

18PDH102T - Management Principles for Engineers
QUESTION BANK – Unit 1

Dear students,

This question bank is a mere guidance to preparation and not an exhaustive bank of all questions of this course.

PART – A

UNIT 1

1. A function that includes motivating employees and directing others

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

2. The ability of analyze and diagnose complex situations

- (a) Human Skills (b) Technical Skills (c) **Conceptual Skills** (d) Personal Skills

3. The manager who designs and initiates changes and strategies

- (a) Disseminator (b) Figurehead (c) Spokesman (d) **Entrepreneur**

4. 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**

5. Organisation is the process of

- (a) Identifying and grouping of work to be performed
(b) Defining and delegating the responsibility and authority

(c) **Both 'A' and 'B'**

- (d) None of the above

6. Management is the practice of

A. recruiting and motivating talented people to work for your organisation.

B. increasing a firm's revenues and cutting costs to maximize profits.

C. directing, organizing, and developing people, technology, and financial resources.

D. mastering political behaviours so that the fittest survive and rise to the top.

7. Sylvia is a manager at an accounting services firm. She is designing a four-step process based on the functions of management, which include:

(A) Organizing, staffing, leading, and checking

(B) Planning, organizing, leading, and controlling

(C) Planning, distributing, mobilizing, and leading

(D) Planning, developing, organizing, and controlling

8. Productivity is a ratio of outputs (products or services) to _____.

A. profits generated

B. sales price

C. inputs consumed

D. behavior effectiveness

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9. What interpersonal role is being performed by the manager who is awarding a gold watch to a retiring employee?
A. **Figurehead.** B. Liaison. C. Spokesperson. D. Disseminator.
10. "Doing the right things" is referred to as _____.
A. **effectiveness** B. Efficiency C. Productivity D. profitability
11. Management is :
(a) an art (b) a science (c) **both an art and a science** (d) neither an art nor a science
12. The person at the top of the organizational hierarchy is least likely to be called;
(a) **President** (b) General Manager (c) Executive officer (d) First-line supervisor.
13. The primary measure of the effectiveness of a manager is :
(a) the number of employees supervised (b) the total size of the organization
(c) **the results obtained** (d) how busy the person is .
14. In comparison to top level managers, a first -line supervisor will spend more time in :
(a) **direction of subordinates** (b) policy making
(c) public relations (d) long range planning
15. Managers are typically integrators of
a. people. b. tasks. c. technology. d. **All of the above.**
16. In the changing nature of Organizations there is a Concern for _____.
(A) Diverse Workforce (B) Networked Relation (C) Team Work (D) **Work-Life Balance**
17. In Organizational hierarchy for the Top level manager, the more important is _____ skills
(A) Technical (B) Human (C) **Conceptual** (D) Design
18. New Organization is _____ Oriented
(A) **Individual** (B) Command (C) Rule (D) Involvement
19. The nature of Management is _____.
(A) Continuous Process (B) Purposeful Activity (C) Getting Things Done (D) **All of these**
20. What does a fire department, hospital, business, service club, and church all have in common?
A. They all have shareholders. B. **They all are organisations.**
C. They all are closed systems. D. They all are growth oriented.
21. Productivity ultimately depends on both
A. **efficiency and effectiveness.** B. infrastructure and culture.
C. people and money. D. satisfaction and revitalization
22. Designing a structure to assist in goal accomplishment is known as
A. planning B. **Organising** C. co-ordinating D. Commanding

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23. An organisation is a social unit of people that is structured and managed to meet a need or to pursue _____.
(A) **Common Purpose** (B) Environmental Factor
(C) Modern Technology (D) Social Phenomenon
24. A traditional organisation is command-oriented whereas a modern organisation is _____.
(A) **Involvement-oriented** (B) technology-oriented
(C) Money-oriented (D) position-oriented
25. Management is an art of doing things in the _____.
(A) most expensive way (B) **best and cheapest way**
(C) shortest way (D) most difficult way
26. Vision and mission of an organisation refers to _____.
(A) **the goals and objectives** (B) allocation and operations
(C) tasks and people (D) Monitoring activities
27. Which is part of Mintzberg's Management Roles?
(A) Champion (B) Winner (C) **Spokesman** (D) Secretary
28. 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
29. Productivity is a ratio of outputs (products or services) to _____.
A. profits generated B. sales price
C. **inputs consumed** D. behaviour effectiveness
30. According to Mintzberg are interpersonal roles.
(a) Figurehead, recipient, liaison
(b) Leader, Liaison, spokesperson
(c) **Figurehead, leader, liaison**
(d) Figurehead, liaison, entrepreneur
31. Which of the following typifies an organization?
A. The first National Bank B. The United Methodist Church
C. The local Primary School D. **All of the above**
32. Ensuring that everything is carried out according to plan is part of the process of?
A. Planning B. **Controlling** C. organizing D. co-ordinating
33. The everyday tasks of management include
A. Planning and Creativity B. **Planning and Leading**
C. Publicity and loss adjustment D. Plotting and leading

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34. Pick the answer choice that represents an example of organizing:

- (a) Tom is a lawyer at a large PR company and is preparing all of his co-workers for depositions that they will have to face.
- (b) **Tom is a project manager at an IT company and is determining how he should distribute resources and allocate roles.**
- (c) Tom is a manager at a large PR company and he is trying to determine which people he should hire to work on his company's new promotional line.
- (d) Tom is a director at a large IT company and he is trying to determine how his employees have performed in the past quarter.

35. Directing function of management embraces activities of :

- (a) supervising subordinates
- (b) guiding and teaching the subordinates
- (c) providing leadership and motivation to subordinates
- (d) **all of these**

36. Establishing standards, comparing actual results with standards and taking corrective actions are the steps included in the process of

- (a) planning
- (b) **controlling**
- (c) directing
- (d) organizing

37 . Which of the following management functions are closely related?

- (a) planning and organizing
- (b) staffing and control
- (c) **planning and control**
- (d) planning and staffing

38. In management process, the most misinterpreted word is

- (A) Organizing
- (B) **Delegating**
- (C) Controlling
- (D) Planning

39. The word_____denotes a function, a task, a discipline.

- (A) Management
- (B) **Leadership**
- (C) Motivation
- (D) None of the above

40. Who is to be blamed primarily for the inefficiency in organizations?

- (A) The Unions
- (B) **The Managers**
- (C) The Organization as a whole
- (D) The workers

41. Staffing needs

- (A) **Man power planning**
- (B) Authority
- (C) Communication
- (D) Coordination

42. Training is the process of

- (A) Motivation
- (B) **Increasing knowledge and skill**
- (C) Testing
- (D) Employee recommendations

43. Studying the future and arranging the means for dealing with it is part of the process of

- A. organising
- B. Commanding
- C. Controlling
- D. planning**

44. The transforming effect on how we work, live, communicate and travel is influenced by

- A. technology**
- B. Diversity
- C. Ethics
- D. globalisation

45. The principle of organisation that no employee should report to more than one superior is called

- (A) Scalar principle
- (B) Span of control
- (C) **Unity of command**
- (D) Unity of direction

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46. Planning, organizing, directing and controlling are the:
(a) **functions of management.** (b). goals of management.
(b) results of management. (d). all of the above.
47. Mr. X is a branch manager for Microsoft. He is:
(a) top management. (b) middle management.
(c) **supervisory management** (d) none of the above.
48. Technical skills are most important for which of the following:
(a) **first line managers.** (b). middle managers.
(c) vice president-Production. (d) top managers.
49. Supervisory management spends most of his/her time:
(a) planning and controlling. (b) **directing and controlling.**
(c) planning and organizing. (d) organizing and controlling.
50. Modern managers are:
(a) action oriented. (b) able to build a sense of shared values.
(c) able to manage change efficiently. (d) **all of the above.**

PART – B

Unit 1

1. Explain Organization as an Open System.
2. Discuss the role of an individual in an Organization.
3. Compare and contrast Traditional organisation and The Modern Organisation
4. List the types of Managers and explain in brief.
5. Briefly describe the features of Management
6. Define Management .What is meant by management process?
7. Mention the Skills required at Managerial Levels.
8. Define Organization and write about the changing nature of Organization.
9. Mention any four importance of management.
10. Management is Art as well as science. Explain.

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PART – C

UNIT I

1. Write in brief the types of Managers and explain Mintzberg's managerial roles.
2. Describe the four functions of management.
3. Illustrate with an example "Manager as a negotiator and Spokesperson". Explain in brief Henry Mintzberg's Managerial Roles.
4. Write and discuss
 - (i) The scope of management
 - (ii) The importance of management.
5. Explicate the functions of management with diagram.
6. Explain the characteristics of a successful or healthy organization.
7. Henry Fayol's 14 principles of Management are statements that are based on a fundamental truth. These principles of management serve as a guideline for decision-making and management actions. Expound 14 principles with clarity.
- 8 Explain Henry Fayol's 14 principles of management.
9. Explain the evolution of management thought.
10. Discuss in details the classical management approach and the behavioural approach.

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QUESTION BANK – Unit 2

Dear students,

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UNIT 2

1. Unity of Command means _____
A. Order from employees **B. Order from one manager**
C. Plan of action D. Remuneration
2. Unexpected problems require _____
A. Programmed decisions B. Structured decisions
C. Non-programmed decisions D. Information systems
3. Which one is not a part of decision making process?
A. Defining problem B. Implementing solution
C. alternative solutions **D. Information literacy**
4. Budget is
A. Qualitative statement B. Quantitative statement
C. Primary program D. SMART
5. MBO stands for
A. Management by Organising B. Management by Order
C. Management by Objectives D. Management by Offer
6. What is the definition of an objective?
A. A defined specified outcome to be achieved in the long-term
B. A clear set of goals to be attained given a set number of resources
C. A clearly defined and measurable outcome to be achieved over a specified timeframe
D. A set standard of performance agreed by workers and managers
7. What is the definition of a scenario in scenario planning?
A. An imagined sequence of future events B. An unpredictable event
C. A planned for event D. An unplanned for event
8. In Management by Objective (MBO), the manager and subordinate jointly
A. Identify Common goals
B. Defines each individual's major areas of responsibility
C. Assess the contribution of each of its members
D. All of the above

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9. Which of the following is incorrect?

- A. planning is the part of the management process that attempts to define the organization's future.
- B. the approach to planning can differ greatly from manager to manager.
- C. planning is a onetime event.**
- D. planning is thinking out in advance the sequence of actions to accomplish a proposed course of action.

10. Canada Trust's statement "To be the best Personal Financial Company" is an example of a:

- A. goal.
- B. objective.
- C. mission statement.**
- D. all of these.

11. Which of the following objectives would be most difficult to measure?

- A. social responsibility.**
- B. profitability objectives.
- C. financial objectives.
- D. quality objectives.

12. Management by Objective (MBO) is also known as

- A. Management by results**
- B. Management by goals
- C. Management by planning
- D. Management by evaluation

13. Which of the following is not a benefit of planning?

- A. coordination of effort.
- B. preparation for change.
- C. development of standards.
- D. none of these (all are benefits).**

14. A mission statement is a statement of the organizations:

- A. accounts and responsibilities
- B. net worth
- C. purpose**
- D. structure

15. Planning encourages management to think systematically about what has happened, what is happening, and _____.

- A. when it is happening
- B. what might happen**
- C. should something happen
- D. should something stop

16. Which among the following involves in planning process?

- A. Selection of objective
- B. determine the way to achieve objective
- C. both A and B**
- D. None of the above

17. Find the odd one out

- A. goals
- B. Objective
- C. Policies
- D. motivation**

18. are the prescribed guidelines for conducting an action

- A. Rules
- B. Method
- C. Budget
- D. policy**

19. Planning process begins with

- A. setting objectives**
- B. identity alternatives
- C. developing planning premises
- D. selecting alternatives

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20. What is the full form of MBO?
A. Management By Opportunity B. Method By opportunity
C. Management By Objectives D. Method By Objective
21. Which among the following is a single use plan?
A. Objectives B. Policies C. Rules **D. Budget**
22. Policies are sometimes defined as a
A. Shortcut for thinking B. Action plan
C. Substitute for strategy D. Substitute for management authority
23. First step in planning process is to
A. Set an objectives B. Evaluate alternative
C. Determine strength & weakness D. Analyse the alternative
24. ----- is also known as Management by results.
A. Management by subordinate **B. Management by objectives**
C. Management by art D. Management by planning
25. ----- technology includes computer hardware, software, database management system and data communication system.
A. **Information** B. computer C. marketing D. system
26. ----- are the prescribed guidelines for conducting an action
A. Rules B. Method C. Budget **D. policy**
27. The purpose and the aim for which the organisation is set up and operate is called
A. objective B. strategy C. policy D. procedure
28. planning provides -----
A. information to outsiders B. basis for recruitment and selections
C. purpose and direction of all persons D. None of these
29. ----- as a special type of plan prepared for meeting the challenges of competitors and other environmental forces.
A. policies B. objectives C. strategy D. procedure
30. ----- are goals established to guide the efforts of the company and each of its components
A. objectives B. Strategy C. policies D. procedure
31. MBO offers the basis for assessing the -----
(a) operations (b) performance (c) equality (d) None these
32. A sequence of activities to implement the policy is ---
A. Programme B. Budget C. Plan **D. Procedure**

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QUESTION BANK – Unit 2

33. Planning is -----process

- A. directing B. Thinking C. forecasting D. none of these

34. are goals established to guide the efforts of the company and each of its components

- (a) objectives (b) strategy (c) policies (d) procedure

35. _____ is a time table of work ?

- A. Budget B. Project C. Programmes D. Schedules

36. Budget is an instrument of

- A. planning only B. control only **C. both planning and control** D. none of these

37. Find the odd one out

- A. forecasting B. bench marking C. staff planners **D. policies**

38. -----indicates the exact manner in which the integrated series of activities will have to be performed.

- A. Procedures B. Planning C. Organising D. staffing

39. **Objectives are the _____ of management action.**

- A. Design B. End points C. Starting points D. Planning

40. Which one of the following is not a step in planning?

- (A) Establishing objectives (B) Developing premises
(C) Determining alternative courses **(D) Identifying needs of employees**

41. Which of the following provides direction, serves as standards for evaluating performance and motivates members of the organization?

- (A) Mission (B) Values **(C) Objectives** (D) Goals

42. Match the following:

Term Explanation

a. Strategy 1. Enduring statements of purpose that distinguish one business from other simple firms.

b. Vision 2. Specific results that an organization seeks to achieve.

c. Mission 3. What do we want to become?

d. Objectives 4. Means by which long term objectives will be achieved.

Codes:

a b c d

(A) 4 3 1 2

(B) 4 2 3 1

(C) 1 3 2 4

(D) 1 2 3 4

43. An outline of the fundamental purpose of an organization is called its:

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(a) **mission statement.** (b) objectives. (c) policy. (d) all of the above.

44. Specific, short-term statements detailing how to achieve an organization's goals is known as its:

(a). vision. (b). mission statement. **(c). objectives.** (d) operational planning.

Part- B
UNIT II

1. Explain the significance of “Planning” in the process of management.
2. Explicate the types of decisions with examples.
3. Define the role of IT in modern workplace.
4. What is MBO? Elucidate how MBO helps an organisation?
5. Write briefly about planning tools techniques and processes.
6. Discuss the importance of planning
7. Distinguish between programmed and non-programmed decision making.
8. State the nature of planning.
9. Explain the various types the plans.
10. How decision making process is carryout in industries.
11. “SMART” model establishes organizational objectives effectively. Elucidate.
12. Explain the planning process with a diagram.

PART –C

Unit II

1. With suitable example illustrate the steps involved in the process of decision making.
2. Explain in detail various types of plans.

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3. "Decision-making involves the selection of a course of action from among two or more possible alternatives" explain and illustrate this statement in detail.
4. Give an account of various steps involved in planning.
- 5 What is planning? What are the importances of planning?
6. "Whenever you see a successful business, someone once made a courageous decision." — Peter F. Drucker. What are the steps involved in decision making process? Explain with example.
7. What is decision making? Execute the steps involved in the process of decision making for buying an apartment.
8. What is decision making? Execute the decision making process in choosing a training company to prepare for GATE examination.
9. Execute the decision making process in choosing a top B- School to study a management course.
10. State the importance and nature of planning.

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QUESTION BANK – ALL UNITS

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UNIT 3

Part - A

1. Which of the following would be included in the "controlling function"?
A. measuring results against corporate objectives. B. explaining routines.
C. setting standards. D. giving assignments.
2. Which is NOT a quality of an ethical leader?
A. Selflessness B. Setting example C. Manipulation D. Resilient
3. Concurrent control is ____
A. Real-time control B. Foreseeing C. Future tasks D. Constraining
4. According to Maslow, some needs grow stronger when unsatisfied. Maslow called these:
A. being needs. B. efficiency needs. C. growth needs. D. primary needs.
5. ERG theory is a theory in psychology proposed by
A. Clayton Alderfer. B. Henry Fayol C. Abraham Maslow D. Bill Gates
- 6 The old control technique(s) which was (were) used through years is (are)
A. personal observation B. break-even analysis
C. budgetary control D. All of the above
- 7 Limitation(s) of control is (are)
A. external factors B. fixing of responsibility C. variation and its causes D. All of the above
8. Positive motivation makes people willing to do their work in the best way they can and improve their _____.
A. Productivity B. Personality C. Performance D. All of the above
9. Direction is a _____ function performed by all the managers at all levels of the organization.
A. Managerial B. Organizational C. Both (A) and (B) D. None of the above
10. The heart of administration is the ____ function.
A. Directing B. Organizing C. Controlling D. Cooperating
11. Leadership is a process
A. of influencing people B. of giving orders that subordinates must accept

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- C. to talk and write clearly and forcefully. D. all of the above
12. The following are the elements of control
A. authority and knowledge B. guidance and direction
C. constraint and restraint D. All of the above
13. Code of conduct is an example of -----
(a) Controllable premise (b) Semi-controllable (c) Uncontrollable (d) None of the above.
14. What is the term for power derived from status or position in an organisation?
A. Referent B. Expert C. Reward D. Legitimate
15. All of the following are traits and characteristics of effective leaders except
A. Charisma. B. Strong motivation and high energy
C. Trustworthiness and character. D. Being so self-confident they believe they can handle anything.
16. Observe the following management principles and pick the odd one out.
A. Unity of command B. Unity of direction C. Maximum output D. Equity
17. Which of following is not among the levels of management?
A. Top level management B. Intermediate Level
C. Middle level management D. Lower level management
18. The term hierarchy implies.....
A. departmentalisation B. a definite ranking order C. specialisation D. organization
19. Unity of command implies
A. A subordinate should receive orders from all the superiors
B. individuals must sacrifice in the larger interest
C. be accountable to one and only one superior
D. being united
20. Management is needed at levels.....
A. Top level B. Middle level C. lower level D. all levels
21. Positive motivation makes people willing to do their work in the best way they can and improve their-----
A. Skills B. Standards C. Performance D. Position.
22. Organizing deals with
A. Division of work
B. Decentralizing activities
C. Centralization activities D. Grouping of identical work
23. Leadership is a function of all the following factors except
A. Work group B. Product or service C. Leader D. Situation
24. Organization structure primary refers to:

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- A. How activities are coordinated & controlled B. How resources are allocated
C. The location of department & office space D. The policy statements developed by the firm
25. The requirement of effective control system is
A. Flexible B. Objectives C. Suitable D. Dependent
26. Motivational process and not the motivators as such is associated with the
A. Need hierarchy theory B. Two-factor theory C. Expectancy theory D. ERG theory.
27. The term hierarchy implies.....
A. departmentalisation B. a definite ranking order
C. specialisation D. None of these
28. Which among the following is not a quality for a leader?
A. Charming personality B. Lazy attitude C. Ability to take decision D. Communication skill
29. Formal organization is -----
A. Created by the management B. A result of social interaction
C. To satisfy cultural needs D. To gain insights
30. Organization establishes relationship between
A. People, work and resources B. Customer, work and resources
C. People, work and management D. Customer, work and management
31. The back bone of any organization is
A. information B. employee C. management D. capital
32. Coordinating people and human resources to accomplish organizational goals is the process of:
A. Planning B. Directing C. Management D. Leadership
33. Which of the following does not follow the scalar chain?
A. Functional structure B. Divisional structure
C. Formal Organisation D. Informal Organisation
34. _____ are variable rewards granted to employees according to variations in their performance.
A. Remuneration B. Perks C. Fringe Benefits D. Incentives
35. ----- is the Decision Making body of an organization.
A. Decentralization B. Administration C. Functional Organisation D. Leadership
36. ----- is a set of forces that energize, direct and sustain behaviour.
A. Motivation B. Expectancy C. Empowerment D. Socialization
37. ----- is considered as the key word in understanding organization structure.
A. Delegation B. Change C. Process D. Control
38. Control is the function of -----
(a) Top level management (b) Lower level management

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(c) Middle lever management

(d) All managers

39. Which among the following is not a principle of delegation?

A. Functional Definition

B. Unity of command

C. Remuneration

D. Authority level principle

40. Which among the following is a factor determining centralisation?

A. Integration

B. Desire for independence

C. Availability of managers.

D. Control techniques

41. Organising is

A. A remedy for all types of problems

B. ensure accurate forecasting

C. None of these

D. Both A & B

42. The term hierarchy implies.....

A. departmentalisation

B. a definite ranking order

C. specialisation

D. None of these

43. Authority refers to

A. Getting work done

B. right to get work done

C. being in a managerial position

D. scalar chain

44. It is a function of management which refers to the process of integrating the activities of different units of organisation to achieve the organisation goals. This is called

A. Actuating

B. Controlling

C. co-ordination

D. planning

45. Which among the following is not the principles of organisation?

A. Unity of objectives

B. Specialisation

C. Span of control

D. Initiative

46. Which of the following is right about authority?

A. authority is informal.

B. not to achieve organisational goal

C. there is existence of right.

D. cannot be delegated

47. Organising process involves.....

A. division of work

B. grouping of identical work

C. both a & b

D. None of these

48. The number of subordinates a superior can effectively handle is called

(A) Organising people

(B) Span of control

(C) Direction

(D) Coordination

49. Need-Hierarchy Theory was propounded by

(A) Peter F. Drucker

(B) Abraham Maslow

(C) Mc – Faland

(D) Elton Mayo

50. Which organisational structure is considered most complex?

(A) Functional structure

(B) Divisional structure

(C) Strategic Business Unit (SBU) structure

(D) Matrix structure

51. An example of an effective standard for a control system would be:

(a) deciding to hire 5 new employees.

(b) renting new premises.

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(c) **planning to increase sales of product A from 5,000 to 10,000 per month by December of next year.**

(d) improving the quality of production.

52. Motivation is related to:

(a) planning. (b) controlling. **(c) leading.** (d) tactical decisions.

53. Empowerment is related to:

(a) planning. (b) organizing. **(c) directing.** (d) controlling.

54. The most effective leader is one who:

(a) makes managerial decisions without consulting others

(b) works with managers and employees to make decisions

(c) has the leadership style most appropriate to the situation and the employee involved.

(d) none of the above

PART – B

UNIT III

1. Differentiate between planning and controlling

2. Describe the 3 types of control.

3. What is control? Why is it important?

4. What are the traits of an ethical leader?

5. What are the various control techniques commonly used in Business Organisations?

6. What are the Sources of position power and personal power used by managers?

7. What are the essential qualities of a good leader?

8. Write the steps in control process.

9. State the purpose of controlling.

10. Describe Leadership traits?

11. Mention the importance of leadership.

12. Give the required guidelines to make effective controlling.

13. Write short note on ERG Theory.

14. Distinguish between formal and Informal organization.

15. Highlight different types of control (Draw a Diagram).

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16. "Motivation affects employees" justify.
17. An ethical leader can make an impact on the business. Justify.
14. State the nature of organizing.
15. Write the simple example to illustrate control process?
16. Distinguish between planning and organizing.
17. State the advantage of functional structure.

PART – C

Unit III

1. A. According to Maslow "It is quite true that man lives by bread alone — when there is no bread. But what happens to man's desires when there is plenty of bread and when his belly is chronically filled?"
2. What is the Hierarchy of Needs according to Maslow? Explain with illustrations.
3. "At its best, leadership development is not an "event." It's a capacity-building endeavor. It's a process of human growth and development." List out the qualities of an ethical leader.
4. What is controlling? Write the importance of controlling. Give the steps of the Control Process.
5. What is organisation structure? Describe with neat sketch the types of organisation structures.
6. Write about the nature of leadership. Enumerate the traits of an ethical leader.
7. Describe in detail the control process with a diagram.
8. What is organizing? What are the importance's of organising?
9. What is controlling? Describe the steps of the Control Process with an example of a simple customer service activity in a service industry.
10. What is leading? Explain the traits of a successful leader and the nature of leadership?
11. (A) Define organizing? Explain the nature and importance of organizing?
16. What is Motivation? Explain any one of the theories of motivation.

UNIT 4

1. Diversification' can be best classified as

- (a) **potential opportunities**
- (b) potential threats
- (c) potential strengths
- (d) potential weaknesses

2. Low cost foreign competition, classified as

- (a) potential opportunities
- (b) **potential threats**
- (c) potential strengths
- (d) potential weaknesses

3. Large inventories can be best classified as

- (a) potential opportunities
- (b) potential Threats
- (c) potential Strengths
- (d) **potential Weaknesses**

4. To find out what an organization's strategy is, you should:

- (a) Read the mission statement
- (b) **Look at what the organization actually does**
- (c) Read the strategic plan
- (d) Ask the CEO

5. Which of the following statements is not true when describing a successful strategy?

- (a) It provides some property that is unique or distinctive
- (b) It provides the means for renewing competitive advantage
- (c) It addresses changes in the external environment
- (d) **It guarantees long term survival**

6. In the context of strategic management resources can be defined as:

- (a) The knowledge and skills within the organization
- (b) Something that an organization owns or controls that cannot be copied
- (c) **Something that an organization owns, controls or has access to on a semi-permanent basis**
- (d) The physical assets of the organization

7. In the context of strategic management, stakeholders can be defined as:

- a) An individual or group with a financial stake in the organization
- b) An external individual or group that is able to impose constraints on the organization
- c) Internal groups or individuals that are able to influence strategic direction of the organization
- d) **An individual or group with an interest in the organization's activities and who seeks to influence them**

8. In the case where an organization acquires its supplier, this is an example of:

- (a) Horizontal integration
- (b) Forwards vertical integration
- (c) **Backwards vertical integration**
- (d) Downstream vertical integration

9. When a firm seeks the benefits of global integration and local adaptation, it is best described as which type of strategy?
(a) Transnational (b) Global (c) Multi-national (d) Global-local
10. Knowledge which is difficult to define and codify is known as:
(a) Explicit (b) Tangible **(c) Tacit** (d) Random
11. Competitive advantage based on the creation of opportunities using internal resources is characterized by which approach/view?
(a) The positioning approach (b) The outside-in approach
(c) The resource-based view (d) The knowledge-management approach
12. 'Reputation' in the context of an organization's resources can provide competitive advantage because:
(a) It is difficult to copy (b) It is based on word-of-mouth
(c) It is a threshold resource (d) It is explicit
13. What does stars symbolize in BCG matrix?
(a) Growth (b) Decline **(c) Maturity**
(d) Introduction
14. A strategic manager that seeks to reach acceptable profit targets as opposed to making as much profit as possible is making decisions of which type?
(a) Satisfactory **(b) Satisficing** (c) Irrational (d) Optimal
15. Organisational Capability includes
(a) Managerial Experience (b) Strategic Planning and Management System
(c) Superior Information **(d) All of the above**
16. Strategic Management involves
(a) The determination of the organisation's mission, strategic policies and strategic objectives
(b) Cost
(c) The determination of price of the product and service
(d) Planning with high cost
17. 'Reputation' in the context of an organisation's resources can provide competitive advantage because
(a) It is difficult to copy (b) It is based on word-of-mouth
(c) It is a threshold resource (d) It is explicit
18. McDonalds is deciding whether to expand into manufacturing kitchen equipment in China. At what level is this decision likely to be made?
(a) Business **(b) Corporate** (c) Functional (d)

19. The authors believe there are three tests that can be applied to judge whether a strategy is 'good'. These are:

- (a) **Fit, distinctiveness, sustainability** (b) Fit, internal resources, external environment
(c) Distinctiveness, internal resources, fit (d) Sustainability, distinctiveness, external environment

20. Diversification into many unrelated areas is an example of:

- (a) **Risk management** (b) Good management
(c) Uncertainty reduction (d) Sustainability

21. Typically, profits are highest in which stage of the industry life-cycle?

- (a) Introduction (b) Growth (c) **Maturity** (d) Decline

22. Which of the following industries is least likely to follow the conventional life-cycle model?

- (a) Software development (b) Coal mining (c) Insurance broking (d) **Hairdressing**

23. Match the following

List-I (Strategy) List-II (Features)

- | | |
|------------------|---------------------------|
| (A) Stability | 1. Sustainable growth |
| (B) Growth | 2. Horizontal integration |
| (C) Retrenchment | 3. Liquidation |
| (D) Combination | 4. Restructuring |

(a) (A) (B) (C) (D)

1 3 2 4

C. (A) (B) (C) (D)

4 3 2 1

(b) **(A) (B) (C) (D)**

1 2 3 4

D. (A) (B) (C) (D)

4 2 1 3

24. In the context of strategic management resources can be defined as

- (a) **The knowledge and skills within the organisation**
(b) Something that an organisation owns, controls or has access to on a semi-permanent basis
(c) The physical assets of the organisation
(d) None of the above

25. _____ means reducing the size of the organisation. It is restructuring of the organisation whereby non-core activities are disposed off. Where there is surplus staff, trimming will be essential.

- (a) **Downsizing** (b) Exit Policy (c) Golden Handshake (d) All of these

26. When analysing your business and its environment, it is useful to carefully inspect

- (A) Threats (B) Opportunities (C) Strengths and weaknesses
(D) **All of the above**

27. Which of the following is an example of an external threat?
 (A) Decreased competition (B) **New Trade Regulations**
 (C) Global Sales Potential (D) Economies of Scale
28. Which of the following is not the stage of product life cycle?
 (A) Introduction (B) Growth (C) **Market segmentation** (D) Decline
29. Which business unit generates substantial cash surplus due to low industry growth rate and high profit share?
 (A) Dog (B) **Cash cow** (C) Question mark (D) Star
30. Who plays an important role in the success of products and services and in increasing the marketing share of the firm in business?
 (A) Functional level Managers (B) Corporate level Managers
 (C) Business level Managers (D) **All of the above**
31. In which stage of product life cycle, the company takes decision whether to maintain, harvest or drop the product?
 (A) Introduction (B) Growth (C) Maturity (D) **Decline**
32. Which one of the following is not a basic element in the Strategic Management?
 (A) Environmental scanning (B) Strategy formulation
 (C) Strategy implementation (D) **Functional strategy**
33. Which of the following is not included in the five forces of competition?
 (A) Bargaining power of suppliers (B) Bargaining power of consumers
 (C) Threat of substitutes (D) **Strategic planning**
34. Which among the following best describes the process of gaining competitive advantage in a firm?
 (A) **Strengths → Weaknesses → Distinctive Competencies → Competitive Advantage**
 (B) Weaknesses → Strengths → Distinctive Advantages → Competitive Advantages
 (C) Weaknesses → Strengths → Distinctive Competencies → Competitive Advantages
 (D) Distinctive Competencies → Weaknesses → Strengths → Competitive Advantages

35. Match the following:

Table – I

- a. Horizontal diversification
- b. Vertical diversification
- c. Concentric diversification
customers business
- d. Conglomerate diversification
current product in new market

Table – II

- i. New product in new market
- ii. New product, current market
- iii. Move firms suppliers or
- iv. New product closely related to

Codes:

a b c d

(A) i ii iii iv

(B) iii iv ii i

(C) ii iii i iv

(D) ii iii iv i

36. In BCG Matrix which division represents the organisation's best long-run opportunities for growth and profitability?

- (A) Question marks **(B) Stars** (C) Cash Cows (D) Dogs

37. An organisation that is downsizing to reduce cost is implementing a strategy of

- (A) Growth (B) Focus **(C) Renewal** (D) Stability

UNIT 5

1. "We wish to be good citizens of every community in which we operate." This is

(a) Ethical Code (b) Political and Social Code (c) Legal Rule (d) Legal Act

2. Which statement is/are true?

(a) Ethics is not synonymous to religious morality or moral theology

(b) Ethics is the principle that guide the human behaviour

(c) The terms 'ethics' and 'morality' are not synonymous terms

(d) All of the above

3. What are Organisational Values?

(a) Rules imposed by the Management Team

(b) Beliefs or guiding principles that are core to the organisation and help steer the right actions

(c) The collective value of the organisation's assets

(d) A statement setting out the organisation's strategy

4. What do we mean by ethics?

(a) Moral judgements

(b) Determinants of what is

right or wrong

(c) Rules or standards governing a profession

(c) Rules or standards governing a profession of the above	(d) Elements of all
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5. Which of the following does not contribute to the development of a manager's standard of ethics?

(a) competitor behaviours

(b) society's norms and values

(c) individual life experiences

(d) environmental situations

6. Top management is interested how human resource management is contributing to

- (a) Value of organization
- (b) Training of employees
- (c) Profit making
- (d) None of the above

7. Which is the objectives of training?

- (a) To arouse loyalty towards the institution
- (b) Awareness of the problems
- (c) Increase in employee morale, confidence skill and productivity
- (d) All of the above**

8. Which of the following point is not important for training?

- 1. Reduction in supervision
 - 2. Reduction in cost
 - 3. Increased stability
 - 4. Convenience in co-ordination
 - 5. Improvement in industrial relations
 - 6. Individual development and growth.
- (a) 1, 3, 4, 5 and 6
 - (b) 1, 3, 5 and 6
 - (c) 2, 3 and 4
 - (d) All of these**

9. Which of the following is the benefits of the training and development?

- (a) Creates an appropriate climate for growth and communication
- (b) Improve the morale of the work force
- (c) Helps people identify with organisational goals
- (d) All of the above**

10. Which of the following statement is true?

- 1. Human resource management is a strategic management function.
- 2. Under Human resource management employee is treated as a resource.
- 3. Human resource management is the management of employee's skills talents and abilities.
- 4. Human resource management function is treated as only an auxiliary.

- (a) 1, 2, 3 and 4
- (b) 1, 2 and 3**
- (c) 2, 3 and 4
- (d) None of these

11. Objectives of training is

- (a) Increased morale
- (b) Increased productivity
- (c) Favourable reaction to change
- (d) All of the above**

12. The object of employees appraisal is

- (a) To help determine promotions and transfers
- (b) To identify areas which require further training
- (c) To reduce grievances
- (d) All of the above**

13. Off the Job Training Method consists

- (a) Role Playing Method
- (b) Case Study Method
- (c) Programmed Training
- (d) All of the above**

14. The objective of the selection decision is to choose the individual who can most successfully perform the job from the pool of

- (a) **Qualified candidates**
- (b) Qualified correspondent
- (c) Unqualified candidates
- (d) Non-qualified report

15. Methods for training and development involve various job techniques such as expanded responsibility, job rotation, assistant to positions and other

- (a) **Techniques**
- (b) Projects
- (c) Firms
- (d) System

16. On the Job Training Method means

- (a) Development of institute
- (b) To arrange conference
- (c) Providing study matters
- (d) **To work on the site**

17. Recruitment deals with

- (a) Identification of existing source of applicants and developing them
- (b) Creation of new sources of applicants
- (c) Identification of existing source of applicants and developing them
- (d) **All of the above**

18. The interview is used as a method for determining?

- (a) The personality of the candidate.
- (b) **The degree of fit between the applicant and the demands of the job.**
- (c) His/her age.
- (d) Physical attributes.

19. Recruitment is the process of searching for prospective employees and stimulating them to apply for _____ in organisation.

- (a) **Jobs**
- (b) Cost
- (c) Wage
- (d) Product

20. ____ is a shared system of meaning among employees.

- (a) Organizational systems
- (b) Collective sensemaking
- (c) **Organizational culture**
- (d) Cultural sensitivity

21. Which of the following is NOT a characteristic of an organization's culture?

- (a) Outcome orientation
- (b) **Assertiveness**
- (c) Innovation and risk taking
- (d) Attention to detail

22. The term "organizational culture" is considered ____, while "job satisfaction" is ____.

- (a) evaluative, objective
- (b) subjective, descriptive
- (c) **descriptive, evaluative**
- (d) objective, subjective

23. Which of the following is NOT a function of culture?

- (a) Enhances the stability of the social system
- (b) Conveys a sense of identity
- (c) **Acceptance of diversity**
- (d) Generation of commitment



24. Employees will view the behaviour of ____ as a benchmark for defining appropriate behaviour.

- (a) their immediate supervisor
- (b) government officials
- (c) **top management**
- (d) new employees

25. ____ recognizes that people have an inner life that nourishes and is nourished by meaningful work that takes place in the context of community.

- (a) Organizational culture
- (b) **Workplace spirituality**
- (c) Formalization
- (d) Institutionalization

26. A ____ is defined as a culture that emphasizes building on employee strengths, rewards more than it punishes, and emphasizes individual vitality and growth.

- (a) **positive organizational culture**
- (b) centralized organizational culture
- (c) bureaucracy
- (d) matrix organization

27. Which of the following is NOT associated with organizations with high ethical standards?

- (a) high in risk tolerance
- (b) high in innovation
- (c) focus on means
- (d) **high aggressiveness**

28. Performance Appraisal is a double edged tool to

- (A) Create space for the employee to organisationally survive.
- (B) Offering challenges for promotion.
- (C) Accompanying the course of Demotion.
- (D) **All of the above.**

29. Ethics provide

- (A) Consumer Autonomy
- (B) Corporate Social Responsibility
- (C) Justice
- (D) **All of the above**

30. Company seeking ethical standard must purport to

- (A) Good Employee Relation
- (B) Better Production Portfolio
- (C) Economy of Scale
- (D) **Public Disclosure and Publishing**

31. The ultimate mission or purpose is to relate human resources to future enterprise needs, so as to maximize the future return on investment in human resources. It is referred as

- (A) Demand and Supply
- (B) Forecasting
- (C) **Human Resource Planning**
- (D) Human Resource Development

32. The evaluation of Business activities and behaviour as right or wrong is called

- (A) Corporate Governance
- (B) **Business Ethics**
- (C) Social Responsibility
- (D) None of the above

33. Recruitment is concerned with
(A) Selecting the right candidate **(B) Developing a pool of job candidates**
(C) Getting applications (D) None of the above
34. Whistle-Blowers are
(A) To be removed from the jobs (B) To be promoted
(C) To be rewarded for the organisational enrichment
(D) To be protected since they intend to bring out truth
35. Factors contributing to unethical behaviour are
(A) Poor leadership (B) Poor internal communication
(C) Lack of management support **(D) All of the above**
36. While considering promotion of an employee, the following is the most important consideration:
(A) Seniority (B) Competence (C) Loyalty (D) Only (A) and (B)
37. Corporate business ethics is _____ norms and pattern that spring from organizational view of good and bad, right and wrong.
(A) Social **(B) Behavioural** (C) Institutional (D) Individual
38. Which one of the following are the functions of personnel management?
(A) Planning, Organising, Staffing, Directing and Controlling
(B) Planning, Organising, Coordinating, Budgeting and Controlling
(C) recruitment, Development, Compensation, Integration and Maintenance
(D) Perception, Development, Learning, Organisation and Behaviour
39. Human resource planning system includes
(A) Human resource supply forecast (B) Human resource inventory
(C) Corporate plan (D) All of the above
40. What are the benefits of human resource planning?
(A) Achieve economy in hiring new workers.
(B) Match personnel activities and future organization objectives efficiently.
(C) Improve the utilization of human resources.
(D) All of the above

41. Human Resource Management includes

1. Employee Grievance 2. Organizational climate 3. Job incentives

4. Recruitment

5. Selection

Select the correct answer from the following:

(A) 1, 2, 3 and 4

(B) 1, 3, 4 and 5

(C) 1 and 5

(D) All of the above

42. Performance appraisal includes

(A) Check reviews done by the supervisors.

(B) Review his performance in relation to the objectives and other behaviours.

(C) Promote employees for self-appraisal.

(D) All of the above.

43. Whistle Blowing is the situation wherein an employee

(A) Causes indiscipline in the organization.

(B) Discloses other employees' illegal immoral or illegitimate activities.

(C) Discloses the employer's illegal immoral or illegitimate activities.

(D) All of the above.