Employee-oriented
355. A leader uses _____ when giving the individual or group the authority and responsibility to make a decision.
- (a) Consultation
 - (b) Laissez-faire
 - (c) Joint decision
 - (d) **Delegation**
356. Advantages of participative decision making include:
- (a) Employees set higher goals for themselves
 - (b) More points of view are offered
 - (c) Participants buy into the final decision
 - (d) **All of the above**
357. Whether a leader is charismatic is determined by:
- (a) Follower perceptions
 - (b) Context of the leadership situation
 - (c) Individual and collective need of followers
 - (d) **All of the above**
358. The "fix" style of leadership depends upon the:
- (a) Nature of the task
 - (b) Capabilities of employees
 - (c) **a and b**
 - (d) All of the above
359. Identify the best definition of planning
- (a) An integrated process in which plans are formulated carried out and controlled.
 - (b) **Setting an organization's objectives and the means of reaching them.**
 - (c) Devising ways of achieving the objectives of an organisation.
 - (d) The core activity of planners and planning departments.
360. What is planning horizon?
- (a) The distance ahead for the forecasts on which plans are made.
 - (b) The maximum time for which managers can make plans.
 - (c) **The time between making a plan and putting it into effect.**
 - (d) The time ahead for which there is no information.
361. What three problems commonly hindering successful planning did we identify?
- (a) Procedures unsuited to change; negative organisational culture; poor interpersonal relationships.
 - (b) **Lack of planning expertise; little top management support; misuse of planning specialists.**
 - (c) An oversized planning department; poor co-operation between managers and planners; managers with little time to gather information.
 - (d) Conflict among objectives; impossibility of measuring outcomes; confusion between means and ends.
362. _____ What is the more formal term for what is known as 'Plan B'?
- (a) **A contingency plan.**
 - (b) A convergence plan.
 - (c) A circumstantial plan.
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- (d) A crisis plan.
363. What is the duty to act according to the authority that has been given?
- (a) Professionalism
(b) Delegation
(c) **Responsibility**
(d) Probity
364. What are the three themes found in the choice of organisational divisions?
- (a) Growth, specialization and co-ordination
(b) **Products, customers and geography**
(c) Hierarchy, level and chain of command
(d) Size, diversity and independence
365. In which organisational form are there dual or multiple lines of authority?
- (a) Multidivisional
(b) Decentralised
(c) Network
(d) **Matrix**
366. Which concept does personality represent?
- (a) zero concept
(b) **whole concept**
(c) full concept
(d) empty concept
367. Which determinant of personality determines the actual learning of a person?
- (a) biological
(b) social
(c) **culture**
(d) situational
368. Who divided in two types -(tough minded and tender minded) to judge the personality?
- (a) **william james**
(b) luthans
(c) spranger
(d) murray
369. What are the three kinds of personality according to Jung?
- (a) extrovert, talkative, ambivert
(b) introvert lazy talkative
(c) **extrovert, introvert, ambivert**
(d) talkative, ambivert, lazy
370. Who classified people in terms of values?
- (a) jung
(b) **spranger**
(c) luthans
(d) carl rogers
371. Alport makes a distinction between which two traits?
- (a) a. common and uncommon traits
(b) uncommon and personal traits
(c) **common traits and personal disposition**
(d) d. tough traits and common traits
372. What are the two traits according to catell's trait theory?
- (a) surface and base trait
(b) **surface and source trait**
(c) base and source trait
(d) source and end traits
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373. What are more traditional concepts of explaining human behavior?
(a) self theory
(b) unself theory
(c) **trait and type theory**
(d) type and self theory
374. Which theory studies the person-situation interaction?
(a) a.self theory
(b) **social theory**
(c) c.trait theory
(d) type theory
375. Which of the following is a characteristics of leadership?
(a) **a function of stimulation**
(b) a process of leaning
(c) process of obeying commands
(d) process of getting motivated by others
376. Leadership is the proceses whose important ingridient is the _____exercised by the leaders on the group members .
(a) friendship
(b) loyalty
(c) ctrust
(d) **influence**
377. According to louis A allen a leader is a person who _____other people.
(a) **guides and directs**
(b) socializes with
(c) participates with
(d) tolerates
378. What style does an autocratic leader follow?
(a) who consults with people in the group then give instructions
(b) **One who gives order which must be obeyed**
(c) who does not lead
(d) who does not take any responsibility
379. Why is autocratic leadership considered negative?
(a) **people are uninformed,insecued and afraid of the leader**
(b) leader is extra friendly
(c) too much confusion arises
(d) very participative
380. A _____leader is one who gives instruction only after consulting the group.
(a) democratic
(b) socialist
(c) autocratic
(d) **free rein/laissez faire**
381. A _____leader avoids power and leaves the group entirely to itself.
(a) socialistic
(b) democratic
(c) autocratic
(d) **free rein/laissez faire**
382. A _____leader assumes his function to be fatherly.
(a) socialistic
(b) democratic
(c) **paternal**
(d) free rein/laissez faire
383. System 1 management ,managers make what kind of decisions?
(a) employess personal life realted
-

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- (b) **work related**
 - (c) socially related
 - (d) related to society

384. Maslow suggests that needs are arranged in a series of levels, on the basis of importance. In this regard which of the following are relevant to the Maslows Hierarchy of needs theory?

- (a) A need once satisfied does not motivate an individual
- (b) Once a need is satisfied it is replaced by another need
- (c) Needs are same for all individuals
- (d) **All of the above**

385. Leaders who inspire their followers to surpass their self interests for the good of the good of the organization are called?

- (a) Democratic leaders
- (b) Autocratic leaders
- (c) **Transformational**
- (d) Transactional

386. The term used for defining the number of subordinates under a manager in an organization is called?

- (a) **Span of management**
- (b) Control of management
- (c) Division management
- (d) Departmentalization

387. Hygiene factors are similar to _____ needs as identified in the Hierarchy of needs.

- (a) **Lower order**
- (b) Higher order
- (c) 3Tiered
- (d) None of the above

388. Which of the following theories are similar to Maslows need hierarchy in terms of how human behavior and motivation are priorities in the workplace to maximize output?

- (a) **Theory X and Thoery Y**
- (b) Mc Clellands theory of human motivation
- (c) Clayton Alderfers ERG theory
- (d) Mmanagement by objectives theory

389. _____ the ability to influence others that stems from the leaders characteristics

- (a) **Referent power**
- (b) Coersive power
- (c) Legitimate power
- (d) None of the above

390. Training is vital and necessary activity in all organisations. It plays a large part in determining the _____ and _____ of the establishment

- (a) **Effectiveness and efficiency**
- (b) Effectiveness and smooth running
- (c) Efficiency and smooth running
- (d) Efficiency and success

391. Learning by doing is a type of

- (a) Off the job training
- (b) **On the job training**
- (c) Internship taining
- (d) Classroom training

392. Planning involves deciding in _____ what is to be done, where , how and by whom it is to be done

- (a) Respect of
- (b) Context of
- (c) **Advance**
- (d) Regard to

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393. **Limitation of planning include :**
- (a) Inaccuracy
 - (b) Time consuming
 - (c) Rigidity
 - (d) All of the above**
394. **In the top-down approach _____ takes the initiative in formulating major objectives, strategies policies and derivatives**
- (a) Team
 - (b) Top management**
 - (c) Supervisory management
 - (d) None of the above
395. **The term budget is usually regarded as a tool of _____ planning and control**
- (a) Operational**
 - (b) Functional
 - (c) Systematic
 - (d) None of the above
396. **PERT AND CPM are _____**
- (a) Network techniques useful for planning**
 - (b) Tools of forecasting
 - (c) Both a and b
 - (d) None of the above
397. **Organisational plans for handling non repetitive, novel and unique problems are known as _____**
- (a) Standing plans
 - (b) Single use plans**
 - (c) Both of the above
 - (d) None of the above
398. **Setting goals and objective is the first step in the _____ process**
- (a) Planning
 - (b) Strategic planning**
 - (c) Organising
 - (d) Staffing
399. **Felt conflict is :**
- (a) When people perceive that conflictful conditions exist
 - (b) When conflict promoting conditions appear
 - (c) When people feel there is conflict**
 - (d) None of the above
400. **Coalition is a combination of two or more organisations who without losing their respective identities work for a _____**
- (a) General purpose
 - (b) Specific purpose
 - (c) Common purpose**
 - (d) All of the above
401. **Internal sources of recruitment are**
- (a) Promotion
 - (b) Transfer
 - (c) Apprentices
 - (d) All of the above**
402. **Fundamentals of principles of scientific management include**
- (a) Rule of thumb
 - (b) Harmony in group**
 - (c) A and b
 - (d) None of the above
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403. **Unity of command means that a person should get orders and instructions from**
(a) Multiple people
(b) **Only one superior**
(c) Any of his superior
(d) Peers
404. **Advantage of forecasting include**
(a) Important for planning
(b) Coordination of activities
(c) Achievement of objectives
(d) **All of the above**
405. **Employee walk-ins is a type of**
(a) Internal source of recruitment
(b) **External source of recruitment**
(c) Both of the above
(d) None of the above
406. **Lectures, conferences, role playing is a kind of**
(a) On the job training
(b) **Off the job training**
(c) Both of the above
(d) None of the above
407. **Functions of a supervisor is to**
(a) Communicate orders
(b) Enforce safety
(c) Handle grievances
(d) **All of the above**
408. **PODSCORB stands for**
(a) **Planning organising staffing directing controlling reporting budgeting**
(b) Planning organising staffing directing controlling rectifying budgeting
(c) Planning ordering staffing directing controlling reporting budgeting
(d) Planning organising staffing directing controlling recruiting budgeting
409. **Decentralisation is a disadvantage due to**
(a) Growth and diversification
(b) **Lack of uniformity**
(c) Executive development
(d) All of the above
410. **Directing the employees includes**
(a) Supervising employees
(b) Leading employees
(c) **Both a and b**
(d) None of the above
411. **Need for planned change arises due to**
(a) Market situation
(b) Technology
(c) Deficiency in existing system
(d) **All of the above**
412. **Resistance to change is due to**
(a) Status quo
(b) Fear of unknown
(c) **Both a and b**
(d) None of the above
413. **Changes in environment can be**
(a) Economic
(b) Sociological
-

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- (c) Technological
(d) **All of the above**
414. **Select the CORRECT sequence of organization behavior modification process**
(a) **Identify, Measure, Analyze, Intervene and Evaluate**
(b) Analyze, Measure, Identify , Intervene and Evaluate
(c) Identify, Measure, Intervene, Analyze and Evaluate
(d) Both (b) and (c)
415. **Which of the following connectionist theories is used in associating an unconditioned stimulus with a conditioned one to get a response which is conditioned?**
(a) **Classical conditioning**
(b) Negative conditioning
(c) Instrumental conditioning
(d) Cognitive conditioning
416. **The process by which people try to manage or control the perceptions formed by other people about themselves is called :**
(a) perceptual management.
(b) **impression management.**
(c) group management.
(d) perceptual grouping
417. **Which of the following perception sub processes involves, making note of the stimulus received from the environment by an individual?**
(a) Sensation
(b) Interpretation
(c) **Registration**
(d) Confrontation
418. **Creating a general impression about an individual based on a single characteristic, such as intelligence, appearance sociability etc. is known as**
(a) stereotyping
(b) **halo effect.**
(c) attribution.
(d) parity effect.
419. **Which of the following factors influence perception?**
(a) Power, Affiliation and Motivation
(b) Needs, Drives and Incentives
(c) **The Perceiver, the Target and the Situation**
(d) The Perceiver, the Risk Taking and the Incentives
420. **Which of the following referent comparisons is used by an employee if he compares his experiences in the present position with the experiences of those holding a similar position in another organization?**
(a) Other-inside
(b) Self-inside
(c) Other-outside
(d) **Self-outside**
421. **The valence is said to be zero when_____.**
(a) the person prefers not attaining the outcome
(b) **the person is not interested in the outcome**
(c) the person is interested in the outcome
(d) both (a) and (b)
422. **GAS means_____.**
(a) general availability synapse
(b) general adoption syndrome
-

-
- (c) **general adaptation syndrome**
(d) general apprehensive syndrome

423. Stress included by stimulus is known as _____.
(a) stressmentor
(b) stresspusser
(c) stresseor
(d) **stressor**

424. Which of the following are the most important contributions in the field of organizational behavior by Dr. Hans Selye?
(a) Estress and distress
(b) **Eustress and distress**
(c) Impstress and epstress
(d) Rule of thumb and unity of direction

425. Which of the following three stages of GAS is used for coping with the stress situation?
(a) **Alarm stage, resistance stage and exhaustion stage**
(b) Depreciation stage, material stage and tecometric stage
(c) Anxiety stage, appreciative stage and masmule stage
(d) Exiting stage, remotive stage and speculative stage

426. The psychological process of recollecting information and past experiences by an individual is referred to as
(a) perception.
(b) learning.
(c) **cognition.**
(d) motivation.

427. According to the Keith Davis equation, the potential performance of an individual is determined by his _____.
(a) knowledge and skill.
(b) ability and situation.
(c) **ability and motivation.**
(d) both (a) and (c).

428. The Management Style adopted by some companies like IBM, Intel, HP etc. was a combination of both American and Japanese styles. These organizations were referred to as
(a) theory x organizations.
(b) theory y organizations.
(c) **theory z organizations.**
(d) theory o organizations

429. Given 'O' represents human being, which of the following perspectives does S-O-R model represent best?
(a) **Traditional**
(b) Input and output
(c) Behavioral
(d) Attitude

430. Which of the following types of employees have high work ethics and are quality conscious?
(a) Young employees
(b) Middle aged employees
(c) **Older employees**
(d) Both (a) and (b)

431. Which of the following are specialized cells that transmit information from one part of the body to another part of the body?
(a) **Neurons**
(b) Blood cells
(c) Hormones
(d) Both (b) and (c)

-
432. Which of the following are certain projections that branch out from the neuron; and receive information from other neurons?
- (a) Fibers
 - (b) Axon
 - (c) **Dendrites**
 - (d) Synapse
433. How many parts can a nervous system be divided into?
- (a) 5
 - (b) 9
 - (c) 3
 - (d) 2
434. The probability of a particular behavior being repeated, but by withdrawing an Undesirable consequence, is termed as
- (a) positive reinforcement.
 - (b) punishment.
 - (c) **negative reinforcement.**
 - (d) behavior modification.
435. In which of the following leadership styles DOES the leader obtain relevant information from the subordinates and then attempt to find the solution to the problem?
- (a) Autocratic I
 - (b) Autocratic III
 - (c) Group I
 - (d) **Autocratic II**
436. Which of the following is NOT an effective supervisory practice?
- (a) Avoid close supervision
 - (b) **Promoting individual cohesiveness**
 - (c) Promoting group cohesiveness
 - (d) Devoting more time in planning
437. In which of the following classification of conflicts DO people always try to maintain their image and respect?
- (a) Intergroup conflict
 - (b) Intragroup conflict
 - (c) **Interpersonal conflict**
 - (d) Intrapersonal conflict
438. Which of the following methods to manage inter group relations deals with a skilled person in resolving disputes, promoting communication and establishing friendly relations between the conflicting parties?
- (a) Task force
 - (b) Team
 - (c) **Liaison role**
 - (d) Resolving role
439. Which Fayol's theory principle states that activities in an organization should be planned in a way that they all come under one plan and are supervised by only one person?
- (a) Unity of command
 - (b) **Unity of direction**
 - (c) Discipline
 - (d) Scalar chain
440. What is referred to the selfperception of how well a person can cope with situations as and when they arise?
- (a) Self-esteem
 - (b) **Self-efficacy**
 - (c) Self-motivation
 - (d) Self-improvement
441. Match the following.
- a. Extraversion
 - (i) Creative and Innovative
-

-
- b. Agreeableness (ii) Marketing, Public relations and Human resources
- c. Conscientiousness (iii) Good natured, Co-Operative and Trusting
- d. Emotional stability (iv) Organized, Self –disciplined and Responsible
- e. **Openness’** to experience (v) Withstand stress and tend to be calm
- (a) a(ii), b(iii), c(iv), d(v), e(i)
- (b) a(iii), b(iv), c(ii), d(i), e(v)
- (c) a(ii), b(i), c(iii), d(iv), e(v)
- (d) a(iii), b(iv), c(v), d(ii), e(i)

442. That refers to the degree to which individual is practical in his approach, maintains emotional distance from others and believes ends justify means. Which of the following is this referred to?

- (a) Self –Monitoring
- (b) Risk taking
- (c) Self – Esteem
- (d) **Machiavellianism**

443.

This is concerned with the **employee’s** emotional attachment and involvement with the organization. Which of the following represents organizational commitment?

- (a) Normative commitment
- (b) Continuance commitment
- (c) **Affective commitment**
- (d) Effective commitment

444.

According to Levinson, the maximum development in **one’s** personality takes place during _____

- (a) age-thirty transition
- (b) **mid-life transition**
- (c) age-fifty transition
- (d) late-adult transition

445. In which of the following, does the productivity of some people increase further, while for some the productivity may remain stagnant?

- (a) Exploration
- (b) **Maintenance**
- (c) Decline
- (d) Existence

446. In which of the following, do attitudes provide a standard of reference which allows people to understand and explain their environment?

- (a) Adjustment-function
- (b) Ego-defensive function
- (c) Value-expression function
- (d) **Knowledge-function**

447. Which of the following motives is learned or acquired over a period of time such as power, achievement and affiliation?

- (a) Affection motive
- (b) **Secondary motive**
- (c) Primary motive
- (d) Stimulus motive

448. Which of the following theories does say that '**motivation** alone cannot ensure successful performance of a task, the employee should have a clear perception of his role and the required skills and **abilities**'?

- (a) Equity theory
- (b) **The Porter-Lawler model**
- (c) Attribution theory
- (d) The continuum model

-
449. Match the following approaches with the relevant components.
- | | | | |
|----|-----------------------|----|---------------------------|
| 1. | Classical approach | a) | Operations management |
| 2. | Behavioral approach | b) | Hawthorne studies |
| 3. | Quantitative approach | c) | Administrative management |
| 4. | Modern approach | d) | Quality management |
- (a) 1-(c), 2- (d), 3-(b),4-(a)
 (b) 1-(c), 2- (a), 3-(b),4-(d)
 (c) **1-(c), 2- (b), 3-(a),4-(d)**
 (d) 1-(c), 2- (d), 3-(a),4-(b)
450. Which of the following is the module of behavioral approach?
- (a) Administrative management
 (b) **Group influences**
 (c) Management sciences
 (d) The systems theory
451. The study that focuses on reducing the unnecessary activities in work and thus reducing the fatigue and wastage of time is known as :
- (a) Time study.
 (b) Fatigue study.
 (c) Work study.
 (d) **Motion study.**
452. What is meant by Unity of Command?
- (a) Each employee should receive orders from a number of superiors
 (b) **Each employee should receive orders from one superior only**
 (c) Each employee should receive orders from Board of Directors
 (d) Each employee should receive orders from subordinates
453. Which of the following principles is attributed to grouping members who belong to the same department in an organization?
- (a) Continuity
 (b) Figure Ground
 (c) Closure
 (d) **Proximity**
454. The behavioral science that contributes 'motivation' to Organizational Behavior is
- (a) Sociology.
 (b) Political science
 (c) **Psychology.**
 (d) Anthropology.
455. Which of the following organizations does believe in providing lifetime employment to the employees?
- (a) American
 (b) Japanese
 (c) European
 (d) **Italian**
456. Which of the following experiments revealed that there is some other variable beyond wage, hours of work and working conditions that made a significant impact on productivity?
- (a) Relay experiment
 (b) **Interview experiment**
 (c) Wiring experiment
 (d) Illumination experiment
457. Law of Effect states that responses followed by pleasant consequences (are)
- (a) less likely to be repeated.
 (b) not at all repeated.
 (c) lead to unpleasant consequence.
 (d) **more likely to be repeated.**
-

458. Observational learning is the essential component of _____, where learning could occur through imitation of others.

- (a) customary process
- (b) habitual process
- (c) **modeling process**
- (d) routine process

459. A bright light, a strong odor or a loud noise are more likely to be noticed than a dim light, a weak odour or a soft sound. Which of the following principles of attention is mentioned here?

- (a) **Intensity**
- (b) Moderation
- (c) Repetition
- (d) Replication

460.

In which of the following organizations are employees manipulative and not willing to take any risks?

- (a) **Model I**
- (b) Model II
- (c) Type A
- (d) Type B

461. Which of the following perspectives DOES attempt to explain human behavior with the S-O-B model?

- (a) **Traditional perspective**
- (b) Modern perspective
- (c) Behavioral perspective
- (d) Behavior as an input-output system

462. In which of the following perceptual processes are perceived objects separated from their general background by the perceiver?

- (a) **Figure-ground**
- (b) Perceptual Constancy
- (c) Perceptual Context
- (d) Perceptual Content

463. Which of the following theories DOES refer to the incompatibility that an individual may perceive between two or more of his attitudes, or between his behavior and attitudes?

- (a) **Cognitive Dissonance Theory**
- (b) Argyris' Immaturity to Maturity Theory
- (c) Hall's Career Stage Model
- (d) Levinson's Theory of Adult Life Stages

464. Which of the following is NOT the attribute of individual politicking?

- (a) **Pressure to perform**
- (b) Personality traits
- (c) Background
- (d) Experience

465. Which of the following is the fourth step in the process of negotiation?

- (a) Preparation and planning
- (b) Defining rules
- (c) Bargaining and problem solving
- (d) **Clarification and justification**

466. Which of the following DOES emphasize that an individual should know about oneself, accept responsibility for his actions and regulate any dysfunctional behavior?

- (a) Team-building approach
- (b) Formal group diagnostic method
- (c) **Role analysis technique**
- (d) Gestalt approach

467. In which of the following leadership types DOES a leader give his subordinates challenging tasks and higher responsibilities in order to develop them?

- (a) Supportive leadership
- (b) Accommodative leadership
- (c) Participative leadership
- (d) **Achievement-oriented leadership**

468. Which of the following DOES refer to the ability to modify or change people in general ways like changing their performance and satisfaction?

- (a) Power
- (b) Authority
- (c) Accountability
- (d) **Influence**

469. Which of the following theories DOES state that leaders establish a special relationship with a small group of subordinates, usually early in their interaction?

- (a) **LMX theory**
- (b) Path-goal theory
- (c) Blake and Mouton theory
- (d) Hersey and Blanchard's theory

470.

Which of the following theories of organization DOES lay more stress on the environment and establish the relationship between organizational structure and the environment?

- (a) **Contingency theory**
- (b) Ecological theory
- (c) Learning theory
- (d) Biological theory

471. In which of the following roles within an informal group a person is an aggressive achiever who makes the team action-oriented?

- (a) Monitor-evaluator
- (b) Implementer
- (c) **Shaper**
- (d) Plant

472.

Which of the following DOES refer to the authority to take decision within one's area of operations without having to get anyone's approval?

- (a) Enrichment
- (b) Enlargement
- (c) Enhancement
- (d) **Empowerment**

473. In which of the following referent comparisons DO employees compare their experience in the present position with the experiences of those holding a similar position in the same organization?

- (a) Self-outside
- (b) Other-inside
- (c) Self-self
- (d) **Self-inside**

474.

Which of the following theories DOES state that leadership traits can be acquired with training and experience?

- (a) **Great person theory**
- (b) Gestalt theory
- (c) Subordinate theory
- (d) Behavioral theory

475. Which of the following cognitive processes DOES occur in a state of mental disorder and is characterized by illogical thought processes?

- (a) **Austic thinking**

-
- (b) Daydreaming
 - (c) Sorting
 - (d) **Pathological thinking**

476. In which of the following roles within an informal group is a person a careful and Detailed examiner who ties up loose ends?

- (a) **Complete-Finisher**
- (b) Resource Investigator
- (c) Team worker
- (d) Coordinator

477. Which of the following terms DOES refer to people drawing general impression about Others based on a single characteristic, such as intelligence, aggressiveness, etc.?

- (a) Attribution
- (b) Stereotyping
- (c) **Halo Effect**
- (d) Primacy Error

478. In which of the following processes of power DOES the target find the agent attractive and Seek to emulate his behavior?

- (a) Internalization
- (b) Externalization
- (c) Acquaintance
- (d) **Identification**

479. Which of the following disciplines DOES provide insights into the aspects of decision and choice, factors that need to be considered while choosing the most suitable options?

- (a) Political Science
- (b) Anthropology
- (c) **Economics**
- (d) Ergonomics

480. Which of the following traits DOES refer to the extent to which a person is responsible and achievement oriented?

- (a) Extroversion
- (b) Introversion
- (c) **Conscientiousness**
- (d) Agreeableness

481. Which of the following DOES refer to the equilibrium between the degree of dependency of the target and the degree of power exercised by the agent?

- (a) Balancing imbalance
- (b) Maintaining imbalance
- (c) Reacting to power
- (d) **Power balance**

482. Which of the following DOES enable the employees to widen their interests and get information relating to recent developments in their field?

- (a) Grapevine
- (b) Gangplank
- (c) **Network**
- (d) Communication

483. Which of the following DOES refer to the ability of an individual to analyze complex situations and to rationally interpret the available information?

- (a) Individual skills
- (b) Technical skills
- (c) **Conceptual skills**
- (d) Group skills

484. Which of the following DOES refer to the quality of voice, volume, pitch, speed and non fluencies used to convey a message?

-
- (a) Body language
 - (b) Para language**
 - (c) Kinesics
 - (d) Expressions

485. Which of the following is the third step in the O.B. Mod Process?

- (a) Identify
- (b) Measure
- (c) Intervene
- (d) Analyze**

486. Which of the following DOES refer to the degree to which an individual is practical in his approach, maintains an emotional distance from others, and believes that ends justify means?

- (a) Risk taking
- (b) Locus of control
- (c) Machiavellianism**
- (d) Self-monitoring

487. Which of the following dimensions DOES refer to a leader considering employees as a means to achieve goals and pay little or no attention to any problems that the employees may face?

- (a) Development-oriented
- (b) Production-oriented**
- (c) Training-oriented
- (d) Employee-oriented

488. Which of the following systems of management suggested by Likert is called exploitive-authoritative style?

- (a) Systems 1 management**
- (b) Systems 2 management
- (c) Systems 3 management
- (d) Systems 4 management

489. In which of the following changes, does the new state of things have a completely different nature from the old state of things?

- (a) Third order change
- (b) Second order change**
- (c) First order change
- (d) Reverse order change

490. Which of the following is based on the assumption that there are two forces – driving forces and restraining forces that play a role in attaining a state of equilibrium in the organization?

- (a) Abad's model
- (b) Lippitt's approach
- (c) Beckhard's approach
- (d) Force-field analysis**

491. Which of the following approaches is based on the assumption that there exist one or more solutions to a problem that could result in a win-win situation?

- (a) Collective bargaining
- (b) Individual bargaining
- (c) Distributive bargaining
- (d) Integrative bargaining**

492. In which of the following leadership styles DOES the leader discuss the problem with his subordinates and listens to their ideas and suggestions?

- (a) Consultative II**
- (b) Consultative I
- (c) Group II
- (d) Participative II

493. Which of the following is the fourth step in the process of negotiation?

- (a) Preparation and planning

-
- (b) Defining rules
 - (c) **Bargaining and problem solving**
 - (d) Clarification and justification

494. Which of the following DOES emphasize that an individual should know about oneself, accept responsibility for his actions and regulate any dysfunctional behavior?

- (a) Team-building approach
- (b) Formal group diagnostic method
- (c) Role analysis technique
- (d) **Gestalt approach**

495. Which of the following DO refer to the cognition of an individual that a certain mode of conduct or style of behavior is socially preferable to the other modes of conduct or behavioral styles?

- (a) Belief
- (b) Norm
- (c) Culture
- (d) **Value**

496. Which of the following selection tests refer to testing the components such as reasoning judgment, memory and the power of abstraction?

- (a) **Intelligence tests**
- (b) Interest tests
- (c) Aptitude tests
- (d) Polygraph tests

497. Which of the following approaches treat the organizational goals and the employee needs as being mutual and compatible?

- (a) Human relations approach
- (b) **Human resources approach**
- (c) Classical management approach
- (d) Modern management approach

498. Which of the following managerial functions of the human resource department involves establishing an intentional structure of roles for people in an organization?

- (a) Organizing
- (b) Controlling
- (c) Directing
- (d) **Planning**

499. Which of the following concepts refer to the system of matching the available resources, either internally or externally, with the demand that the organization expects to have over a period of time?

- (a) Human Resource Process
- (b) Human Resource Performance
- (c) **Human Resource Planning**
- (d) Human Resource Information System

500. Which of the following do you think are interrelated and inter-dependent?

- (a) **Job satisfaction and productivity**
- (b) Job content and productivity
- (c) Job specification and productivity
- (d) Job description and productivity

501. Which of the following organizational structures reduce redundancy and enable free flow of idea and information among the employees?

- (a) Tall organizational structure
- (b) **Flat organizational structure**
- (c) Project organizational structure
- (d) Matrix organizational structure

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502. Which of the following managerial functions of the human resource department refers to the measurement and rectification of activities to ensure that events conform to plans?
- (a) Directing
 - (b) Staffing
 - (c) **Controlling**
 - (d) Organizing
503. Which of the following concept suggests that a worker is basically motivated by the monetary gains and that financial incentives alone could maximize the **worker's** output?
- (a) **Economic man**
 - (b) Time-motion
 - (c) Rule-of-the thumb
 - (d) Piece-rate
504. Which of the following provides the information on the current human resource available in the organization?
- (a) Job evaluation
 - (b) Job design
 - (c) Job content
 - (d) **Job analysis**
505. Which of the following techniques of downsizing does an organization adopt when the demand for their products or services comes down, and the supply cannot be maintained at the existing levels?
- (a) Outplacement
 - (b) Leave of absence without pay
 - (c) Work sharing
 - (d) **Lay-offs**
506. Which of the following process serves the purpose of selling the organization to the candidate?
- (a) Recruitment process
 - (b) **Selection process**
 - (c) Development process
 - (d) Training process
507. Which of the following roles does the HR department play in advising the management, including the top management on various people-related issues and communicating management decisions to the employees?
- (a) A facilitator
 - (b) A regulator
 - (c) **A specialist**
 - (d) A controller
508. Which of the following results in low employee turnover, low absenteeism, and low accident rates in shop floor jobs?
- (a) Induction
 - (b) **Placement**
 - (c) Stimulation
 - (d) Selection
509. Which of the following methods of dealing with surplus manpower refers to the technique of getting rid of ageing employees and infusing fresh talent into the organization?
- (a) Outplacement
 - (b) Lay-offs
 - (c) Retrenchment
 - (d) **Early/voluntary retirement**
-

510. If on falling sick your organization allows you to work from home provided you report to office once in a week, which of the following concept is that?

- (a) Flextime
- (b) Telecommuting
- (c) **Working from home**
- (d) Telemarketing

511. A situation where there are more number of people available in the job market due to mushrooming of management Institutions, identify the environmental factors that determine the effectiveness of the recruitment program .

- (a) Law of land
- (b) **Situation in the labour market**
- (c) Reputation of organization
- (d) Culture, social attitudes and beliefs

512. Which of the following interviews refer to the interviewer selecting the questions to be asked and plans the interview well in advance?

- (a) Social interview
- (b) **Formal interview**
- (c) Stress interview
- (d) Selection interview

513. Which of the following concepts refer to identifying and grooming an employee for a vacancy that would arise in the future?

- (a) Career planning
- (b) Performance planning
- (c) **Succession planning**
- (d) Corporate-level planning

514. Which of the following methods for determining the validity of a selection method refer to the degree to which the validity of the selection method, established in one context, can be extended to other 'primary contexts'?

- (a) Legality
- (b) Utility
- (c) Reliability
- (d) **Generalizability**

515. Which of the following roles is played by an HR Manager when training and development activities are planned and conducted and performance appraisals are done?

- (a) The consultant
- (b) The service provider
- (c) **The facilitator**
- (d) The auditor

516. Which of the following level Human Resource Planning takes into consideration the changing market situation, strategic plans of the organization and the technological changes anticipated at a macro level?

- (a) Intermediate-level planning
- (b) Operations planning
- (c) Planning short-term activities
- (d) **Corporate-level planning**

517. Which of the following refers to the obligation of a manager to carry out the duties assigned to him?

- (a) Authority
- (b) Influence
- (c) Power
- (d) **Responsibility**

518. Which of the following job specifications include stability, adaptability, flexibility and is common across most of the jobs?

- (a) Physical specifications
- (b) Mental specifications
- (c) Group specifications
- (d) **Emotional and social specifications**

519. Which of the following characteristics of a job refers to the degree to which the job makes an impact on the lives or work of other people?

- (a) Autonomy
- (b) Feedback
- (c) Task identity
- (d) **Task significance**

520.

Which of the following characteristics of selection methods produces consistent results across different situations and times?

- (a) Legality
- (b) Validity
- (c) Generalizability
- (d) **Reliability**

521. Which of the following is the third step in the process of job enrichment?

- (a) Providing scope for change
- (b) Concentrating on motivational factors
- (c) Changing the content of the job
- (d) **Making a list of changes**

522. Which of the following steps in the process of job enrichment is succeeded by changing the content of the job rather than changing employees?

- (a) Making a list of changes and enrichment in job design
- (b) **Providing adequate training, guidance, encouragement and help**
- (c) Introducing the enriched job carefully, so that there is no resistance towards the implementation of job enrichment programs.
- (d) Administering corrective discipline

523.

Which of the following concept refers to the process of ascertaining qualifications, experience, skill, knowledge of an applicant with the purpose of determining his/her suitability for a job?

- (a) Staffing
- (b) Introducing
- (c) Induction
- (d) **Selection**

524.

Which of the following approaches to Human Resource Management suggests that treating employees with respect would improve employee satisfaction and help in achieving higher productivity?

- (a) Scientific Management Approach
- (b) Human Resource Approach
- (c) Human Accounting Approach
- (d) **Human Relations Approach**

525.

Which of the following tests measure an individual's ability to learn a given job, when adequate training is given and do not test the knowledge or proficiency possessed by the individual?

- (a) Interest tests
- (b) Achievement tests
- (c) Situational tests
- (d) **Aptitude tests**

-
526. Which of the following concept refers to attributing an appropriate value to the worth of human resources in the organization?
- (a) Human resource planning
 - (b) Human resource accounting**
 - (c) Human resource management
 - (d) Human resource evaluation
527. The employment agencies in which fresh graduates and technicians in search of suitable employment would first register themselves are known as
- (a) Global agencies.
 - (b) Private agencies.
 - (c) Public or state agencies**
 - (d) Regional agencies.
528. Which of the following refers to the monetary and non-monetary benefits given to the employees during their employment and these benefits are in no way connected to the **employee's** performance?
- (a) Fringe benefits**
 - (b) Incentives
 - (c) Wage and salary administration
 - (d) Base salary
529. Which of the following types of organization facilitates close supervision and provides for continuous interaction between the supervisor and his subordinates?
- (a) Flat organization
 - (b) Tall organization**
 - (c) Vertical organization
 - (d) Matrix organization
530. Which of the following concepts refer to identifying **one's** career goals and formulating plans of reaching them through various means like education and work experience?
- (a) Career development
 - (b) Management development**
 - (c) Human Resource Development
 - (d) Training
531. Which of the following refers to the departments or employees that perform a support function and contribute indirectly to the business of a firm?
- (a) Staff function**
 - (b) Line function
 - (c) Employee functions
 - (d) Organizational function
532. Which of the following methods of job analysis refers to gathering all the job related information from supervisors?
- (a) Questionnaire method
 - (b) Expert method
 - (c) Observation method
 - (d) Technical conference method**
533. Which of the following methods of job analysis describes jobs in terms of worker activities?
- (a) Position analysis questionnaire**
 - (b) Questionnaire method
 - (c) Technical job analysis
 - (d) Critical incident technique
-

534. Which of the following measure the job related proficiency and knowledge of the applicants and is used to select experienced candidates?

- (a) Achievement tests
- (b) Intelligence tests
- (c) Aptitude tests
- (d) Interests tests

535.

Which of the following operative functions include functions like job analysis, human resource planning, recruitment, selection, placement and induction?

- (a) Loaning
- (b) Retention
- (c) Employment
- (d) Evaluation

536.

Kaivalya is the Human Resource Manager in TCS. He is efficient in the functions of payment that has to be adequate, equitable and fair to the employees. It encompasses base salary, incentives, bonus and benefits and is based on job evaluation. Which of the following functions is performed by Kaivalya?

- (a) Employee relations
- (b) Employment
- (c) Compensation
- (d) Performance Appraisal

537.

Which of the following types of selection interviews has no predetermined framework of questions and helps the candidate remain comfortable during the course of the interview because the interaction tends to proceed naturally?

- (a) Panel interview
- (b) Group interview
- (c) Selection interview
- (d) Unstructured interview

538.

Which of the following organization structures is characterized by flexibility, value for knowledge, low levels of formalization, decentralized style of management and is more suitable for operating effectively in dynamic environments?

- (a) Organic structure
- (b) Whole structure
- (c) Inorganic structure
- (d) Technical structure

539.

Which of the following tests is used to assess the leadership qualities, initiative, negotiating skills, communication skills and decision-making skills of a candidate?

- (a) Simulated situational tests
- (b) Interest tests
- (c) In-basket exercises
- (d) Group discussions

540.

Which of the following characteristics of job specifications include the ability to make judgments, ability to undertake research, creativity, teaching ability, maturity, selfreliance and the ability to be authoritative?

- (a) Social specifications
- (b) Collective specifications
- (c) Mental specifications
- (d) Behavioral specifications

541.

Which of the following methods for determining the validity of a selection method refers to the degree to which the value provided by the selection method enhances the effectiveness of an organization?

-
- (a) Legality
 - (b) Reliability
 - (c) Generalizability
 - (d) Utility**

542. Which of the following characteristics of a job refers to the degree to which a job requires completion of a work, from the beginning to the end?

- (a) Task significance
- (b) Autonomy
- (c) Task identity**
- (d) Feedback

543. Which of the following is the basic standard that any selection method should satisfy?

- (a) Consistency
- (b) Stability
- (c) Legality**
- (d) Effectiveness

544. Which of the following is the third step in the process of human resource planning?

- (a) Analyzing the impact of the organizational strategy
- (b) Forecasting the quality and quantity of human resources**
- (c) Involving the line managers in determining human resource needs
- (d) Matching the current human resources with the future requirement

545. Identify the second element in the selection process.

- (a) Organizational objectives
- (b) Job design and Job description**
- (c) Job specification
- (d) Selection

546.

Which of the following steps in the process of selection is succeeded by initial screening interview?

- (a) Analyzing the application blank**
- (b) Core and departmental interviews
- (c) Conducting tests and evaluating performance
- (d) Job offer

547.

Which of the following managerial functions involves coordination between different department to ensure maximum utilization of all resources including human resources?

- (a) Controlling
- (b) Planning
- (c) Leading
- (d) Directing**

548.

Which of the following types of organization refers to employees meeting together for a game of snooker and sharing common ideas, interests and information?

- (a) Flat
- (b) Informal**
- (c) Technical
- (d) Hybrid

549. Which of the following steps in the process of selection is preceded by reference checks?

- (a) Preliminary interview
- (b) Core and departmental interviews**
- (c) Conducting tests and evaluating performance
- (d) Job offer

550.

Which of the following tests refer to the simulated office situation where the candidate has to respond to letters, clear important documents schedule his/her meetings and make important

business related decisions?

- (a) **In basket exercises**
- (b) Group discussions
- (c) Personality tests
- (d) Simulated situational tests

551. Which of the following refers to the extent to which an **employee's** work meets his/her professional needs?

- (a) **Quality of Work Life**
- (b) Total Quality Management
- (c) Quality Circles
- (d) Worker Productivity

552.

Which of the following refers to the departments or employees of a firm that perform the core activities and contribute to its business directly?

- (a) Staff functions
- (b) **Line managers**
- (c) Department functions
- (d) Organization functions

553.

Which of the following approaches to job design states that the manager determines the best way of performing the job?

- (a) Human Resource Approach
- (b) Sociotechnical Approach
- (c) Job Characteristics Approach
- (d) **Engineering Approach**

554. Which of the following is the second step in the process of human resource planning?

- (a) Analyzing the impact of the organizational strategy
- (b) **Involving the line managers in determining human resource needs**
- (c) Matching the current human resources with the future requirement
- (d) Developing an action plan to meet future requirements

555.

In which of the following techniques of dealing with surplus manpower DO workers agree to be paid less and put in fewer hours of work to avoid their colleagues being retrenched?

- (a) **Reduced work hours**
- (b) Work sharing
- (c) Loaning
- (d) Leave of absence without pay

556.

Which of the following enables managers to act, exert influence and make decisions in carrying out their responsibilities?

- (a) Power
- (b) Accountability
- (c) **Authority**
- (d) Responsibility

557. Which of the following job specifications include analytical ability; data interpretation ability; decision-making ability and the requirement level of these abilities vary according to the level of the job?

- (a) Physical specifications
- (b) **Mental specifications**
- (c) Behavioral specifications
- (d) Group specifications

558.

Which of the following techniques of dealing with surplus manpower DOES an organization adopt when they do not want their middle/top level managers to stagnate or leave the company?

-
- (a) Reduced work hours
 - (b) Early/voluntary retirement
 - (c) **Loaning**
 - (d) Work sharing

559. Marketers must adopt a different approach while selling intangible products. Which of the following combinations does truly represent intangible products?

- (a) Goods and ideas
- (b) Goods and products
- (c) Goods and services
- (d) **Services and ideas**

560. Which of the following DOES NOT represent the characteristics of the Marketing Era?

- (a) It focused on coordinated marketing management
- (b) It emphasized the importance of consumer needs and wants
- (c) **It focused only on profitability**
- (d) It restricted forcible selling of products to customers without offering utility

561. According to Arthur D Little, there are a number of factors that influence performance of businesses. Identify the factors.

- (i) **Stake-holders**
- (ii) **Processes**
- (iii) **Resources**
- (iv) **Organization**
- (a) Only (i)
- (b) Only (iii) and (iv)
- (c) Only (ii), (iii) and (iv)
- (d) **(i), (ii), (iii) and (iv)**

562.

An evaluative comparison between a product's performance and the buyer's expectations is the basis for determining

- (a) Customer Loyalty.
- (b) Customer Delivered Value.
- (c) Customer Choice.
- (d) **Customer Satisfaction.**

563. Which of the following is influenced by the geographical location of an organization?

- (a) Organizational functions
- (b) Organizational secrets
- (c) **Organizational culture**
- (d) Organizational goal

564.

The process of collecting information about political, legal, regulatory, societal, economic, competitive and technological forces that may affect its marketing activities is called

- (a) environmental analysis.
- (b) survey of environment.
- (c) **environmental scanning.**
- (d) assessment of environment.

565.

You are directed to study the factors that are close to the company that affect its ability to serve its customers the company, suppliers, marketing intermediaries, customer markets, competitors, and publics. What are you studying?

- (a) The macro environment
- (b) The global environment
- (c) **The microenvironment**
- (d) The national environment

566.

What type of competitive structure does exist when a firm produces a product that has no close substitutes?

-
- (a) **Monopoly**
 - (b) Monopolistic competition
 - (c) Perfect competition
 - (d) Duopoly

567.

In which of the following structures, are usually branded products sold and heavy marketing and advertising are its key features?

- (a) Monopolistic
- (b) Monopoly
- (c) Multipoly
- (d) **Oligopoly**

568.

Which of the following does create ample opportunities for marketers to venture into new regions?

- (a) Trade barrier
- (b) **Trade alliances**
- (c) Trade wars
- (d) Trade meal

569.

The software industry has to be prepared to unlearn the existing software (language) and learn new software. The software professionals have to constantly keep a watch on

- (a) career opportunities.
- (b) **technological changes.**
- (c) regulatory changes
- (d) political changes.

570.

The airline industry comprising of companies such as Air India, Singapore Airlines, Malaysian Airlines etc have high entry barriers due to high costs involved. Which type of competitive structure do they come under?

- (a) Monopoly
- (b) Monopolistic competition
- (c) **Oligopoly**
- (d) Pure competition

571.

In buying decision process, which of the following is NOT considered as "personal source of information"?

- (a) Family
- (b) Friends
- (c) **Journal**
- (d) Reference groups

572. Organizational buying process does consist of which of following stages?

(i) Problem reorganization, general needs description
(ii) Production specification and supplier search
(iii) Proposal solicitation, supplier selection (iv) Order routine specification performance review (v) Problem reorganization value analysis

- (a) Only (i) and (ii)
- (b) **(i), (ii), (iii), (iv) and (v)**
- (c) Only (i), (ii) and (iii)
- (d) Only (i), (ii) and (iv)

573.

A company producing ink pens wants to venture into producing ball point pens. They need to procure raw materials from the same supplier. What is this process of buying called?

- (a) Straight rebuy
- (b) **New task buying**
- (c) Modified rebuy
- (d) Routinized buying

574.

In a business organization, which of the following divisions does generate the revenues essential for the survival and growth of the firm?

- (a) **Marketing**
- (b) Finance
- (c) R&D
- (d) Manufacturing

575.

In the olden days, people used to exchange goods and services, instead of money, according to the needs and availability. This system of exchange is known as

- (a) marketing system.
- (b) societal system.
- (c) need based system.
- (d) **barter system.**

576.

Technological advancement is rapidly changing the marketplace and causing intense competition among firms. To cope with the changing dynamics, firms use various approaches. They are divided into company responses. Which of the following is the company response?

- (a) Customization
- (b) Integrated marketing communication
- (c) Target marketing
- (d) **Outsourcing**

577. **Which of the following is / are the steps to identify the market segment?**

- (i) Analysis
- (ii) Survey
- (iii) Benefit
- (iv) Profiling

- (a) Only (i) and (ii)
- (b) **All (i), (ii), (iii) and (iv)**
- (c) Only (ii), (iii) and (iv)
- (d) Only (ii) and (iii)

578.

Which is the factor that does influence the organizational purchase process by providing information about the general market situation, growth rate, poverty rate and unemployment rate?

- (a) Political factors
- (b) Social factors
- (c) Legal factors
- (d) **Economic factors**

579.

Marketers are providing better "Form Utility" by creating product to suit individual's need. company's inviting inputs from customers and seeking their ideas in designing better and more suitable products is an example of

- (a) reengineering.
- (b) outsourcing.
- (c) e-commerce.
- (d) **customization.**

580.

The four P's of the marketing mix are

- (a) personnel, priorities, placement, and profits.
- (b) promotion, product, personnel, and place.
- (c) product, place, politics and economy.
- (d) **product, promotion, price and place.**

581.

Common sense usually helps you in analyzing

- (a) **marketing problems**
- (b) when to diversify.
- (c) what segment to drop

(d) future opportunities.

582.

Which of the following sets of activities can be called primary activities involved in value chain?

- (a) Inbound logistics, operations, procurement and firm infrastructure
- (b) **Inbound logistics, operations, outbound logistics, marketing and sales and services**
- (c) Outbound logistics, operations, procurement, firm infrastructure and services
- (d) Outbound logistics, operations, services, procurement and firm infrastructure

583. Activity based costing (ABC) usually helps an organization to assess

- (a) profitability of the organization.
- (b) strengths and weaknesses of the competitors.
- (c) **which customers are profitable and which ones are subsidized.**
- (d) internal environment of the organization.

584. The Indian Oil campaign "**Save oil-save India**" is a form of de- marketing its product. This is

basically the **company's** initiative to maintain the ecological balance by creating an awareness of oil conservation. This in turn gives the opportunity to the company to manage its

- (a) technological environment.
- (b) economic environment.
- (c) legal environment.
- (d) **natural environment.**

585.

When anybody registers for an email ID with any of the email service providers, viz. rediffmail.com or yahoo.com, while registering, a person has various options to check in the registration form. If an individual checks those options, these email service providers send various information on sports, news, weather and other subjects to the **individual's** email address. This is an example of

- (a) **Web casting.**
- (b) Newsletters.
- (c) E-mails.
- (d) Brochures.

586.

Which of the following is a method for maintaining the minimum inventory of raw materials and finished goods?

- (a) **Just-in-time**
- (b) Material requirement planning
- (c) Production schedule
- (d) Delivery schedule

587. Which of the following is a change in behavior based on experience?

- (a) Selective retention
- (b) Dissonance
- (c) **Learning**
- (d) Motivation

588. What is the difference between '**total customer value**' and '**total customer cost** called?

- (a) Value analysis
- (b) Customer cost
- (c) **Customer desired value**
- (d) Eigen value

589. Which of the following is NOT a method of online advertising?

- (a) Web communities
- (b) Bulletin boards
- (c) **Banners**
- (d) Newsgroup

590. According to BCG Matrix, question marks are

- (a) SBU's with a large market share in a fast growing market.

-
- (b) SBU's with a low market share in an intensely competitive, mature industry characterized by low profits.
- (c) SBU's with an uncertainty about their future.
- (d) **SBU's which are characterized by low market share and high growth.**

591.

When a foreign product enters India, the Indian government imposes a kind of tax on those goods. What is this tax on the foreign goods called, in the context of global trade?

- (a) **Tariff**
- (b) Restriction
- (c) Embargo
- (d) Barriers

592. **A firm is considered socially responsible, when it fulfills its economic, legal, ethical and**

- (a) environmental
- (b) global
- (c) organizational
- (d) **philanthropic**

593.

Which of the following is NOT a principle of seven modern marketing principles that address the public policy towards marketing?

- (a) Principle of economic efficiency
- (b) Principle of consumer protection
- (c) Principle of curbing potential harm
- (d) **Principle of profiteering**

594.

McDonald's world popular product is Hamburger which is made of beef. But, when it started operating in India, it replaced this Hamburger with various vegetable burgers. Which global environmental factor forced McDonald to do so?

- (a) Legal environmental factor
- (b) **Cultural environmental factor**
- (c) Economic environmental factor
- (d) Technological environmental factor

595. **'Emami Fair and Handsome' cream is an example of**

- (a) lifestyle segmentation.
- (b) value segmentation.
- (c) **benefit segmentation**
- (d) usage rate segmentation.

596. **What does SAFTA stand for?**

- (a) South Asian Free Tariff Agreement
- (b) South Atlantic Free Trade Agreement
- (c) South African Free Trade Agreement
- (d) **South Asia Free Trade Agreement**

597.

Which of the following is the type of marketing where the company gathers as many names as possible through mass mailing and forms a database?

- (a) Personalized marketing
- (b) Database marketing
- (c) Lifetime value marketing
- (d) **Carpet bombing**

598. **Which strategy is NOT used by a market leader in its defense? Identify from the following.**

- (a) **Guerilla attack**
- (b) Mobile attack
- (c) Flank attack
- (d) Position attack

-
599. Needs differ from wants because
- (a) wants are a socialized manifestation of underlying needs.
 - (b) needs are a socialized manifestation of underlying wants.
 - (c) needs are historical and wants are about the future.
 - (d) wants are historical and needs are about the future.
600. PepsiCo, a cola major in the world has bought a number of restaurant chains as its growth strategy. Among many, Pizza Hut, KFC are a few names, although currently Pepsi Co. has spun off them. This type of strategy of the company is called
- (a) lateral integration.
 - (b) vertical integration.
 - (c) **forward integration.**
 - (d) horizontal integration.
601. Which of the following deals with the study of the characteristics of human population?
- (a) Socio-cultural
 - (b) **Demographics**
 - (c) Human resource management
 - (d) Natural environment
602. SWOT analysis helps in formulating effective strategies for the company to deal with
- (a) **competitors.**
 - (b) suppliers.
 - (c) distributors.
 - (d) customers.
603. Which of the following is not a form of direct marketing?
- (a) Telemarketing
 - (b) Kiosk Marketing
 - (c) Catalog marketing
 - (d) **Newspaper advertising**
604. Unlike products, services cannot be inventoried or stored for future consumption. This points to one unique feature of services. Identify it.
- (a) Heterogeneity
 - (b) Inseparability
 - (c) Intangibility
 - (d) **Perishability**
605. Which of the following is not the stage or stages of the 'competitive intelligence system'?
- (a) Setting up the system
 - (b) **Value analysis**
 - (c) Data collection
 - (d) Analysis and evaluation of data
606. The factor which differentiates a service from a product is
- (a) Homogeneity.
 - (b) Separability.
 - (c) Accessibility.
 - (d) **Intangibility.**
607. Which of the following is an example of personnel differentiation?
- (i) HPCL train their distributors to provide better services to the end user.
 - (ii) McDonald trains its employee to be friendly, respectful to the customers.
 - (iii) Linux trains their users on how to operate the software.
 - (iv) Reliance Petroleum trains the employees of their customers to provide a better service to the customers.
 - (v) Consumer redressal forum trains people about the rights they have of being a customer.
- (a) only
-

-
- (b) only
 - (c) (iii), (iv) and (v)
 - (d) (i), (ii) and (v)

608.

Currently almost all automobile companies are following '**Euro II**' norms while plying their operations in India. In which concept of marketing can we put these automobile companies for their act of this kind?

- (a) Managerial concept
- (b) Marketing concept
- (c) **Societal marketing concept**
- (d) Production concept

609.

What is the objective of a bank, if it is conducting a market research to find out the general public opinion about the bank?

- (a) **Image assessment**
- (b) Future prediction
- (c) Consumer behavior survey
- (d) New product development

610.

Despite the lack of enough opportunities to differentiate the service offerings, service organizations try to gain customer loyalty by differentiating their services on the basis of the

- (a) **offer, delivery and image of the organization.**
- (b) offer, process and image of the organization.
- (c) offer, perishability and image of the organization.
- (d) offer, feel and image of the organization.

611. Which is not an element of '**Intensity** of rivalry among firms' – One of the forces of Michael Porter's five forces model?

- (a) Concentration ratio
- (b) Diversity of rivals
- (c) Market share
- (d) **Government policies**

612.

The service that are purchased by individual customers for their own consumption are defined as :

- (a) Business to Business Services
- (b) Consumables Services
- (c) Consumed Services
- (d) **Consumer Services**

613. Which of the following emphasizes the importance of satisfying the customers by providing the highest quality standards at all times?

- (a) **Total quality management**
- (b) Value delivery system
- (c) Just in time
- (d) Competitive intelligence system

614. Organization structure primarily refers to

- (a) **how activities are coordinated and controlled**
- (b) how resources are allocated
- (c) the location of departments and office space
- (d) the policy statements developed by the firm

615. The job design would be LEAST formal in a

- (a) matrix structure
- (b) **professional bureaucracy**
- (c) divisionalized structure
- (d) machine bureaucracy

-
616. **The purpose of job enrichment is to**
(a) expand the number of tasks an individual can do
(b) increase job efficiency
(c) **increase job effectiveness**
(d) increase job satisfaction of middle management
617. **Individuals such as Albert Einstein, Edwin Land and Steven Jobs lead through which type of power?**
(a) Legitimate
(b) Reward
(c) **Expert**
(d) Charismatic
618. **Strategic planning as a broad concept consists of**
(a) corporate strategy and business strategy
(b) **strategy formulation and strategy implementation**
(c) inputs and outputs
(d) environmental analysis and internal analysis
619. **Early theories about how individuals make decisions were based on the concept of a(n)**
(a) utilitarian philosophy
(b) action man
(c) **economic man**
(d) attentive man
620. **Communication begins with**
(a) encoding
(b) **idea origination**
(c) decoding
(d) channel selection
621. **Functional managers are responsible for a single area of activity**
(a) **for a single area of activity**
(b) to the upper level of management and staff
(c) for complex organizational sub-units
(d) for obtaining copyrights and patents for newly developed processes and equipment
622. **Policies are sometimes defined as a(n)**
(a) **shortcut for thinking**
(b) action plan
(c) substitute for strategy
(d) substitute for management authority
623. **One method of bringing a group to agreement is called**
(a) proportional values
(b) **consensus**
(c) accordance
(d) conformance
624. **In general, if a policy is not thought out and established a situation requiring action will arise**
(a) **a situation requiring action will arise**
(b) social issues will cause change in the organization
(c) managers will be hired from the outside
(d) there will be significant staff turnover
625. **The problem-solving process begins with**
(a) clarification of the situation
(b) establishment of alternatives
(c) **identification of the difficulty**
(d) isolation of the cause
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626. All of the following are requirements for successful value chain management EXCEPT :
- (a) Coordination and Collaboration
 - (b) Continuous Process Improvement
 - (c) **Organizational Processes**
 - (d) Technology
627. An individual's belief that he or she is capable of performing a task is called:
- (a) Self esteem
 - (b) Self direction
 - (c) **Self efficacy**
 - (d) Self confidence
628. In which stage of the conflict process does conflict become visible?
- (a) Illumination
 - (b) Intentions
 - (c) **Behaviour**
 - (d) Cognition
629. is an attempt through a formal program to integrate **employees' needs and wellbeing** with the intention of improved productivity, better involvement and satisfaction
- (a) **Quality of Work life**
 - (b) Quality Circle
 - (c) Alternative Work schedule
 - (d) Job Redesign
630. is small groups of workers who meet regularly with their supervisor to solve work related problem
- (a) Quality of Work life
 - (b) **Quality Circle**
 - (c) Alternative Work schedule
 - (d) Job Redesign
631. The concept of Work- Week is related with
- (a) Quality of Work life
 - (b) Quality Circle
 - (c) **Alternative Work schedule**
 - (d) Job Redesign
632. When a group gives some of its leadership positions to the members of other group, it is
- (a) Contracting
 - (b) Co-opting
 - (c) **Co-alition**
 - (d) Competition
633. The LEAST-used communication channel in an organization is usually
- (a) upward
 - (b) downward
 - (c) diagonal
 - (d) **horizontal**
634. An important potential environmental source of change is
- (a) **a new competitive product**
 - (b) dissatisfied employee attitudes
 - (c) employee grievances
 - (d) a wildcat strike
635. What does SBU stand for :
- (a) Single Business Unit
 - (b) Stratified Business Unit
 - (c) **Strategic Business Unit**
 - (d) None of the above.
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636. **Choose the best option that fits the meaning of the word 'benchmarking' ?**
- (a) Setting targets to be achieved.
 - (b) Setting goals and measuring performance
 - (c) **Setting goals and measuring productivity based on the best industry practices**
 - (d) All of the above.
637. **Who proposed the Motivation-Hygiene Theory ?**
- (a) Abraham Maslow
 - (b) Fredrick Winslow Taylor
 - (c) **Frederic Herzberg**
 - (d) None of the above.
638. **Following are examples of the Macro environment ?**
- (a) Demographic environment
 - (b) Economic Environment
 - (c) Technological environment
 - (d) **All of the above.**
639. **Peter F Drucker was of the view that :**
- (a) Business cannot be explained in terms of profit
 - (b) **Business are always explained in terms of profit**
 - (c) None of the above.
 - (d) Both a and b
640. **In the hierarchal structure of an organisation, managers are at the base of the pyramid :**
- (a) Top Level.
 - (b) Middle Level
 - (c) **First Level.**
 - (d) Link Level.
641. **Which of the following is a function of middle management?**
- (a) **Reviewing daily and weekly production or sales reports.**
 - (b) Selecting Board members.
 - (c) Supervising day-to-day operations.
 - (d) Evaluating the all-round performance of various departments.
642. **The process of designing and maintaining an environment in which individuals working together in groups, efficiently accomplish specific aims is termed :**
- (a) **Administration.**
 - (b) Management.
 - (c) Organisation.
 - (d) Staffing.
643. **The management functions which involves influencing, motivating and directing human resources towards the achievement of organisational goals is known as :**
- (a) **Leading.**
 - (b) Controlling.
 - (c) Planning.
 - (d) Staffing.
644. **managers deal with the actual operation of an organisations units :**
- (a) First Level.
 - (b) Top Level.
 - (c) **Middle Level.**
 - (d) Link level.
645. **are at the lowest level of the hierarchy and are directly responsible for the performance of operational level employees :**
- (a) Middle level managers.
 - (b) First Level managers.
 - (c) Top-Level Managers.
 - (d) **Trainee-level managers.**
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646. First level managers must possessskills, which include knowledge of and proficiency in the methods, processes and procedures for carrying out activities :
- (a) Human.
 - (b) Conceptual.
 - (c) Design
 - (d) Technical.**
647. Name the skill which is important at all levels of an organisation :
- (a) Conceptual.
 - (b) Design
 - (c) Human**
 - (d) Technical.
648. Which theory states that there is no best way to manage all situations?
- (a) Systems Theory.
 - (b) Contingency Theory.**
 - (c) Administrative Theory.
 - (d) Bureaucratic Theory.
649. Which of the following theories gives managers a new way of looking at an organisation as a whole and as a part of the larger external environment :
- (a) Contingency Theory.
 - (b) Theory Z and quality management.
 - (c) Systems Theory**
 - (d) Theory X and Theory Y
650. According to the systems theory, planning, organising, leading, controlling and technology come under component of an organisational system.
- (a) Inputs.**
 - (b) Transformation process.
 - (c) Outputs.
 - (d) Feedback.
651. Which management theory gives importance to the achievement of customer satisfaction and loyalty?
- (a) Management science.
 - (b) Operations management.
 - (c) Situations theory.
 - (d) Quality management.**
652. Which type of management approach focuses only on the economic and physical needs of workers and ignores their social needs?
- (a) Scientific management.**
 - (b) Bureaucratic management.
 - (c) Administrative management.
 - (d) Operations management.
653. Which one of the following management concepts leads to the destruction of the creativity and flexibility required to respond to changes in the global environment?
- (a) Bureaucratic management.**
 - (b) Scientific management.
 - (c) Operations management.
 - (d) Administrative management.
654. Under which system does a worker's wage increase in proportion to the output produced?
- (a) Time and motion study.
 - (b) Piece Rate incentive system.**
 - (c) Micro motion study.
 - (d) Gantt Chart.
655. Which of the following was not a phase in the Hawthorne experiments?
- (a) Illumination experiments.
 - (b) Bank wiring observation room experiments.
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- (c) **Group discussions.**
(d) Interview phase
656. Which of the following is not a result of poor span of control in organisations?
(a) Over supervision.
(b) **Timely decision.**
(c) High costs.
(d) Communication problems.
657. Which of the following factors does not indicate an effective span of management?
(a) Trained subordinates.
(b) Clarity of delegation of authority.
(c) **Physical appearance of manager.**
(d) Communication technique.
658. The span of management.....at different levels of the same organisation :
(a) Matches.
(b) **Varies.**
(c) Is parallel.
(d) Is similar.
659. To eliminate the problems created by a large span of management in flat structures, organisations are forced to.....
(a) **Recue the hierarchical levels.**
(b) Maintain the existing hierarchical levels.
(c) Increase the hierarchical levels.
(d) Decrease the existing hierarchical levels.
660. Which of the following is not a contingency factor that influences the design of an effective organisation structure?
(a) Technology used.
(b) Size of the organisation.
(c) Transfer process.
(d) **Environmental factors.**
661. Which of the following methods help managers find out the minimum time and cost required to complete a project?
(a) Program evaluation and review technique (PERT)
(b) **Critical path method (CPM)**
(c) Just in time (JIT)
(d) Computer aided design (CAD)
662. Which one of the following is not an assumption underlying direct control?
(a) Personal responsibility exists.
(b) Time expenditure is warranted.
(c) **Performance cannot be measured.**
(d) Mistakes can be discovered in time.
663. refers to unanalyzed and unorganised facts and figures describing entities.
(a) Information.
(b) Intelligence.
(c) **Data**
(d) Systems.
664. External information is more useful for.managers :
(a) **Top level.**
(b) Middle level
(c) Lower level
(d) Link level
665. Which one of the following is not an external user to whom the company is required to provide information?
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- (a) Customer.
 - (b) Employee**
 - (c) Supplier
 - (d) Government

666. Which of the following is not a component of an information systems :

- (a) Keyboard.
- (b) Printers.
- (c) Floppy discs.
- (d) Magnetic discs**

667. The higher quality of managers and their subordinates the less the need for.....

- (a) Direct control.**
- (b) Preventive control
- (c) Tactical control.
- (d) Strategic control.

668. According to theapproach, business should be conducted on the basis of established standards and facts or truths gained through systematic observation, experiment and reasoning.

- (a) Administrative.
- (b) Behavioural
- (c) Bureaucratic
- (d) Scientific**

669. The two major managerial practices that emerged from Taylor's approach to management are the piece-rate incentive systems and.....

- (a) Time and motion study.**
- (b) Work-study.
- (c) Fatigue.
- (d) Organisation study.

670. Unlike Classical theorists who viewed organisation from the production point of view, behaviour theorists viewed it from the point of view.

- (a) Human.**
- (b) Technical.
- (c) Administrative.
- (d) Scientific.

671. strategies provide guidelines for organisational growth.

- (a) Organisation.
- (b) Finance.
- (c) Marketing.
- (d) Growth.**

672. Cost leadership, differentiation and are the three generic business level strategies identified by Michael Porter.

- (a) Growth.
- (b) Market Leadership.
- (c) Focus.**
- (d) Product leadership.

673. In a SWOT analysis, a is regarded as an internal characteristics which can improve an organisation's competitive capabilities.

- (a) Threat.
- (b) Weaknesses.
- (c) Strength.**
- (d) Opportunity.

674. A/ an is an environmental condition that helps an organisation improves its situation relative to the competitors :

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- (a) Strength.
(b) Opportunity.
(c) **Threat.**
(d) Weakness.
675. Which of the following is not an approach to organisational development?
(a) Problem solving.
(b) **Decision-making.**
(c) Team development.
(d) Cooperation.
676. The..... level strategy identifies the business area that an organisation will operate in.
(a) Business.
(b) Functional.
(c) Corporate.
(d) **Operational.**
677. Which of the following is not an external threat to a company's well being?
(a) Reduction in sales due to substitute products.
(b) **Likely entry of new competitors.**
(c) Underutilised plant capacity.
(d) Costly regulatory requirements.
678. Which one of the following constitutes a threat to the company?
(a) Serving additional customer groups.
(b) Expanding the product line.
(c) **Integrating forward or backward.**
(d) Slowdown in market growth.
679. Which of the following is not determined by organisational strategies?
(a) How centralised the decision making authority should be.
(b) How de-centralised the decision making authority should be.
(c) How the employees should be trained.
(d) **How the staff positions should be designed.**
680. Which of the following is not a tangible reward?
(a) Bonuses.
(b) Awards
(c) Personal feeling of accomplishment.
(d) **Promotions.**
681. Which one of the following is not a social constraint?
(a) Changing lifestyles.
(b) Increasing number of women in the workforce.
(c) **Domestic demand.**
(d) Increasing number of divorces.
682. Which of the following is not an environmental constraint?
(a) Recycling waste.
(b) Keeping pollution under control.
(c) Adopting automation in the manufacturing process.
(d) **Manufacturing environment friendly products.**
683. A situation of information asymmetry gives rise to.....
(a) Certainty.
(b) Uncertainty
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- (c) **Risk**
 - (d) Stability.

684. Which of the following functions of management involves filling and keeping filled positions in the organization structure?

- (a) Planning.
- (b) Organizing.
- (c) **Staffing**
- (d) Controlling.

685. Which managerial function involves the process of setting goals and findings and deciding on the best ways to achieve them?

- (a) **Planning**
- (b) Organizing
- (c) Staffing
- (d) Controlling

686. A manufacturing company has grouped its main functions into marketing, engineering, production and finance. What kind of organizational structure has this company adopted?

- (a) **Functional structure**
- (b) Hybrid structure
- (c) Divisional structure
- (d) Matrix structure

687. Which of the following is synonymous with need theories?

- (a) Supply theory.
- (b) Process theory
- (c) Surplus theory
- (d) **Content theory**

688. According to the principle of, the same result can be reached by different means.

- (a) Insight
- (b) Intuition
- (c) **Logical formulation**
- (d) Unconscious scanning

689. Which of the following perspectives opposes the concept of finding the on best way for managing organizations?

- (a) Universal
- (b) Behavioural
- (c) Scientific
- (d) **Contingency**

690. is known as "quantitative common sense"

- (a) Operations research
- (b) **Operations management**
- (c) Efficient organization
- (d) Operations planning

691. Brainstorming and synectics techniques encourage individuals to think

- (a) **Optimistically**
- (b) Pessimistically
- (c) Intuitively
- (d) Emotionally.

692. According to some experts knowledge work, system is advanced versions of

- (a) **Decision support systems**
- (b) Office automation systems

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- (c) Executive support systems
 - (d) Transactional processing system

693. What role should a manager do when communicating with the outside world?

- (a) Disseminator
- (b) Spokesperson
- (c) Recipient
- (d) **Liaison**

694. Which of the following is not a major component of the Management information system?

- (a) Data gathering
- (b) Information utilization
- (c) **Risk Analysis**
- (d) Data transformation

695. In negotiation and agreement, management offers something of value in exchange for cooperation thereby potential or actual resistance from employees.

- (a) **Neutralizing**
- (b) Increasing
- (c) Decreasing
- (d) Aggravating

696. refers to the price of an inventory item.

- (a) Ordering cost
- (b) **Item cost**
- (c) Carrying cost
- (d) Stock-out cost

697. Management techniques are used at the level of the organization.

- (a) **Top level**
- (b) Middle level
- (c) First level
- (d) All of the above

698. innovations lead to changes in the physical process through which a product or service passes.

- (a) **Technical**
- (b) Radical
- (c) Incremental
- (d) Managerial

699. AOutline the expected results of a given future period in numerical terms

- (a) Program
- (b) **Budget**
- (c) Policy
- (d) Procedure

700. Which of the following is not a major type of structural alternative used for departmentation?

- (a) Functional
- (b) Divisional
- (c) **Vertical**
- (d) Matrix

701. In which role do managers try new methods to improve the functioning of a unit or the whole organization?

- (a) Disseminator
- (b) Leader
- (c) **Entrepreneur**
- (d) Liaison

702. refers to the managements efforts to increase organizations effectiveness by intervention in the organizations processes?

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- (a) Planned development
 - (b) Functional development
 - (c) Company development
 - (d) **Organization development**

703. What is the nature of the problems that top management generally deals with and what kind of decisions do they take to solve their problems?

- (a) **Unstructured and programmed**
- (b) Structured and non programmed
- (c) Unstructured and non programmed
- (d) Structured and programmed

704. specializes in feeding input data into a system and extracting required information from it.

- (a) Data processing managers
- (b) Data entry operators
- (c) Programmers
- (d) **System analysis**

705. A is a type of departmentation in which positions are grouped according to similarity of products services or market's

- (a) **Hybrid structure**
- (b) Divisional structure
- (c) Matrix structure
- (d) Functional structure

706. Functional authority contravenes which one of the following principles?

- (a) **Unity of direction**
- (b) Unity of command
- (c) Discipline
- (d) Scalar chain

707. In which of the following models will a manager completely disregard the emotions or feelings of his or her subordinates?

- (a) Phenomenological
- (b) **Economic**
- (c) Rational
- (d) Behaviouristic

708. Managers perceptions of workers in Theory X and Theory Y are respectively.

- (a) Negative and negative
- (b) Positive and negative
- (c) **Negative and Positive**
- (d) Positive and positive

709. Which of the following is considered synonymous used with "downsizing"

- (a) Rebuilding
- (b) Recreating
- (c) Re-establishing
- (d) **Restructuring**

710. According to the functional view point, functions are directly related to the accomplishment of organizational objectives

- (a) **Line**
- (b) Staff
- (c) Line and staff
- (d) Both a and b

711. Which of the following is not a content theory?

- (a) Equity Theory
- (b) Two factor theory
- (c) Need hierarchy theory

(d) **ERG theory**

712. Which of the following principles of management identified by Henri Fayol states that promoting team spirit will give the organization a sense of unity?

- (a) Equity
- (b) **Espirit de Corps**
- (c) Discipline
- (d) Initiative

713. Which of the following perspective is/are considered universal perspective?

- (a) Classical
- (b) Quantitative
- (c) **Behavioural**
- (d) All of the above

714. Which of the following managers are familiar with all the functional areas of management /

- (a) Operations managers
- (b) Human resource managers
- (c) Financial managers
- (d) **General managers**

715. Which of the following strategies focuses on the best means of competing in a particular market?

- (a) **Business Level**
- (b) Corporate Level
- (c) Functional Level
- (d) Organizational Level

716. Which of the following techniques is used in decision making to figure out how much extra output will result if one more variable is added?

- (a) Financial analysis
- (b) Ratio analysis
- (c) Break even analysis
- (d) **Marginal analysis**

717. decisions usually involve a lot of uncertainty

- (a) Programmed
- (b) **Non programmed**
- (c) Tactical
- (d) Operational

718. The..... role, identified by Mintzberg includes the specific roles of entrepreneur, disturbance handler, resource allocator and negotiator.

- (a) Decisional.
- (b) **Interpersonal**
- (c) Informational.
- (d) Administrative

719. Which of the following approaches to management examines practical cases but is having only limited value for developing management theory?

- (a) Group behaviour approach.
- (b) Systems approach.
- (c) Operations approach.
- (d) **Empirical approach.**

720. In theapproach to management, managerial practice depends on circumstances.

- (a) Systems.
- (b) **Contingency or Situational.**
- (c) McKinsey's & S framework.
- (d) Empirical or case.

721. Which one of the following theories ignored the concept of leadership, motivation, power, and informal relations :

- (a) Pre-classical.
- (b) Classical**
- (c) Behavioural.
- (d) Modern.

722. Which one of the following did not contribute to the behavioural concept of management :

- (a) Elton Mayo.
- (b) Mary Parker Follet.
- (c) Chris Argyris
- (d) Henry R Towne**

723. Which behavioural thinker supported the idea of 'power sharing' between superiors and subordinates in an organisation?

- (a) Abraham Maslow.
- (b) Elton Mayo.
- (c) Mary Parker Follet**
- (d) Douglas McGregor

724. Who proposed that human needs develop in a hierarchical manner in the order of physiological needs, safety, social needs, esteem needs and self-fulfilment needs?

- (a) Elton Mayo
- (b) Abraham Maslow.**
- (c) Chris Argyris.
- (d) Douglas McGregor

725. Who was the most prominent among the general administrative theorist?

- (a) Henry Mintzberg.
- (b) Henri Fayol.
- (c) Frederick W. Taylor.**
- (d) Frank Gilbreth.

726. Which management thinker regarded people and organisations as closed systems?

- (a) Elton Mayo.
- (b) Henri Fayol.**
- (c) Frederick. W. Taylor.
- (d) Chris Argyris.

727. proposed the hierarchy of needs theory.

- (a) Abraham Maslow.**
- (b) Elton Mayo.
- (c) Douglas McGregor.
- (d) Chris Argyris.

728. is generally recognised as the "Father of the Human relations Approach. "

- (a) Max Weber.
- (b) Mary Parker Follet.
- (c) Abraham Maslow.
- (d) Elton Mayo.**

729. In the systems theory the terms 'throughputs' refers to the.....

- (a) Input.
- (b) Output.
- (c) Feedback.
- (d) Transformation process.**

730. Which of the following Fayol's principles of management aims at avoiding the possibility of conflicting orders?

- (a) Well defined hierarchy of authority.
- (b) Unity of command.**

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- (c) Authority on par with responsibility.
(d) Downward delegation of authority or responsibility.
731. **Max Weber, a German sociologist believed that effective organisations had a formal structure and followed a predefined set of rules and regulations. To identify such organisations he used the term.....**
(a) Autocracy.
(b) Autonomy.
(c) Formal.
(d) **Bureaucracy.**
732. **Who developed the 'hierarchy of needs theory?**
(a) Herzberg.
(b) **Abraham Maslow.**
(c) McClelland.
(d) Alderfer
733. **According to Herzbergare job content factors which lead to job dis-satisfaction :**
(a) Motivators.
(b) **Hygiene factors.**
(c) Context factors.
(d) Psychological factors
734. **The concept of social assumption is based on.....belief that people are motivated by social needs.**
(a) Kurt Lewin's
(b) **Douglas McGregor's.**
(c) Elton Mayo's
(d) Chris Argyris's
735. **proposed by Douglas McGregors has a positive, dynamic, flexible and optimistic view of employees.**
(a) Theory W
(b) Theory X
(c) **Theory Y**
(d) Theory Z
736. **Self-actualisation and esteem needs in Maslow's theory correspond to.....factor in Herzberg's theory :**
(a) Interpersonal relations.
(b) Working conditions.
(c) **Challenging work.**
(d) Quality of supervision.
737. **Which of the following needs does not come under McClellands needs theory :**
(a) Achievement needs.
(b) Affiliation needs.
(c) Power needs.
(d) **Safety needs**
738. **MBO was first suggested by:**
(a) Frederick Taylor
(b) Henri Fayol
(c) **Peter. F Drucker**
(d) Henry Mintzberg
739. **Fayol out lined 14 principles of management. One of them, the....., states that each employee must receive instructions about a particular operation from only one person.**
(a) Unity of direction.
(b) Discipline.
(c) **Unity of command**
(d) Centralisation.
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740. **Weber coined the term... identify large organisations that operated on a rational basis.**
- (a) Autocracy.
 - (b) Dictatorship.
 - (c) **Bureaucracy.**
 - (d) Diplomacy.
741. **Henry Mintzberg classified the managerial roles of recipient, disseminator and spokesperson as.....**
- (a) Interpersonal roles.
 - (b) **Informational roles**
 - (c) Decisional roles.
 - (d) Intelligence roles.
742. **In Herzberg's two factor theory of motivation, hygiene factors are also known as :**
- (a) Job content factors.
 - (b) **Job context factors.**
 - (c) Motivators.
 - (d) Job satisfying factors
743. **George Homans' "format vs informal" organisation model is based on three concepts. Which of the following is not one among the three concepts?**
- (a) Interactions.
 - (b) **Activities.**
 - (c) Behaviour.
 - (d) Sentiments.
744. **According to Vroom's expectancy theory, what would be the valence of an individual who is indifferent to the outcome?**
- (a) +1
 - (b) **0**
 - (c) -1
 - (d) +0.5
745. **Which of the following branches of the classical viewpoint of management is based on the contributions of Max Weber?**
- (a) Scientific management.
 - (b) **Bureaucratic management**
 - (c) Administrative management
 - (d) Behavioural management
746. **Who among the following proposed the concept of functional authority?**
- (a) Chris Argyris
 - (b) Max Weber
 - (c) **F. W Taylor**
 - (d) Elton Mayo.
747. **According to Mintzberg are interpersonal roles.**
- (a) Figurehead, recipient, liaison
 - (b) Leader, Liaison, spokesperson
 - (c) **Figurehead, leader, liaison**
 - (d) Figurehead, liaison, entrepreneur
748. **Which of the following needs of Maslow's needs hierarchy theory does not correspond with the hygiene factors of Herzberg's two-factor theory**
- (a) Physiological theory
 - (b) **Esteem needs**
 - (c) Security or safety needs
 - (d) Social needs
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749. In the classical approach, who first introduced the concept of training workers for the benefit of both workers and organization?
- (a) Henry L Grant
 - (b) Henri Fayol
 - (c) **Frederick Winslow Taylor**
 - (d) Max Weber
750. The situational theory is also known as
- (a) **Trait theory**
 - (b) Transactional theory
 - (c) Contingency theory
 - (d) Behavioural theory
751. Whose principles of management gave rise to the concept of team spirit among employees (known as *Espirit de corps*)?
- (a) Henry L Grant
 - (b) **Henri Fayol**
 - (c) Max Weber
 - (d) Lillian B Gilbreth
752. Which one of the following did not contribute to pre classical management thought?
- (a) Robert Owen
 - (b) Charles Babbage
 - (c) **Henri Fayol**
 - (d) Henry R Towne
753. Themodel of decision-making was developed by Herbert Simon.
- (a) Garbage-can
 - (b) Incremental
 - (c) **Satisficing**
 - (d) Rational
754. According to Likert's system of managementrepresents 'dictatorial leadership behaviour'
- (a) **System 1 management**
 - (b) System 2 management
 - (c) System 3 management
 - (d) System 4 management
755. Which of the following is not a leadership theory?
- (a) Trait theory
 - (b) **ERG theory**
 - (c) Contingency theory
 - (d) Transactional theory
756. Which specialization improves the efficiency of operations? This principle of management identified by Henri Fayol is termed as
- (a) Division of work
 - (b) Stability
 - (c) **Espirit de corps**
 - (d) Discipline
757. Who among the following is regarded as the Father of motion study?
- (a) Lillian Gilbreth
 - (b) Charles Babbage
 - (c) Henry Grant
 - (d) **Frank Gilbreth**
758. According to Blake and Moutons' managerial grid, which of the following managerial styles is known as 'organizational management?'
- (a) Impoverished management
-

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- (b) **Middle of the road management**
 - (c) Country club management
 - (d) Team management

759. **McGregors's..... takes a pessimistic static and rigid view of human nature.**

- (a) Theory W
- (b) **Theory X**
- (c) Theory Y
- (d) Theory Z

760. **Which of the following studies gave importance to the "initiating structure" and "consideration dimensions of leadership?"**

- (a) Iowa studies
- (b) Michigan studies
- (c) **Ohio State studies**
- (d) Likert's four system of management

761. **According to Herzberg and his associates ... are job content factors, which lead to job satisfaction.**

- (a) Motivators
- (b) **Hygiene factors**
- (c) Context factors
- (d) Physiological factors

762. **is the earliest management thinker to use this term 'Management by Objectives.**

- (a) **Peter F Drucker**
- (b) Frederick Winslow Taylor
- (c) Henri Fayol
- (d) Henry Mintzberg

763. **Leadership style 1, 9 in Blake and Mouton's management grid represents the style.**

- (a) Impoverished management
- (b) **Country club management**
- (c) Team management
- (d) Organization man management

764. **Theory X and Theory Y, two sets of assumptions about the nature of people, proposed by:**

- (a) Abraham Maslow
- (b) McGregor
- (c) **Herzberg**
- (d) McClelland

765. **According to Vroom's expectancy theory, which of the following refers to the probability that successful performance will lead to certain outcomes?**

- (a) Motivation
- (b) Valence
- (c) Expectancy
- (d) **Instrumentality**

766. **Is known as the "Father of scientific management"**

- (a) Henri Fayol
- (b) **Henry Mintzberg**
- (c) Frederick W. Taylor
- (d) Max Weber

767. **To achieve organisational objectives managers ensure that the plans made a different levels of an organisation are.....**

- (a) Independent.
- (b) **Inter-dependent.**
- (c) Non-reticulate.

-
- (d) Separate.
768. Which level of managers is involved in the development of plans?
- (a) Top level management
 - (b) Middle level managers.
 - (c) First level managers.
 - (d) **All the above.**
769. Organisations use contingency plans to cope with.....
- (a) Anticipated events.
 - (b) Premeditated events.
 - (c) **Unforeseen events.**
 - (d) Predictable events.
770. Planning encouragesthinking among managers this type of thinking is essential for the long-term survival and growth of an organisation.
- (a) Conservative.
 - (b) **Innovative.**
 - (c) Conventional.
 - (d) Stereotyped.
771. What type of plan is used when unique situations of a non-recurring nature occur?
- (a) Primary plans.
 - (b) Secondary plans.
 - (c) **Single-use plans.**
 - (d) Standing plans.
772. Which of the following is action based and result oriented management approach that contributes to the smooth and efficient functioning of organisations?
- (a) Projects.
 - (b) Programs.
 - (c) **Rules.**
 - (d) Policies.
773. Which one of the following is not a type of single use plan?
- (a) Programs.
 - (b) **Policies.**
 - (c) Budgets.
 - (d) Projects.
774. Budgets are not expressed in the form of.....
- (a) Units of production.
 - (b) Labour hours.
 - (c) Machine hours.
 - (d) **Written policies.**
775. Which of the following plans are rigid in nature and do not allow any deviation from the established guidelines?
- (a) Programs.
 - (b) Policies.
 - (c) **Rules.**
 - (d) Procedures.
776. Which one of the following is the first step in the planning process?
- (a) **Established objectives.**
 - (b) Analysing opportunities.
 - (c) Determining planning premises.
 - (d) Identifying alternatives.
777. Which of the following is not a limitation of planning?
- (a) Time-consuming process.
 - (b) Expensive.
 - (c) **Flexible.**
-

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- (d) Lack of accurate information.
778. **When developing a contingency plan, managers should not try to.....**
- (a) **Increase interruptions to the operations of the business.**
 - (b) Speed up the restoration of services.
 - (c) Reduce financial losses.
 - (d) Resume critical operations within a specified time after a disaster.
779. **Which one of the following does not come under the "formulating supporting plans" stage in the planning process?**
- (a) Hiring workers.
 - (b) Training new workers.
 - (c) **Expenditures for capital equipment.**
 - (d) Developing a new product.
780. **The open systems approach to planning is effective as it leads to. in planning.**
- (a) Rigidity.
 - (b) **Flexibility.**
 - (c) Inelasticity.
 - (d) Invariability.
781. **Which of the following is the second step in the planning process?**
- (a) **Determining planning premises.**
 - (b) Establishing objectives.
 - (c) Implementation
 - (d) Identifying resources.
782. **Which of the following are large scale single use plans that coordinate a complex set of activities to achieve important non-recurring goals?**
- (a) Budgets.
 - (b) Single use plans
 - (c) **Projects**
 - (d) Programs.
783. **Which of the following indicate the action that major departments and subunits should take to execute a strategic plan?**
- (a) Operational plan.
 - (b) **Tactical plan.**
 - (c) Single use plan.
 - (d) Project plan.
784. **Generally, 'strategic plans' is an important aspect of the jobs of _____ managers.**
- (a) Operational Level
 - (b) Middle-level
 - (c) **Top-level**
 - (d) At the levels
785. **If goals are the desired ends, which of the following are the means for achieving those ends?**
- (a) **Commitments**
 - (b) Strategies
 - (c) Plans
 - (d) Programs
786. **Managers involved in the development of _____ plans generally work in an environment of uncertainty and are required to make assumptions about future threats and opportunities.**
- (a) Tactical
 - (b) Operational
 - (c) Single-use
 - (d) **Strategic**
-

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787. Which of the following plans are developed by low-level managers?
- (a) **Operational.**
 - (b) Tactical.
 - (c) Strategic.
 - (d) Standing.
788. spell out the specific action that must or must not be taken in given situations :
- (a) Programs.
 - (b) **Rules.**
 - (c) Budgets.
 - (d) Policies.
789. Which of the following plans provide guidelines for day-to-day actions in an organisation?
- (a) **Short term plans**
 - (b) Long term plans
 - (c) Intermediate plans.
 - (d) Standing plans.
790. Which of the following strategic plans of an organisation have a time frame exceeding 5 years?
- (a) Short term plans.
 - (b) Single use plans.
 - (c) **Long terms plans.**
 - (d) Intermediate plans.
791. Which of the following is the first step in the planning process?
- (a) Establishing objectives.
 - (b) Determining planning premises.
 - (c) Identifying alternatives.
 - (d) **Analysing opportunities.**
792. Which of the following steps in the planning process involves the execution of a plan?
- (a) **Implementation.**
 - (b) Selection.
 - (c) Evaluation.
 - (d) Review.
793. There are three major kinds of standing plans: policies, rules and.....
- (a) Projects.
 - (b) Programs.
 - (c) **Procedures.**
 - (d) Standards.
794. Operational plans are generally oriented towards issues that have a time horizon of.....
- (a) About 5 years.
 - (b) 3 to 5 years.
 - (c) 1 to 2 years.
 - (d) **One year or less.**
795. Which of the following refers to the determination of the purpose and the basic long-term objectives of an enterprise, and the adoption of courses of action and the allocation of resources necessary for achieving those objectives?
- (a) Strategies.
 - (b) **Plans**
 - (c) Policies.
 - (d) Procedures.
796. Top-level managers with good conceptual and design skills are responsible for.....
- (a) Operational planning.
 - (b) **Strategic planning.**
-

-
- (c) Functional planning.
 - (d) Tactical planning.

797. Managers refer to strategic plans as.....

- (a) Goal setting.
- (b) Organisational planning.
- (c) Functional planning.
- (d) **Action plans.**

798. are aimed at achieving a specific goal and are designed to meet the needs of a unique situation :

- (a) **Single use plans**
- (b) Standing plans
- (c) Short-term plans
- (d) Double use plans

799. A is a large scale single use plan which coordinates a complex set of activities for achieving a major non recurring goal.

- (a) Program.
- (b) **Project**
- (c) Budget.
- (d) Policy.

800. Which type of planning provides the organization with well-equipped individuals for top level and middle level positions?

- (a) Replacement planning
- (b) **Succession planning**
- (c) Resource planning
- (d) Requirement planning

801. Which of the follow terms refers to the time gap between placing and receiving an order?

- (a) **Reorder time**
- (b) Lead time
- (c) Real time
- (d) Just in time

802. What kind of plans do manager make on the basis of future expectations of political, legal, social technological, and economic environments?

- (a) Primary plans
- (b) Secondary plans
- (c) Contingency plans
- (d) **Situational plans**

803. Holding cost is synonymous with

- (a) Ordering cost
- (b) Item cost
- (c) **Carrying cost**
- (d) Stock-out cost

804. What kind of plan facilitates the delegation of authority?

- (a) Single use plan
- (b) Contingency plan
- (c) **Standing plan**
- (d) None of the above

805. Which one of the following situations requires the use of standing plans?

- (a) Intermittent
- (b) Occasional
- (c) Recurring
- (d) **Temporary**

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806. Which of the following includes factors like profitability, sales and R&D and has a direct bearing on an organizations well being ?
- (a) Planning premises
 - (b) Key result areas**
 - (c) Corporate objectives
 - (d) Operations
807. Which of the following is an advantage of decentralization?
- (a) Encourages decision making**
 - (b) Easy to have uniform policy
 - (c) Greater control
 - (d) Decreases complexity of coordination
808. Which of the following refers to assumptions about the environment in which the plan is to be carried out?
- (a) Planning environment
 - (b) Planning premises**
 - (c) Planning boundaries
 - (d) Decision premises
809. A SWOT analysis does not consider organization's
- (a) Internal strengths
 - (b) External opportunities
 - (c) Internal weaknesses
 - (d) External task environment**
810. The plant manager of Crux industries has established certain work schedule for supervisors of the company. Which of the following powers was used by the plant manager of Crux industries in this case?
- (a) Downward referent power
 - (b) Reward Power
 - (c) Downward legitimate power**
 - (d) Upward legitimate power
811. Which of the following is a type of departmentation that adopts aspects of both functional and divisional structures at the same level of management?
- (a) Matrix
 - (b) Flexible
 - (c) Hybrid**
 - (d) Partly functional
812. The use of effective control systems does not lead to
- (a) Improved output per unit of output
 - (b) Reduction in wastage
 - (c) Increase in personnel turnover**
 - (d) Lower labour costs
813. Which of the following types of plan is formulated to achieve strategic goals?
- (a) Tactical plans
 - (b) Strategic plans**
 - (c) Operational plans
 - (d) Standing plans
814. Which of the following is a one-time plan created in response to a non-programmed decision?
- (a) Standing
 - (b) Single use**
 - (c) Long term
 - (d) Tactical
815. Which of the following identify problem areas and increase the feasibility of achieving goals?
- (a) Key result areas
-

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- (b) Goals
 - (c) **Action plans**
 - (d) Procedures

816. **Feed forward control is not known as**

- (a) Pre control
- (b) Preliminary control
- (c) Preaction control
- (d) **Reaction control**

817. **involves the identification of potential candidates for filling specific managerial positions.**

- (a) Succession planning
- (b) **Replacement planning**
- (c) Resource planning
- (d) Requirement planning

818. **is distinct business set up within a company to ensure that certain product or product line is promoted and handled as though it were an independent business?**

- (a) Strategic planning units
- (b) **Strategic business units**
- (c) Strategic functional units
- (d) Specific business units

819. **Which of the following is not a feature of an adaptable organization?**

- (a) Employee participation in decision making
- (b) Broad goals and objectives
- (c) **Rigid functional division**
- (d) Regular feedback from the environment

820. **A firm using astrategy tries to offer products and services that are considered unique in the industry.**

- (a) Market Leadership
- (b) Focus
- (c) **Differentiation**
- (d) Cost Leadership

821. **The structural methods used for promoting, innovation help organizations implement and achieve goals.**

- (a) Procedures
- (b) Policies
- (c) **Strategies**
- (d) Rules

822. **A message that is generated by the receiver in response to the sender's original message is known as.....**

- (a) **Feedback.**
- (b) Feed forward.
- (c) Perception.
- (d) Transmission.

823. **The communication flow from people at higher levels to those at lower levels in the organisational hierarchy is referred to as.....**

- (a) Upward communication
- (b) Crosswise communication
- (c) **Downward communication**
- (d) Horizontal communication

824. **Which of the following is not a gateway to effective communication in an organisation?**

- (a) Effective listening.

-
- (b) Non-directive counselling.
 - (c) Interpersonal trust.
 - (d) **Improper feedback.**

825. Which of the following is not a form of upward communication?

- (a) Suggestion systems.
- (b) Oral instructions.
- (c) **Counselling sessions.**
- (d) Complaint system.

826. In the process of communication the translation of intended meaning into words and gestures is known as :

- (a) **Encoding**
- (b) Decoding
- (c) Processing
- (d) Transforming.

827. Which of the following media is not used for written downward communication?

- (a) Memorandum
- (b) **Grapevine.**
- (c) Handbooks
- (d) Pamphlets.

828. facilitates control, communication and coordination in organisations.

- (a) Deceleration
- (b) Departmentation
- (c) Disintegration
- (d) **Decentralization**

829. Which of the following is not a mode of communication that helps managers communicate effectively with subordinates?

- (a) Fax
- (b) Teleconferencing
- (c) **Photocopying**
- (d) Internet

830. Which of the following is a type of crosswise communication flow in organizations?

- (a) Upward
- (b) Vertical
- (c) **Diagonal**
- (d) Downward

831. Which of the following skills helps manager realize the most appropriate responses to a situation?

- (a) Conceptual skills
- (b) **Diagnostic skills**
- (c) Decision making skills
- (d) Technical skills

832. The grapevine is a/an.....communication channel.

- (a) **Informal**
- (b) Formal
- (c) Stable
- (d) Organization

833. power is based on the influencers ability to punish the influence for not meeting requirements :

- (a) Referent
- (b) Legitimate.
- (c) Expert.
- (d) **Coercive.**

-
834. Which of the following is not a feature of authority?
- (a) Right to do something.
 - (b) Legitimate power given by organisation.
 - (c) Derived from position.
 - (d) Requires no formal position.**
835. A lawyer specialised in criminal law is said to have which type of power?
- (a) Coercive.
 - (b) Referent
 - (c) Legitimate
 - (d) Expert.**
836. In a manufacturing company, which of the following functions is not a staff function?
- (a) Plant maintenance.
 - (b) Accounting.
 - (c) Sales
 - (d) Quality control.**
837. Which of the following powers is based on the perception or belief that the influencer has relevant expertise, special knowledge or skill that the influencee lacks?
- (a) Referent
 - (b) Legitimate.
 - (c) Expert.**
 - (d) Reward.
838. The authority to control the functions of other departments related to specific task is known as:
- (a) Functional authority.**
 - (b) Formal authority.
 - (c) Informal authority.
 - (d) Managerial authority.
839. The establishment of a distinct area, unit or subsystem of an organization over which a manager has authority for the performance of specialized activities and results is termed as
- (a) Centralization
 - (b) Departmentalization**
 - (c) Decentralization
 - (d) Functionalization
840. The output-input ratio within a time frame with regard to quality is known as
- (a) Efficiency
 - (b) Effectiveness
 - (c) Productivity**
 - (d) All the above
841. In the stage in the change process the new behaviour pattern is locked into place by means of a supporting or re-enforcing mechanism so that it becomes the new norm:
- (a) Refreezing
 - (b) Unfreezing
 - (c) Moving
 - (d) Freezing**
842. managers bringing new work practices and help the organization sail smoothly through changes.
- (a) Top Level
 - (b) Middle level**
 - (c) First level
 - (d) Supervisory level
843. In the context of employee behaviour, which of the following is not an outcome of established standards?
- (a) Helps employees perform efficiently
-

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- (b) **Identifies task related deficiencies**
(c) Reduces their potentially negative effects of goal incongruence.
(d) Reduces the potentially positive effects of goal incongruence
844. **An informal organization lays emphasis on**
(a) Authority
(b) **People and relationships**
(c) Responsibility
(d) Accountability
845. **is a blue print of the formal organization indicating the lines of authority within the organization.**
(a) Management chart
(b) **Authority chart**
(c) Flow chart
(d) Organization chart
846. **Decreasing the role of subordinates in decision-making is known as:**
(a) Centralization
(b) Stabilization
(c) Decentralization
(d) **Delegation of authority**
847. **refers to the number of subordinates a superior can supervise efficiently and effectively.**
(a) Span of authority
(b) **Span of control**
(c) Span of direction
(d) Span of power.
848. **Which one of the following best describes a sequence of steps formed to achieve a particular objective?**
(a) Programs
(b) Policies
(c) Procedures
(d) **Rules**
849. **The management function that involves setting goals and deciding how best to achieve them is known as.**
(a) **Planning**
(b) Organising
(c) Leading
(d) Controlling
850. **Which of the following is not a problem faced during the implementation of the MBO process?**
(a) Motivational assessment.
(b) **Individual action.**
(c) Group action.
(d) Appraisal of appraisers.
851. **Which of the following is a limitation of MBO?**
(a) Helps in the coordination of goals and plans.
(b) Provides clarity in organisational action.
(c) **Emphasises short term goals.**
(d) Develop effective controls.
852. **Which of the following specifies the broad parameters within which organisation members are expected to operate in pursuit of organisational goals?**
(a) Budget.
(b) **Program.**
(c) Project.
(d) Policy.
-

853. The MBO process should receive continuous support frommanagers for its successful implementation.

- (a) **Top Level.**
- (b) Middle level.
- (c) First level.
- (d) Link level.

854. Which of the following is not an external environment?

- (a) Political.
- (b) Social.
- (c) **Organisational policies.**
- (d) Technology.

855. Goals improve the cohesiveness or unity of a group as they make the group members.....

- (a) Self-reliant.
- (b) Independent.
- (c) **Inter-dependant.**
- (d) Self-sufficient.

856. Periodic reviews allow managers to give.....to their subordinates.

- (a) Objectives.
- (b) **Feedback.**
- (c) Bonus.
- (d) Gifts.

857. The use of effective control systems does not lead to.....

- (a) Improved output per unit of input.
- (b) Reduction in wastage.
- (c) **Increase in personnel turnover.**
- (d) Lower labour costs.

858. The first step in the decision making process is indentifying the problem; this involves the following stages :

- (a) **Scanning.**
- (b) Categorisation.
- (c) Problem exercises.
- (d) Diagnosis.

859. refers to the extent to which an alternative can be accomplished within organisational constraints such as time, budgets and polices.

- (a) Acceptability.
- (b) Quality.
- (c) Ethics
- (d) **Feasibility.**

860. Decision alternatives must be evaluated against the criterion to determine their compatibility with the social responsibilities of the organisation.

- (a) Quality.
- (b) **Feasibility.**
- (c) Ethics
- (d) Acceptability.

861. The decision made by managers usually fall into one of the following categories :

- (a) **Programmed and non-programmed.**
- (b) Rational and irrational.
- (c) Strategic and non-strategic.
- (d) Strategic and tactical.

862. is the first step in the decision making process :

- (a) Identifying resource and constraints
- (b) **Determining the problem.**
- (c) Generating alternative solutions.

-
- (d) Selecting an alternative

863. Managers using the..... model of decision making arrives at an optimal decision after obtaining and understanding all the information that is relevant to their decisions :

- (a) Garbage can.
- (b) Satisficing.
- (c) Incremental.
- (d) Rational.**

864. Which of the following is not a non-rational model of decisions making?

- (a) Garbage-can.
- (b) Strategic planning.**
- (c) Satisficing.
- (d) Incremental.

865. The evaluation of an organisations task environment is necessary to understand its impact on.....

- (a) Strategic goals.**
- (b) Operational goals
- (c) Functional goals.
- (d) Individual employee goals.

866. Non programmed decisions usually involve a lot of....., a condition in which the decision maker must choose a course of action without having complete knowledge of the consequences that will follow the implementation of the decision :

- (a) Certainty.
- (b) Stability.
- (c) Opportunity.
- (d) Uncertainty.**

867. Most of the important decision that managers make aredecisions :

- (a) Functional
- (b) Programmed
- (c) Non programmed**
- (d) Tactical.

868. The most significant decisions made in today's complex environment are taken under conditions of.....

- (a) Risk.**
- (b) Uncertainty.
- (c) Certainty.
- (d) Stability

869. gives managers access to more information and knowledge.

- (a) Individual decision-making.
- (b) Strategic decision-making.
- (c) Operational decision-making.
- (d) Group decision making.**

870. In which of the following steps of the decision making process is the transformation technique used?

- (a) Generating alternative solutions.
- (b) Evaluating alternatives.
- (c) Identifying resource and constraints.
- (d) Selecting an alternative.**

871. Which of the following is not considered when evaluating the alternatives in the decision making process?

- (a) Feasibility.
- (b) Quantity.

-
- (c) Quality.
 - (d) **Acceptability.**

872. Which of the following approaches is not used in the decision making process when selecting an alternative?

- (a) Experience.
- (b) **Experimentation.**
- (c) Acceptability.
- (d) Research and analysis.

873. The first step in the decision making process is identifying the problems. This involves :

- (a) **Scanning.**
- (b) Categorisation.
- (c) Problem exercises.
- (d) Diagnosis.

874. refers to the extent to which an alternative can be accomplished within organisational constraints such as time, budgets and policies.

- (a) Acceptability.
- (b) Quality.
- (c) Ethics
- (d) **Feasibility.**

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- (b) Feasibility.
- (c) **Ethics**
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- (d) Strategic and tactical.

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878. Managers using the model of decision making arrives at an optimal decision after obtaining and understanding all the information that is relevant to their decisions :

- (a) Garbage can.
- (b) Satisficing.
- (c) Incremental.
- (d) **Rational.**

879. Which of the following is not a rational model of decisions making?

- (a) **Garbage-can,**
- (b) Strategic planning.
- (c) Satisficing.
- (d) Incremental.

880. Decisions that deal with strategies for mergers, acquisitions, and takeovers are..... in nature.

- (a) Programmed.
- (b) **Non-programmed.**
- (c) Operational.
- (d) Tactical.

881. Which of the following refers to the total set of managerial activities employed by the organisation to transform resource inputs into product inputs?

- (a) Strategic management.
- (b) **Operations management.**
- (c) Marketing management.
- (d) Resource management

882. control systems help managers manage inputs in such a way that they are available at the right place and at the right time and in the right quantity at minimum cost.

- (a) Budgetary
- (b) **Inventory**
- (c) Financial
- (d) Quality.

883. Which of the following control systems help managers ensure that actual performance is in tune with planned performance?

- (a) Budgetary control systems.
- (b) Financial control systems.
- (c) Inventory control systems.
- (d) **All the above.**

884. Which of the following is a self-regulating control system that can automatically monitor the situation and take corrective action :

- (a) **Cybernetic control system.**
- (b) Non-cybernetic control system.
- (c) Multiple control system.
- (d) Feedback control system.

885. Which of the following is a control technique applied during or following the completion of an activity :

- (a) **Direct control.**
- (b) Preventive control.
- (c) Corrective control.
- (d) Activity control.

886. The main source of information formanagers are mostly internal.

- (a) Input.
- (b) Output.
- (c) Storage.
- (d) **Instruction.**

887. An international enterprise has to scan themarket to identify threats and opportunities for the company.

- (a) Domestic.
- (b) National.
- (c) **Worldwide**
- (d) Native market.

888. Which of the following management functions help managers in achieving desired objectives by establishing guidelines for future activities?

- (a) Staffing.
- (b) Controlling
- (c) **Planning**
- (d) Organising.

889. refers to the ability to persuade others to seek defined objectives enthusiastically :

- (a) Authority
- (b) Morale
- (c) **Leadership**
- (d) Controlling

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890. Which of the following is not a stage in delegating authority?
- (a) Briefing.
 - (b) Monitoring progress.
 - (c) Executing.
 - (d) Evaluating results**
891. Which of the following is a limitation of decentralisation?
- (a) Does not aid organisation in adapting to the environment.
 - (b) Gives managers more freedom.
 - (c) Considerable expense for training managers.**
 - (d) Adds to burden on top management.
892. Functional authority contravenes which one of the following principles?
- (a) Unity of direction.
 - (b) Unity of command.**
 - (c) Discipline.
 - (d) Scalar chain.
893. is the unbroken line of authority linking each employee with the top most position in the organisation through a series of management posts?
- (a) Unity of command.
 - (b) Chain of command.**
 - (c) Degree of command.
 - (d) Unity of direction.
894. Which of the following is not a benefit of informal organisation to employees?
- (a) Security.
 - (b) Status.**
 - (c) Self-actualisation.
 - (d) Social satisfaction.
895. are action oriented and provide an energising thrust towards the achievement of goals :
- (a) Drive.**
 - (b) Need
 - (c) Goals
 - (d) Wants.
896. Internal information used for operations control provided by management information systems is used by.....
- (a) Top Level managers.**
 - (b) Middle level managers.
 - (c) Link level managers.
 - (d) First level managers.
897. Which of the following is not true in the case of a decision support system (DSS)?
- (a) Specialised in easy to use software.
 - (b) Employs interactive processing.
 - (c) Inflexible.**
 - (d) Adaptable.
898. Organisations with.....structures usually have many hierarchical levels and narrow spans of control.
- (a) Flat.
 - (b) Broad.
 - (c) Wide.
 - (d) Tall.**
899. is the crux of entrepreneurship?
- (a) Management.
 - (b) Doing business.
 - (c) Innovation.**
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(d) Goals.

900. Which of the following is not one of the bases of power that managers rely on?

- (a) Coercive.
- (b) Reward
- (c) Expert
- (d) Illegitimate**

901. The structural methods used for promoting innovation help organisations implement and achieve goals.

- (a) Procedures
- (b) Policies
- (c) Strategies**
- (d) Rules

902. In the, managers consider the impact of changes in the external environment on the firm and on every aspect of planning :

- (a) Open systems approach**
- (b) Management information system
- (c) Closed system approach
- (d) Grass-root budgeting

903. Participation and commitment from which of the following level(s) of management is necessary for the success of an MBO program.

- (a) Top level.
- (b) Lower level.
- (c) Middle level.
- (d) All the above.**

904. A/ anis an environment condition that has the possibility of undermining an organisations competitive capability.

- (a) Strength.
- (b) Threat.**
- (c) Opportunity.
- (d) Weakness.

905. An organisation can differentiate the products from those of the competitors by.....

- (a) Offering better customer service.
- (b) Offering new features.
- (c) Creating a brand image.
- (d) Using all the above strategies.**

906. A/anorganisation refers to a group of people working together cooperatively, under authority, toward goals that mutually benefit the participants and the organisation.

- (a) Informal.
- (b) Partly Informal.**
- (c) Formal.
- (d) Stable.

907. refers to the grouping of activities and resources in a logical fashion.

- (a) Organising.**
- (b) Staffing.
- (c) Planning.
- (d) Controlling.

908. Which of the following interactive subsystems is used to develop an open system model and is known as production function?

- (a) Technical**
- (b) Boundary-spanning
- (c) Managerial.
- (d) Financial.

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909. **In a formal organisation, 'power' is associated with.....**
- (a) People.
 - (b) Position.**
 - (c) Relationships.
 - (d) Public.
910. **Which one among the following areas for strategic goals indentifies factors that indicate the financial well being of an organization?**
- (a) Profit requirements
 - (b) Productivity**
 - (c) Financial resources
 - (d) Physical resources
911. **Which of the following describes the distribution of organizations resources over the areas in which it competes?**
- (a) Resource deployment**
 - (b) Resource accumulation
 - (c) Resource gathering
 - (d) Resource garnering
912. **What do managers do in a liaison role?**
- (a) Communicate with outsiders on behalf of the organization.
 - (b) Communicate with people outside an within the organization**
 - (c) Communicate organizations information to subordinates
 - (d) Receive information about the organization
913. **A/an..... is a vital tool for providing information about organizational relationships.**
- (a) Organizational chart**
 - (b) Functional chart
 - (c) Organizational model
 - (d) Functional model
914. **Which one of the following management functions helps maintain managerial effectiveness for future activities?**
- (a) Organizing
 - (b) Planning**
 - (c) Staffing
 - (d) Leading
915. **Which of the following occurs when a company that is headquartered in one country builds or starts operations in a foreign country?**
- (a) Partnerships
 - (b) Direct investment**
 - (c) Joint venture
 - (d) Strategic alliance
916. **The high profits that a cash cow generates can be used to support**
- (a) Question marks and stars**
 - (b) Dogs and stars
 - (c) Dogs and question marks
 - (d) Dogs
917. **Which type of departmentation is useful only at the lower level of organizations?**
- (a) Departmentation by simple numbers**
 - (b) Departmentation by time
 - (c) Departmentation by process or equipment
 - (d) Departmentation by strategic numbers.
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918. Which managerial function gives attention to influencing and motivating employees to improve performance and achieve corporate objectives?
- (a) **Leading**
 - (b) Organizing
 - (c) Staffing
 - (d) Controlling
919. Which of the following processes shows how an individual seeks information about a certain issue and how he interprets that information?
- (a) Dogmatism
 - (b) **Perception**
 - (c) Stereotyping
 - (d) Cognitive dissonance
920. Problems in the organization structure and the political environment are defined as constraints.
- (a) Internal-internal
 - (b) External-internal
 - (c) **Internal-external**
 - (d) External-external
921. Which of the following does not explain the reluctance of managers to set goals?
- (a) Fear of failure
 - (b) Thorough knowledge of organisational policies
 - (c) Lack of confidence
 - (d) **Lack of knowledge of organizational procedures**
922. Which of the following is/are the tools in the recruitment process under staffing?
- (a) Job analysis
 - (b) Jobs description
 - (c) Job specification
 - (d) **All of the above**
923. Which of the following is not considered as an irregularity in organizations?
- (a) Increasing personnel turnover
 - (b) **Decreasing personnel turnover**
 - (c) Product defects
 - (d) Cost overruns
924. The principle of is based on the belief that most of the negative deviations from the standards can be over taken by applying the fundamentals of management
- (a) Successive
 - (b) Directive
 - (c) **Preventive**
 - (d) Indirect
925. provide directions for the activities of an organization.
- (a) Resources
 - (b) **Goals**
 - (c) Information
 - (d) Manpower
926. is also known as staffing
- (a) Resource management
 - (b) Human management
 - (c) **Human resource management**
 - (d) Human resource development
927. The process of developing an organizational structure is also known as
- (a) **Organizational design.**
 - (b) System design.
 - (c) Structure design.
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(d) Process design.

928. refers to the powers to make decisions to guide their actions of another.

- (a) Responsibility
- (b) Authority**
- (c) Power
- (d) Delegation

929. refers to the set of documents, programs, and procedures associated with the operations of a corporate system.

- (a) Hardware
- (b) Software**
- (c) People
- (d) Data

930. Which of the following intervention techniques is concerned with the interpersonal relations and dynamic operating in work groups?

- (a) Team building**
- (b) Skill development
- (c) Process consultation
- (d) Survey feedback

931. brings about changes in the way products or services are manufactured.

- (a) Product innovation
- (b) Radical innovation
- (c) Incremental innovation
- (d) Process innovation**

932. The efficient use of resources relative to outcomes is known as

- (a) Innovation
- (b) Financial resources
- (c) Physical resources
- (d) Productivity**

933. Which of the following is not a step in the organizational development process?

- (a) Diagnosis
- (b) Interruption**
- (c) Intervention
- (d) Evaluation

934. Which of the following is not a fixed asset?

- (a) Land
- (b) Building
- (c) Marketable securities**
- (d) Machinery

935. Which of the following means is not used by managers when implementing operational research techniques?

- (a) Scientific
- (b) Financial
- (c) Logical
- (d) Mathematical**

936. A organization structure has a wide span of control and only a few hierarchical levels.

- (a) Flat**
- (b) Narrow
- (c) Tall
- (d) Wide

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937. Which of the following designations does not fall in the category of top-level management?
- (a) Chief executive officer
 - (b) Executive director
 - (c) President
 - (d) **Supervisor**
938. are related to the balance sheet instead of the income statement.
- (a) **Capital standard**
 - (b) Revenue standard
 - (c) Program standards
 - (d) Cost standards
939. Which of the following decision making techniques is used to estimate the profitability of an investment?
- (a) **Marginal analysis**
 - (b) Financial analysis
 - (c) Break even analysis
 - (d) Ratio analysis
940. Which of the following is not an output device?
- (a) Printers
 - (b) **Visual display monitors**
 - (c) Graphic plotters
 - (d) Optical scanners
941. In the MBO transformation process objectives are not stated in terms of.....
- (a) Quantity.
 - (b) **Quality.**
 - (c) Profits
 - (d) Time.
942. Action plans are concerned with identifying and grouping activities in the..... stage of the MBO transformation process.
- (a) Selling objectives.
 - (b) **Planning for action.**
 - (c) Control and appraisal.
 - (d) Hierarchy of objectives.
943. Which of the following sub-systems is an integral part of the MBO process
- i. Man power planning
 - ii. Compensation.
 - iii. Appraisal
 - (a) **i and ii.**
 - (b) i and iii.
 - (c) ii and iii.
 - (d) i, ii and iii.
944. Which of the following is not a limitation of the MBO?
- (a) Difficulty in goal setting.
 - (b) **Flexibility.**
 - (c) Failure to give guidelines to goal setters.
 - (d) Importance of short-term goals.
945. The first step in an MBO program is.....
- (a) Formulating action plans.
 - (b) Clarifying organisational roles.
 - (c) **Establishing specific goals for various departments.**
 - (d) Developing overall organisational goals.
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946. Which of the following terms refers to the areas in which good performance is essential for the success of an enterprise?
- (a) Key result areas.
 - (b) Performance areas.**
 - (c) Significant areas.
 - (d) Key work areas.
947. Which of the following refers to efforts made within a firm to evaluate its own social responsiveness?
- (a) Social audit.**
 - (b) Management audit.
 - (c) Organizational audit.
 - (d) Environment audit.
948. Many people oppose the involvement of organisations in social welfare activities. Which of the following is not a reason for their opposition to such activities?
- (a) Excessive costs.
 - (b) Absence of mechanism to ensure accountability to society.
 - (c) Protecting shareholders interests.**
 - (d) Weakened international balance.
949. Which of the following determines a person ethical or unethical behaviour?
- (a) Values.**
 - (b) Procedures.
 - (c) Rules.
 - (d) Policies.
950. In which of the following situations does the intensity of an ethical issue increase?
- (a) Everyone agrees that the action is right.
 - (b) Many people will be harmed by the action.**
 - (c) When the chances of the act causing harm are negligible.
 - (d) When the action has no serious impact on people.
951. Which of the following refers to developments in countries other than/outside the organisations home country that have the potential to influence the organisation?
- (a) Sociocultural component.**
 - (b) Technological component.
 - (c) International component.
 - (d) Economic component.
952. divisions are set up to serve particular types of clients or customers.
- (a) Customer
 - (b) Product.
 - (c) Service
 - (d) Geographic.**
953. Which of the following is not a structural method for promoting innovation in organisations?
- (a) Roles.
 - (b) Reservations.**
 - (c) Environment.
 - (d) Differentiation.
954. Which of the following is not an advantage of functional departmentation in organisations?
- (a) In depth skill development.
 - (b) Simplified training.
 - (c) Reduced coordination between functions.**
 - (d) Clarity about career paths
955. Which of the following is not a major form of the divisional structure of departmentalisation?
- (a) Product division.
 - (b) Geographic division.
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- (c) **Sales division.**
(d) Customer division.
956. Which of the following is not an advantage of product division?
(a) Improves coordination of functional activities.
(b) **Requires more people with general managerial abilities.**
(c) Permits growth of products and services.
(d) Places attention and efforts on product line.
957. Which of the following is not a characteristic of a line manager when exercising his authority?
(a) Takes operating decisions.
(b) Direct others.
(c) Delegates.
(d) **Assist others.**
958. Which of the following is not a feature of the consultative style of management?
(a) Motivating employees.
(b) **No upward communication flow.**
(c) Downward communication flow.
(d) Managers acting as consultants.
959. The.....refers to the assignment of formal authority and responsibility to another person for carrying out specific activities :
(a) Decentralisation of authority.
(b) Delegation of responsibility.
(c) Centralisation of authority
(d) **Delegation of authority.**
960. The willingness of subordinates to take on additional responsibilities is a factor that affects the degree of.....
(a) Centralisation.
(b) Decision-making.
(c) **Decentralisation.**
(d) Controlling.
961. Which of the following refers to the total set of managerial activities employed by the organisation to transform resource inputs into product inputs?
(a) Strategic management.
(b) **Operations management.**
(c) Marketing management.
(d) Resource management
962. **MBO techniques work successfully when managers consider the assumptions of and the actions of employees are consistent with these assumptions.**
(a) Theory W
(b) Theory X
(c) **Theory Y**
(d) Theory Z
963. Which of the following is synonymous with the external culture of an organization?
(a) Corporate culture
(b) **Social culture**
(c) Corporate philosophy
(d) Social programs
964. **In, the opinion of experts are collected to arrive at a consensus.**
(a) Interacting groups
(b) Nominal groups
(c) **Delphi groups**
(d) Formal groups
965. Which of the following terms refers to the measurement of performance in an organization?
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- (a) Coordination
 - (b) Organizational development
 - (c) **Appraisal**
 - (d) Control

966. Which of the following is not a social need?

- (a) Cooperative peers
- (b) Good superiors
- (c) **Job security**
- (d) Loyal customers

967. A firm using astrategy tries to specialize within a very narrow segment of the market by establishing a position of overall cost, leadership, differentiation or both.

- (a) Specific
- (b) **Focus**
- (c) Directive
- (d) Differentiation

968. Which of the following represents the formulation and quantification of plans for a particular period of time in the future?

- (a) Linear programming
- (b) **Budgeting**
- (c) Leveraging
- (d) Computing

969. A superior officer evaluates the performance of his subordinates in order to decide who should be promoted. What type of power does the superior have in this case?

- (a) Referent
- (b) Coercive
- (c) Legitimate
- (d) **Reward**

970. Just in time is also known as stockless production and

- (a) Finished goods inventory
- (b) **Zero inventory**
- (c) Raw material inventory
- (d) Work in progress inventory

971. The specific roles of figurehead's leader and liaison fall in category of.role:

- (a) Informational.
- (b) Decisional.
- (c) Organisational.
- (d) **Interpersonal.**

972. Which of the following is not a key leadership trait as proposed by the trait theory?

- (a) Leadership motivation.
- (b) Honesty and integrity
- (c) **Rigidity.**
- (d) Self-confidence.

973. According to the trait theory of leadership, which of the following is a social characteristic of leaders?

- (a) **Interpersonal skills.**
- (b) Achievement
- (c) Enthusiasm
- (d) Adaptability

974. Which of the following is not a critical dimension of the leadership situation identified by Fiedler that would help in deciding the most effective style of leadership?

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- (a) Position power.
 - (b) Task structure.
 - (c) Organisational structure.
 - (d) **Leader-member relations.**

975. Research on leadership has been carried out at the University of Michigan, and Ohio State university. Which of the following studies focused on the aspects of leadership?

- (a) Behavioural.
- (b) Situational
- (c) Substitutes.
- (d) **Traits.**

976. The..... leader tends to make unilateral decisions, dictates work methods, limits worker knowledge about goals and sometimes gives punitive feedback.

- (a) Participative
- (b) **Autocratic.**
- (c) Laissez-faire
- (d) d. Democratic.

977. Fiedler's approach to leadership is one of the populartheories of leadership :

- (a) Behavioural.
- (b) Trait
- (c) **Situational**
- (d) Transformational.

978. Leadership involving an exchange relationship between leaders and followers is termed as :

- (a) Transformational Leadership.
- (b) Situational Leadership.
- (c) Transactional Leadership.
- (d) **Exchange Leadership.**

979. Which of the following is not a leadership style as proposed by Iowa and Michigan studies?

- (a) **Bureaucratic**
- (b) Democratic
- (c) Autocratic
- (d) Laissez faire.

980. Which type of technical innovation involves changes in the physical characteristics of a product or the creation of new products?

- (a) Managerial innovation
- (b) Radical innovation
- (c) **Process innovation**
- (d) Product innovation

981. Which type of leaders gives complete freedom to their employees?

- (a) Autocratic leaders
- (b) Bureaucratic leaders
- (c) Participative leaders
- (d) **Laissez faire leaders**

982. Democratic Leadership is also known as Leadership

- (a) Autocratic
- (b) **Participative**
- (c) Bureaucratic
- (d) Laissez-faire

983. Which of the following is not a motivational technique?

- (a) Participation.
- (b) Quality of work life
- (c) Job enrichment
- (d) **Job description**

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984. Which of the following is the origin of any motivated behaviour?
- (a) **Need**
 - (b) Drives
 - (c) Goals
 - (d) Wants
985. Which of the following methods encourages the involvement of employees in the setting of objectives?
- (a) Management by walking around
 - (b) Management by goals
 - (c) **Management by objectives**
 - (d) Management by exceptions
986. A collection of values, norms, beliefs, attitudes and habits that directs the behaviour of a group of people is known as.....
- (a) **Culture.**
 - (b) Programs.
 - (c) Rules
 - (d) Philosophy.
987. Which of the following is not a common characteristic of corporate culture?
- (a) It is based on certain norms.
 - (b) It shapes philosophy and rules.
 - (c) The strength of culture varies from organisation to organisation
 - (d) **Leads to diverse behavioural aspects.**
988. Which of the following methods help managers find out the minimum time and cost required to complete a project?
- (a) Program evaluation and review technique (PERT)
 - (b) **Critical path method (CPM)**
 - (c) Just in time (JIT)
 - (d) Computer aided design (CAD)
989. Which one of the following is not an assumption underlying direct control?
- (a) Personal responsibility exists.
 - (b) Time expenditure is warranted.
 - (c) **Performance cannot be measured.**
 - (d) Mistakes can be discovered in time.
990. refers to unanalyzed and unorganised facts and figures describing entities.
- (a) Information.
 - (b) Intelligence.
 - (c) **Data**
 - (d) Systems.
991. External information is more useful for.managers :
- (a) **Top level.**
 - (b) Middle level
 - (c) Lower level
 - (d) Link level
992. Which one of the following is not an external user to whom the company is required to provide information?
- (a) Customer.
 - (b) **Employee**
 - (c) Supplier
 - (d) Government
993. Which of the following is not a component of an information systems :
- (a) Keyboard.
 - (b) Printers.
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- (c) Floppy discs.
(d) **Magnetic discs**
994. **The higher quality of managers and their subordinates the less the need for.....**
(a) **Direct control.**
(b) Preventive control
(c) Tactical control.
(d) Strategic control.
995. **Individual differences in human beings are rooted in difference in their make up.**
(a) Penological
(b) Pathological
(c) Physiological
(d) **Psychological**
996. **Which of the following is synonymous with the external culture of an organization?**
(a) **Corporate culture**
(b) Social culture
(c) Corporate philosophy
(d) Social programs
997. **Organization culture is an aspect of the environment of an organization.**
(a) General
(b) Task
(c) **Internal**
(d) External
998. **Which of the following describe the set of feelings or beliefs that individuals have about certain ideas situations or people?**
(a) **Attitude**
(b) Dogmatism
(c) Self esteem
(d) Self efficacy
999. **According to the, a person's behaviour is influenced by the environment.**
(a) **Behaviouristic view**
(b) Emotional view
(c) Economical view
(d) Self actualizing view
1000. **A/ an.....organization is a network of personal and social relations not established or required by the formal organization and arising spontaneously as people associate with one another.**
(a) **Informal**
(b) Formal
(c) Partly formal
(d) Strategic
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