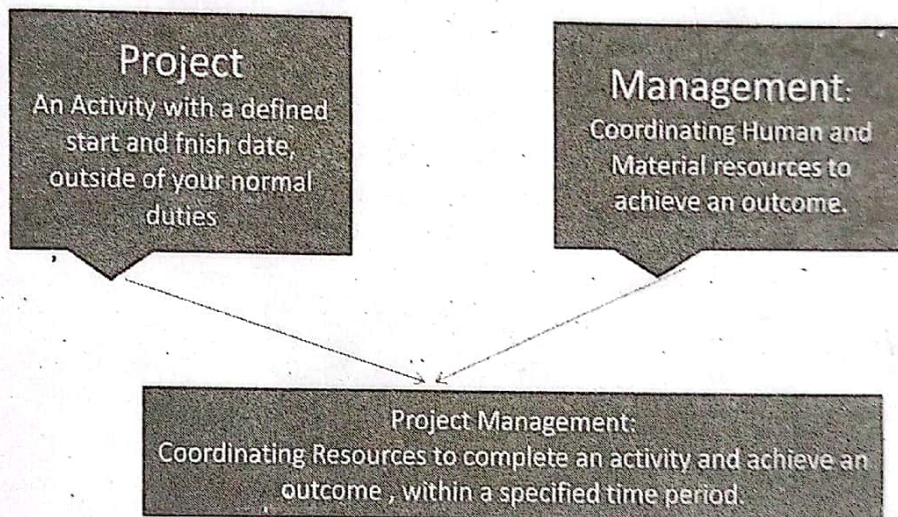


Fundamentals of Management: Planning, Organizing, Directing, Controlling, Coordination, Decision Making, Motivation and Leadership

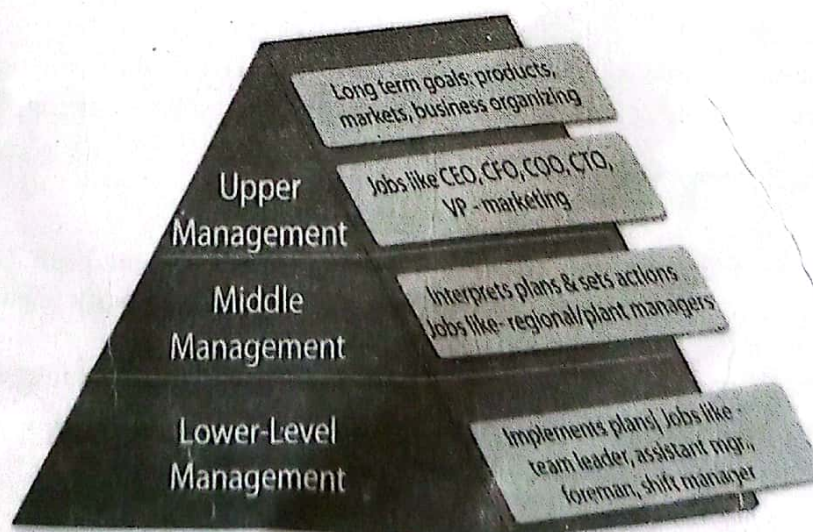
Concept of Management

- The Organization and Coordination of the activities of a business in order to achieve defined objective.
- Management is an art of getting things done through people.
- Process of Consolidating and managing resources effectively and efficiently in an effort to achieve the goals of the organization.

Understanding of Management



Types of Management

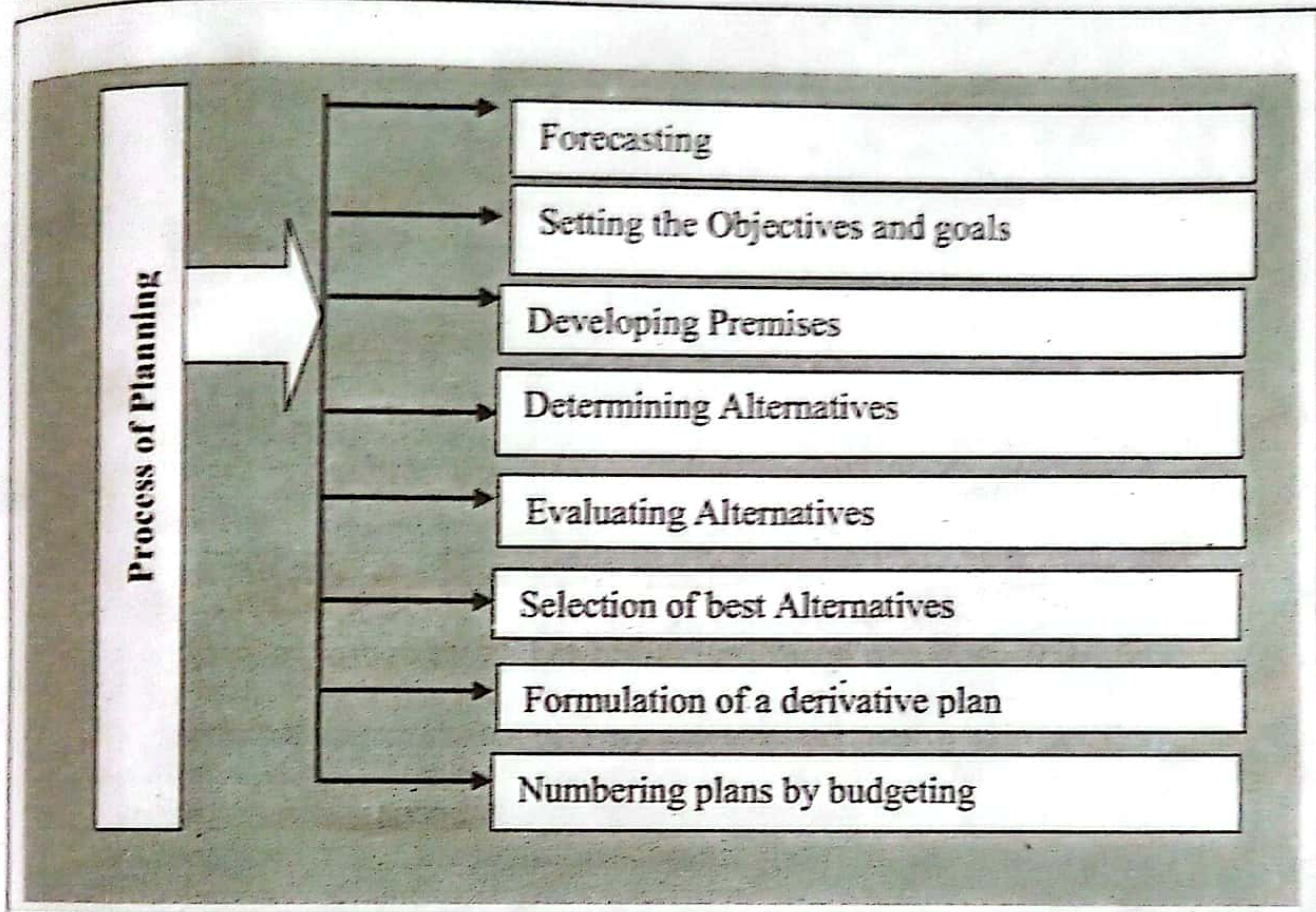


Types of Planning

Breadth	Time	Specificity	Frequency of use
<ul style="list-style-type: none"> • Strategic • Tactical • Operational 	<ul style="list-style-type: none"> • Long-term • Mid-term • Short-term 	<ul style="list-style-type: none"> • Flexible • Specific 	<ul style="list-style-type: none"> • Single use • Standing

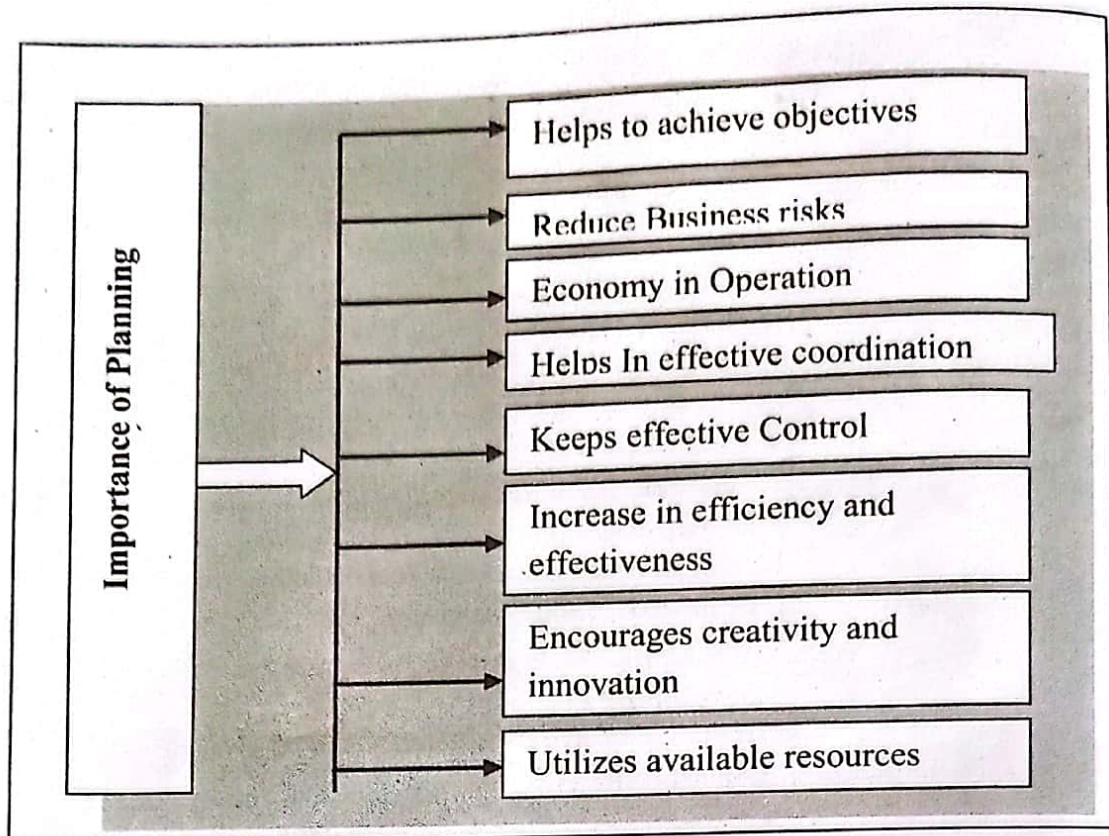
Process of Planning

Step in planning process



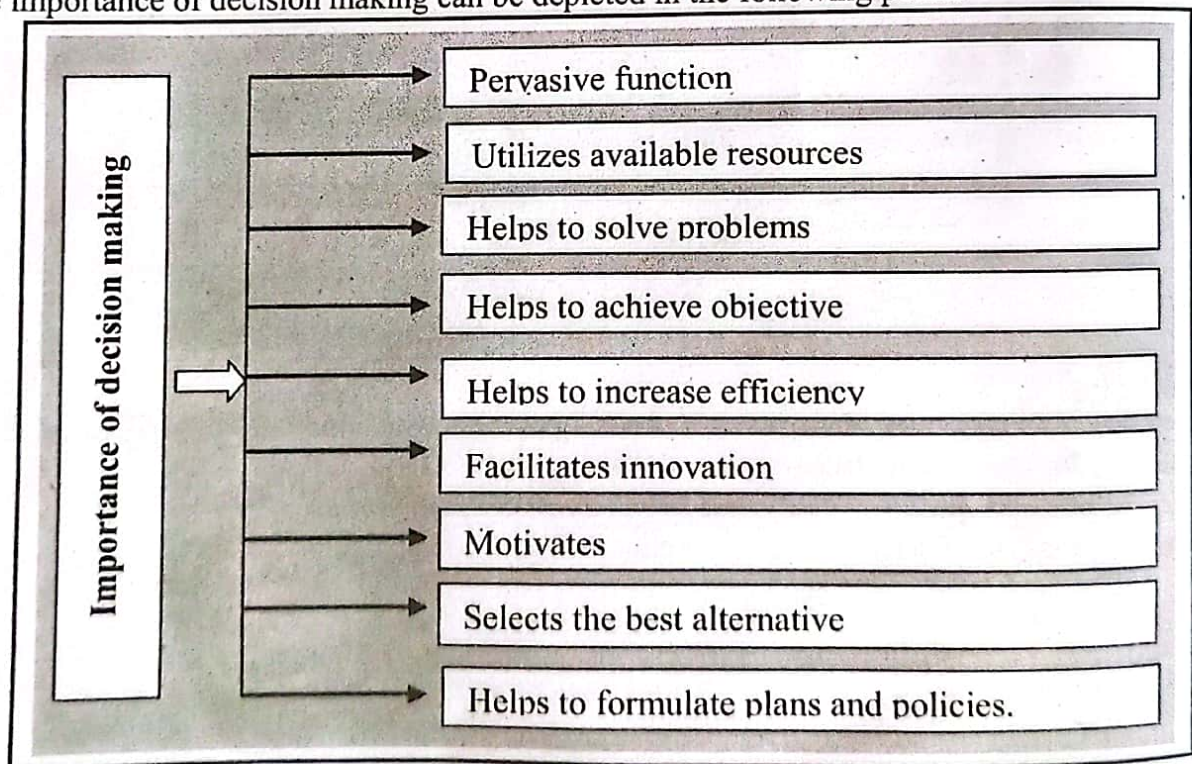
Decision - Making

- Decision making is one of the parts of planning process which includes the task of selecting the best alternative from two or more two alternatives.
- Process of developing and analyzing alternatives and making choice.
- Thought process of selecting a logical choice from the available alternatives



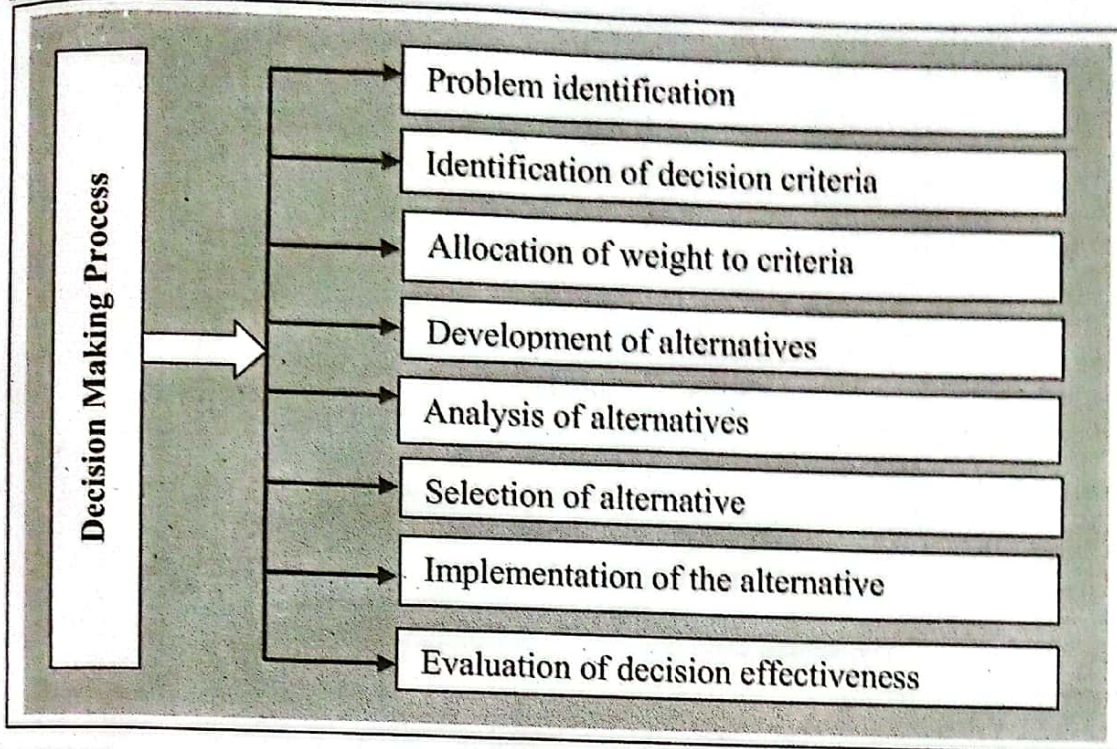
Importance of decision making

The importance of decision making can be depicted in the following points



Decision Making Process

Steps in Decision Making Process:



Organizing

- The Second function of the management is getting prepared and getting organized.
- The management must organize all its resources beforehand, to follow the course of action decided during the planning process.
- While determining the hierarchy of the organization, managers must look at the requirements of different divisions or departments.
- They must also ensure the harmonization of staff, and try to find out the best way to handle the important tasks and reduce unnecessary expenditure within the company.
- Management determines the division of work according to its need. It also has to decide for suitable departments to hand over authority and responsibilities.

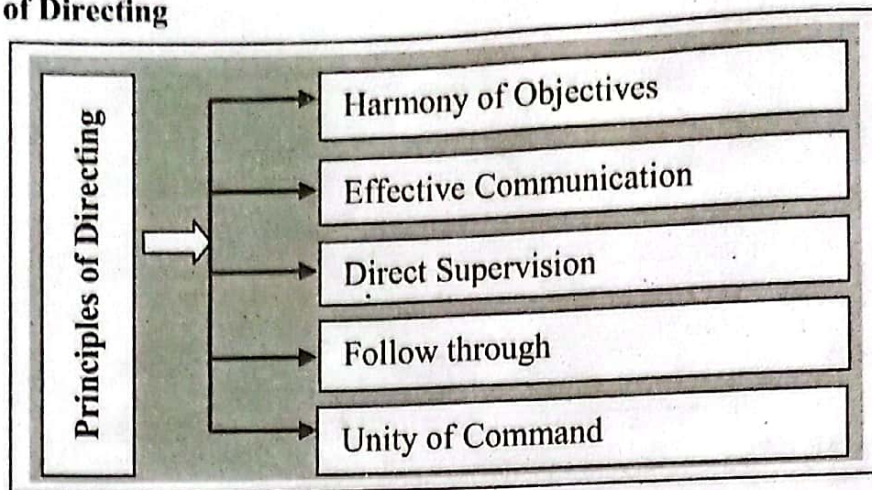
Directing

- Directing or leading is the third function of management.
- Working under this function helps the management control and supervise the actions of the staff.
- It also enables them to render assistance to the employees by guiding them in the right direction, to achieve the company's goals and also accomplish their personal or career goals, which can be powered by motivation, communication, department dynamics, and department leadership.

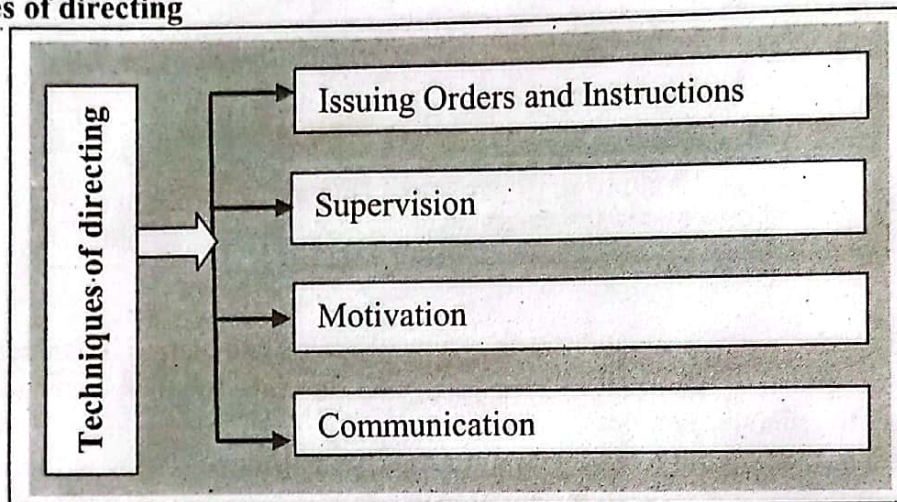
Characteristic features of the directing function

- Directing attempts to motivate and lead the employees toward the planned objectives. It is therefore inspirational in nature.
- Directing aims to delegate tasks to subordinates, doing this the right way can be helpful in increasing the productivity of the entire organization

Principles of Directing



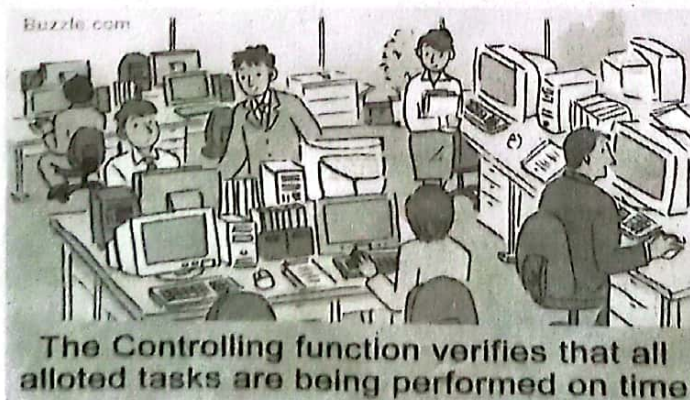
Techniques of directing



Controlling

Controlling is a process of measuring performance and taking action to ensure the desired results. It is a critical function because it ensures that all the management functions of planning, organizing, and directing as well as mechanical processes of an organization performed as planned.

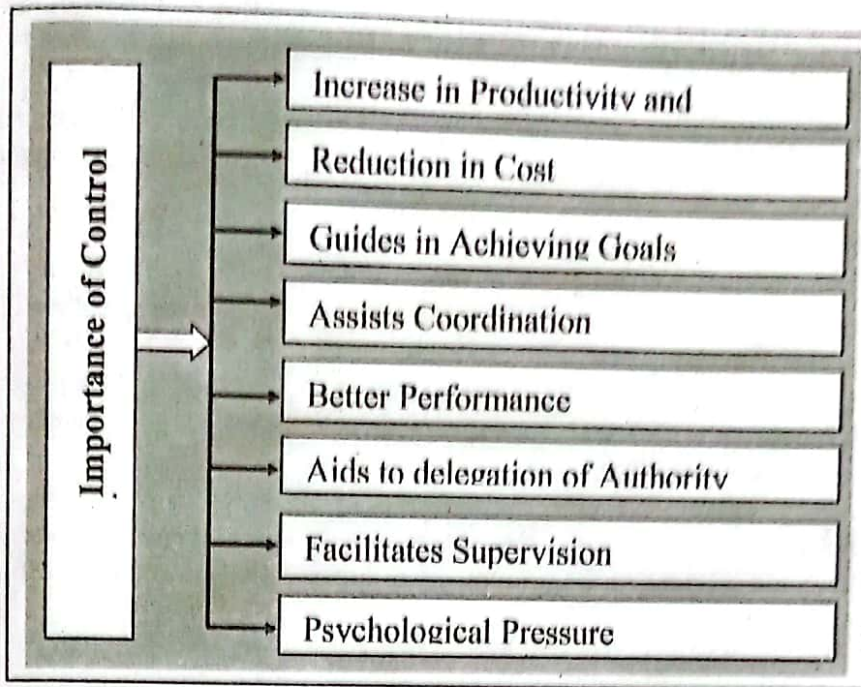
In conclusion



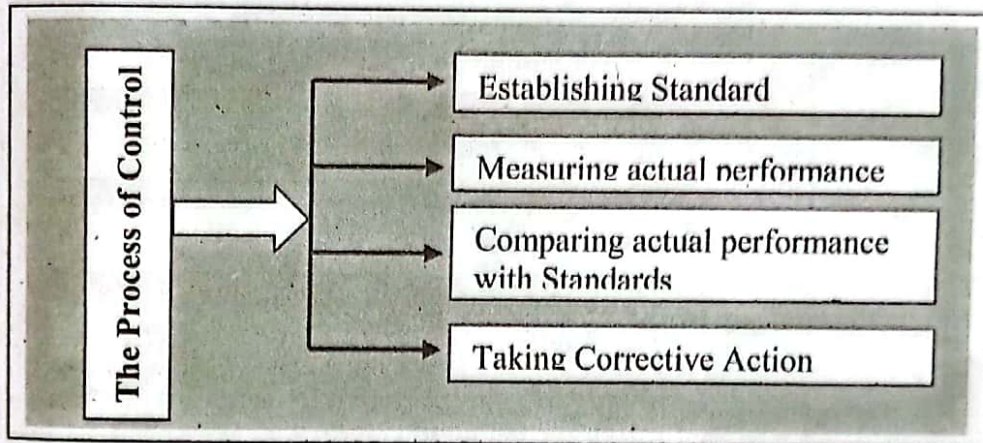
- Control – these functions of management, includes establishing performance standards, which are aligned to the company's objectives.
- It also involves evaluation and reporting of actual job performance.

- This leads to further corrective and preventive actions.
- The controlling function aims to check if the tasks being allotted are performed on time and according to the standards set by the quality department.

Importance of Control



The Process of Control



Techniques of Control System

1. Process Control <ul style="list-style-type: none"> • Pro - Control System • Concurrent Control • Post Control 	2. Physical and Financial Control	3. Internal and External	4. Formal and Informal	5. Budgetary & Non Budgetary Control <div> Budgetary Control <ul style="list-style-type: none"> • Financial Budget • Operating Budget • Non- Monetary Non Budgetary Control <ul style="list-style-type: none"> • Financial Statement • Ratio analysis • Auditing • Breakeven point analysis </div>
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Others functions of Management- Staffing

- Some modern management experts also include the function of staffing as an important management practice.
- Without human resources, no organization can get off the ground, let alone do business and make profits.
- Even the most labor efficient business models like online marketing and consulting require expertise in the form of knowledgeable individuals whose job it is to identify trends, do research and provide business plans or solutions to problems.
- In industries where man power is required for important processes of production such as manufacturing, mining, automobiles and heavy engineering, staffing can be a crucial aspect of the business.

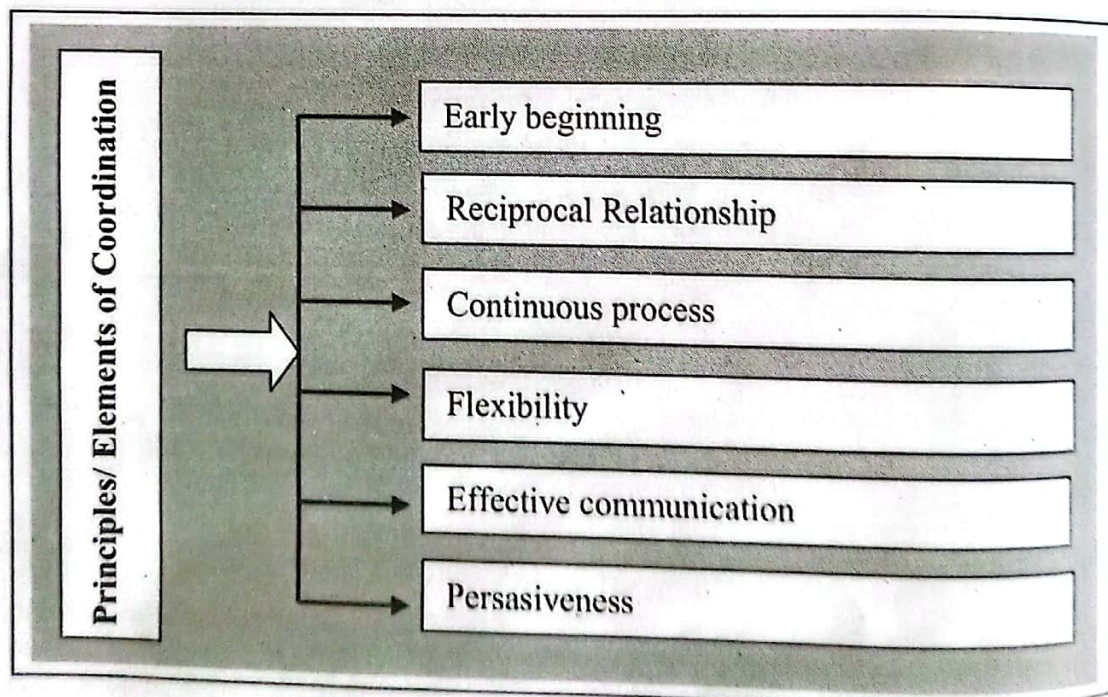
Distinct features of staffing

- Staffing is an important function because it puts the right man in the right job.
- It is an ongoing activity as employees keep leaving and joining the company, they also retire from time to time leaving empty places in various positions.
- Efficiency is a prime focus of this function as managing people is the toughest job there is, everything must be accounted for, leaves, payments, benefits, medical allowances, social security accounting and much more.

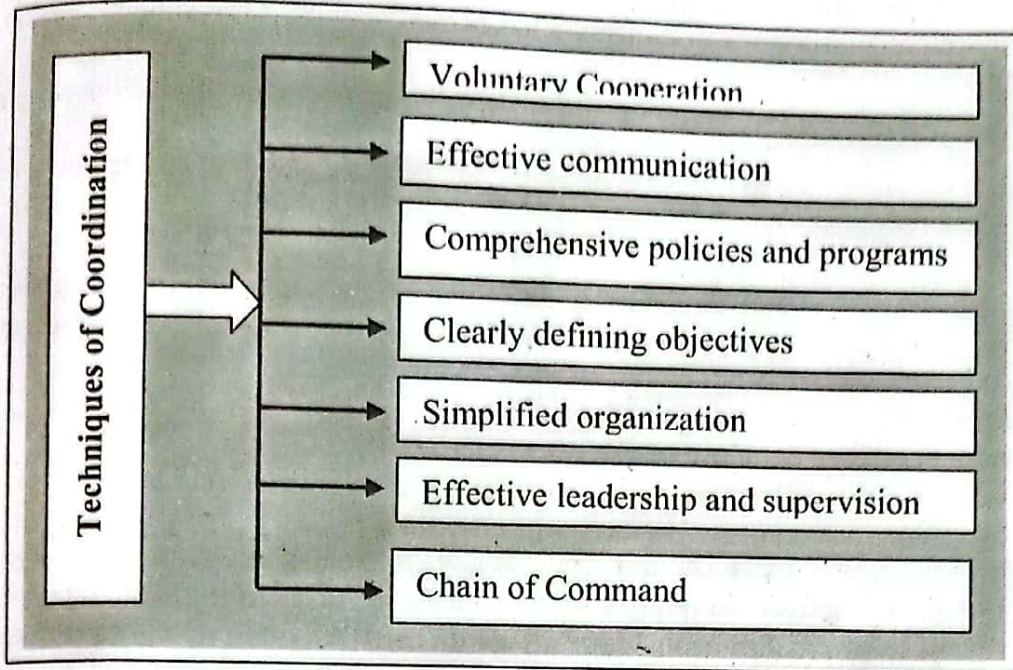
Co-ordination

- Coordination is the synchronization and integration of activities, responsibilities and command and control structure to ensure that the resource of an organization is used most efficiently in pursuit the specified objectives.

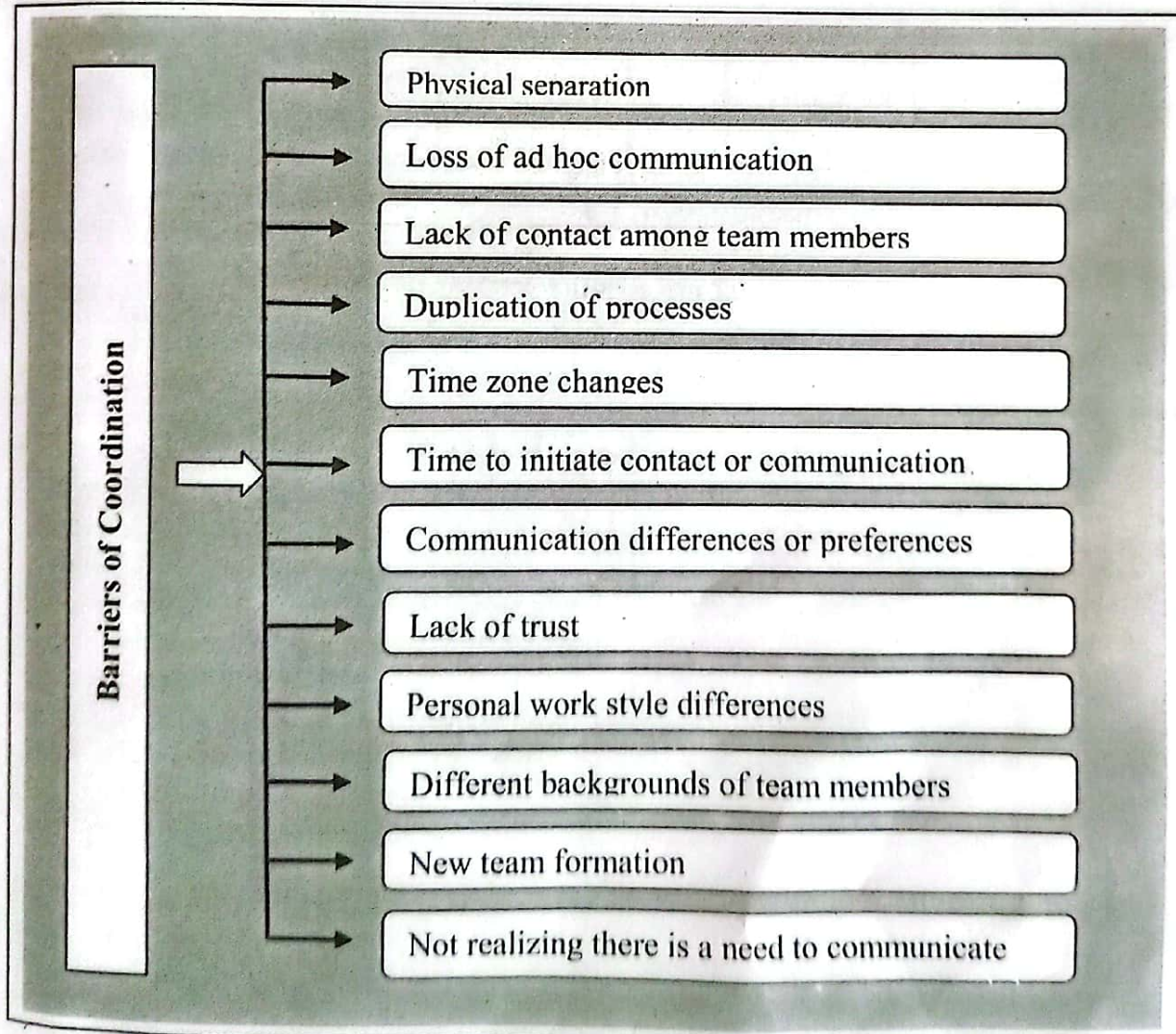
Principles/ Elements of Coordination



Techniques of Coordination



Barriers of Coordination

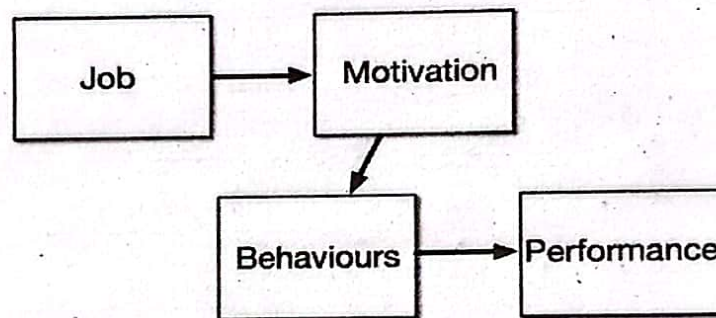


Others functions of Management- Motivating

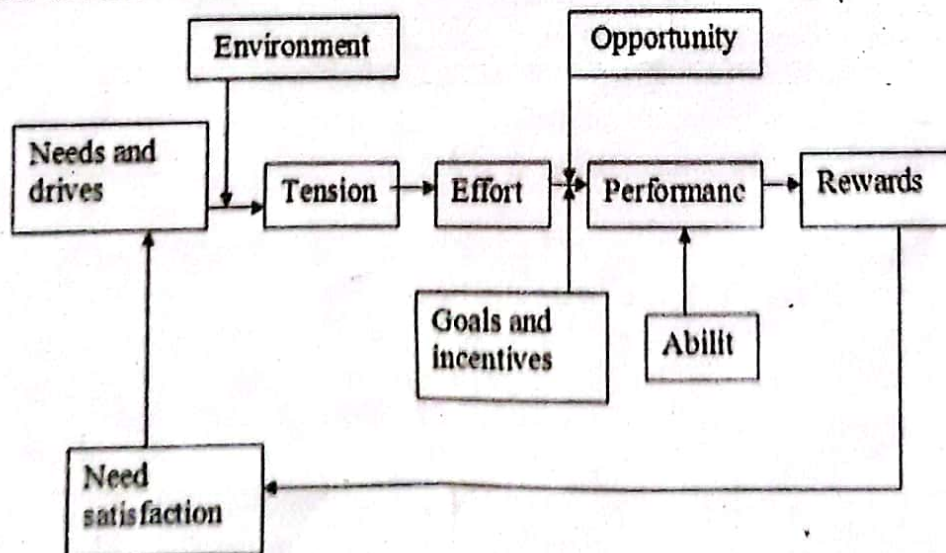
- Planning has been established and organization has begun; now the motivation is necessary to carry out the whole work.
- In management motivation refers ways in which managers promote the productivity in their employees.
- Motivating is a manager's job to motivate employees to do their jobs well and feel to perform well with happiness.

Motivation

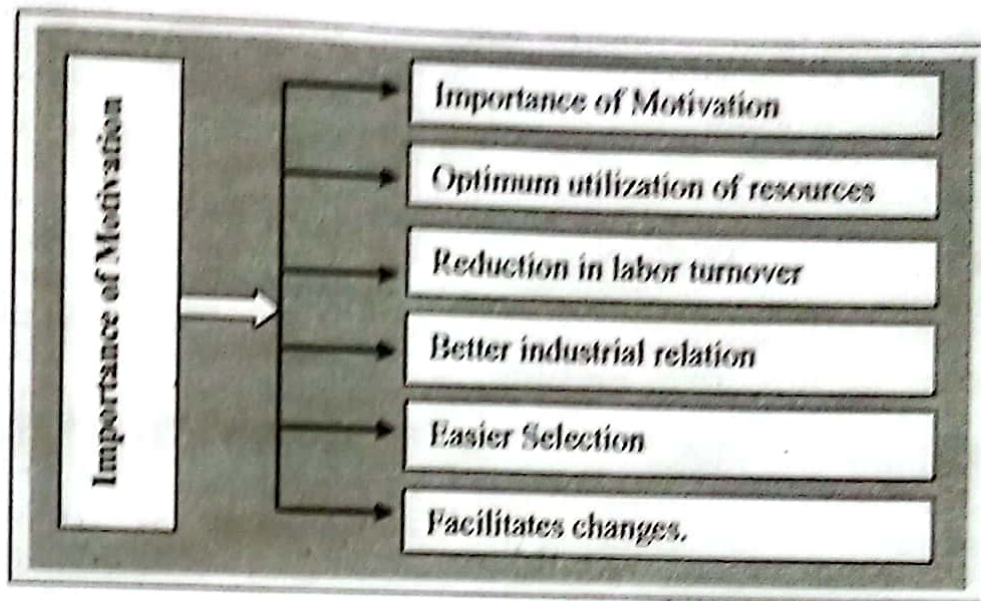
- Motivation is the process of stimulating people to actions to accomplish corporate goals; People can be motivated to fulfill desire for money, success, recognition, job satisfaction, team work and so on.
- It is a psychological aspect, complex and unpredictable.
- The willingness to achieve organizational objectives.
- People are motivated by self-interest – the key to understanding motivation.
- The set of forces that causes people to behave in certain ways.
- The goal of managers is to maximize desired behaviors and minimize undesirable behavior.
- Motivation is general inspirational process which gets the members of the team to pull their weight effectively, to give their loyalty to the group, to carry out properly the tasks that they accepted and generally to play an effective part in the job that the group has undertaken.



Process of Motivation



Importance of Motivation



Relationship between Motivation and Performance

- Managers strive to motivate people to perform at high levels
- Job performance depends on ability and environment as well as motivation.

Performance = Motivation (M) + Environment (E) + Ability (A)

To reach high levels of performance,

- An employee must want to do the job well (Motivation)
- Must be able to do the job effectively (ability) ;
- and must have the materials , resources , equipment and information required to do the job(Environment)

Thus a manager should thus strive to ensure that all three conditions are met.

Theory of Motivation

Maslow's Hierarchy of Needs Theory

- This theory condenses needs into five basic categories.
- Maslow ordered these needs in his hierarchy, beginning with the basic psychological needs and continuing through safety, belonging and love, esteem and self-actualization.
- In his theory, the lowest unsatisfied need becomes the dominant, or the most powerful and significant need.
- The most dominant need activates an individual to act to fulfill it. Satisfied needs do not motivate. Individual pursues to seek a higher need when lower needs are fulfilled.



Herzberg's Motivation - Hygiene Theory

(Also known as two - factor and Dual - factor theory)

This theory is based on Job Environment.

- **Hygiene Factors:** Hygiene factors are those job factors which are essential for existence of motivation at work place.

- If the **hygiene factors**, for example salary, working conditions, work environment, safety and security are unsuitable (low level) at the workplace, this can make individuals unsatisfied and dissatisfied with their job.
- As per Herzberg: the hygiene factors cannot be regarded as motivational (Hygiene factors are called satisfiers)
- Important for motivation but if not available leads to dissatisfaction.
- **Motivating factors:** Motivating factors, on the other hand, can increase job satisfaction, and motivation is based on an individual's need for personal growth.
- Motivational Factors are: recognition, sense of achievement, growth, promotional opportunities, responsibility, meaningfulness of work etc.

Motivational Factors	Hygiene Factors
<ul style="list-style-type: none"> • Achievement • Recognition • The work itself • Responsibility • Growth <p><i>motivates the worker / staffs.</i></p>	<ul style="list-style-type: none"> • Company policies • Supervision • Relations with supervisor and peers • Work conditions • Salary • Status • Security <p><i>does not motivate but if not built leads to job dissatisfaction.</i></p>

Douglas McGregor and Theory X and Y

- Theory X and Theory Y are theories of human motivation that were developed by Douglas McGregor.
- These theories describe two contrasting models of workforce motivation that have been used in human resource management.

Assumptions of Theory X

Theory X represents the negative view of employees. So, the manager needs to control, punish, and direct the employees. Theory X has the following assumptions:

- Employees do not like to work and if possible they like to avoid works.
- Employees want to be directed/ guided, they do not like to take responsibilities, and want security.
- Most employees have little capacity. They do not solve organizational problems.

Assumptions of Theory Y

Theory Y represents positive view of employees. So, manager doesn't need to control, punish, and direct the employees. Theory Y has the following assumptions:

- Employees like to work, and work is a part of their life. They enjoy work
- Employees willing to take on responsibly.
- Employees are capable of creativity, ingenuity, and self - direction.

Theory X	Theory Y
Managers feel that workers:	Managers feel that workers:
<ul style="list-style-type: none"> • Are naturally lazy and dislike work • Are motivated only by money • Avoid responsibility and want to be directed. 	<ul style="list-style-type: none"> • Enjoy work • Are motivated by the range of factors such as esteem. • Like to make their own decisions • Are ambitious.

Leadership

Leadership is a crucial activity of influencing people to achieve organizational objectives. It guides a group or organization.

In Conclusion

- Leadership is the ability to motivate others to accomplish goals.
- All effective leaders share key qualities that get the job done and keep the group together.

Quality of Effective Leader

- **Integrity:-** honest, trustworthy, dependable, straightforward, use good judgment based on solid values and principles.
- **Vision:-** Open minded; look to the future for opportunities and challenges; use their vision and creativity to motivate others
- **Perseverance** – persistent, focused and resourceful
- **Consideration:-** aware and considerate of others
- **Team oriented:-** committed to the team effort; identify and value the backgrounds, viewpoints, skills and talents of others on the team.

Types of Leadership

- **Coaching Leadership:** Quickly recognize their team members' strength, weakness and motivation to help each individual improve.
- **Visionary Leadership:-** Visionary leaders have a powerful ability to drive progress and usher in periods of change by inspiring employees and earning trust for new ideas.
- **Servant Leadership:-** Servant leaders live by a people-first mindset and believe that when team members feel personally and professionally fulfilled, they're more effective and more likely to produce great work regularly.
- **Autocratic Leadership:-** Also called the authoritarian style of leadership, this type of leader is someone who is focused almost entirely on results and efficiency.
- **Laissez-faire or hands-off Leadership:-** This leadership style is the opposite of the autocratic leadership type, focusing mostly on delegating many tasks to team members and providing little to no supervision.
- **Democratic Leadership:-** The democratic leadership style (also called the participative style) is a combination of the autocratic and laissez-faire types of leaders. A democratic leader is someone who asks for input and considers feedback from their team before making a decision.
- **Bureaucratic Leadership:-** Bureaucratic leaders are similar to autocratic leaders in that they expect their team members to follow the rules and procedures precisely as written

Approaches/Principles of Leadership

- **Trait approach Theory of Leadership:** Focus on leader's personal characteristics;
- **Behavioral or Personal approach :** Focus on leader's behavior vis -a-vis followers
- **Situational approach or Contingency approach:** Focus on match between leader's behavior and situational characteristics.

Multiple Choice Questions

1. **Henry Fayol's General theory of Administration is applicable at _____**
(a) Policy management level (b) Top management level
(c) Middle management level (d) Workshop management level
2. **"Authority is the right to act, or command other to act, toward the attainment of organizational goal" Whose statement is this _____?**
(a) Henry Fayol (b) Stephen P. Robbins (c) Theo Hayman (d) M.E. Harley
3. **McGregor's name is most commonly associated with which of the following _____**
(a) Bureaucratic theory. (b) Scientific management

MCQ on Fundamental of Management

1.14 Syllabus of PSC

1. The concept of 'Management by Objectives' was introduced by

- A. Frederick Herzberg. B. F.W. Taylor C. Elton Mayo **D. Peter F. Drucker**

2. Scalar Chain denotes

- A. a Production Process B. an Appraisal Process C. Span of Management.

D. authority from the highest to the lowest ranks.

3. Which one of the following examples is not included in the intangible premises of planning.

- A. Public Relations B. Employee Morale **C. Labour Hours** D. Competitive Strength

4. Which one of the following elements is odd with Weber's Six Major Principles?

- A. Hierarchical Structure **B. Unity of Command** C. "In-focused" mission D. Technical Qualifications.

5. Decisions which are repetitive and can be established well in advance to solve the day-today problems in an organization are known as

- A. Programmed Decisions** B. Non-programmed Decisions C. Personal Decisions
D. Heuristic Techniques

6. In the case of selecting candidates in an organization, the first step is

- A. Preliminary Interview B. Back ground Investigation **C. Blank Application** D. Medical Examination

7. Reporting relationship is a step of

- A. Planning **B. Organizing** C. Leading D. Medical Examination

8. All the following principles are included in 'Directing' except

- A. Harmony of Objectives B. Unity of Command **C. Coordination** D. Follow up

9. Controlling involves 17

- A. Determining the Objectives **B. Setting Standards of Performance**

- C. Identifying Activities for the Creation of Departments
- D. Directing the People towards Accomplishment of Common Goals

10. 'No news is good news' relate to

- A. Historical Feedback Control
- B. Predictive Feed Forward Control
- C. Critical Point Control
- D. Control by Exception**

11. Authority is

- A. Right to do something**
- B. Ability to do something
- C. Derived from many sources
- D. Not visible from organizational chart

12. Vroom's Theory of Motivation is known as

- A. Need Hierarchy Theory
- B. Equity Theory
- C. Expectancy Theory**
- D. Theory X and Theory Y

13. Which one of the following needs is missing in the 'Hierarchy of Needs' Theory?

- A. Psychological Needs
- B. Physiological Needs
- C. Safety Needs
- D. Wealth Needs**

14. Which one of the following elements is associated with Herzberg's Model?

- A. Self – Actualization
- B. Safety
- C. Esteem
- D. Hygiene**

15. Which one of the following methods is included in the 'off-the-job-training'?

- A. Coaching
- B. Case Studies**
- C. Apprenticeship Training
- D. Vestibule Training

16. Under the Likert's Four Management System, which one of the following adopts a paternalistic approach towards the subordinates?

- A. System 1 – Exploitative Autocratic
- B. System 2 – Benevolent Autocratic**
- C. System 3 – Consultative
- D. System 4 – Democratic

17. Which one of the following is not the merit of Oral communication?

- A. Authenticity**
- B. Effective
- C. Easy Communication
- D. Instant Feedback

18. 'Simulation' is useful

- A. to observe the behavior of a system
- B. to find solution to the Waiting-line Problem
- C. to optimize the objective function
- D. to make decision under competition

19. Flow of communication among the same level of people is known as

- A. Upward communication
- B. Downward communication
- C. Horizontal communication
- D. Formal communication

20. Which one of the following is not an objective of MIS?

- A. To facilitate the Decision making process
- B. To provide requisite information at each level of management
- C. To support the Decision making Process
- D. To recruit people for the system

21. Which one of the following is not included in Scientific Management technique?

- A. Division of labour
- B. Scientific selection
- C. Training and placement of workers
- D. Hierarchical Structure

22. Under Fayol's 14 Principles of Management, which one of the following factor is related with Esprit de Corps?

- A. Division of work
- B. Team Work
- C. Personal ability
- D. Personal interest

23. In the organization, reporting relationship is a function of

- A. Planning
- B. Organizing
- C. Leading
- D. Controlling

24. Which one of the following is not included in "The Managerial Activities"?

- A. Commanding
- B. Controlling
- C. Accounting
- D. Organizing

25. Heuristic techniques refer to

- A. Trial and Error technique
- B. Group Decision making technique
- C. Brain Storming technique
- D. Critical Problem Solving technique

26. Which one of the following is not correct in case of planning?

- A. Planning is goal oriented
- B. Planning is pervasive

C. Planning is discreet function

D. Planning is flexible

27. PERT stands for

A. Progressive Evaluation and Review Tool

B. Programme Evaluation and Review Technique

C. Programme Evaluation and Regression Technique

D. Progressive Evaluation and Regression Tool

28. 'Cybernetics' relates to

A. Feed-back control

B. Feed-forward control

C. Steering control

D. Critical point control

29. Directing is a

A. Discreet process

B. Continuous process

C. One-way process

D. Circular process

30. Which one of the following is an example of non-routine decisions?

A. Decision related to fill up the vacated position of an organization

B. Decision related to launch a new production plant

C. Decision related to restructure the organization for improvement

D. Decision related to take over a sick unit

31. In making a decision, 'game theory' is useful under conditions of

A. Certainty

B. Various probabilities

C. Competitive rivalry

D. Irregular demand

32. Referent power is the

A. Power of ability to grant or withhold the rewards to others

B. Power of ability to punish others for not carrying out orders

C. Power of dominance over others through specialized knowledge

D. Power of attracting peoples towards a person himself or herself

33. Which one of the following techniques does not imply 'On-the-job training' method?

A. Apprenticeship training

B. T-Group training

C. Vestibule training

D. Self-improvement programmes

34. Which leadership style permits quick decision making?

- A. Democratic Style
- B. Laissez Fair Leadership
- C. Authoritarian Leadership
- D. None of the above

35. Programmed decisions are concerned with

- A. Basic decisions
- B. Unique decisions
- C. Repetitive and Routine decisions
- D. Non-routine decisions

36. Channels of communication in an informal organization is known as

- A. Grapevine
- B. Gangplank
- C. Upward communication
- D. Downward communication

37. When communication flows from top to bottom is known as

- A. Upward communication
- B. Downward communication
- C. Horizontal communication
- D. Formal communication

38. An individual's degree of like or dislike of oneself is known as

- A. Self-belief
- B. Self-concept
- C. Self-efficacy
- D. Self-esteem

39. Close supervision, control of subordinates, centralization of authority, autocratic leadership styles are the features of

- A. Need hierarchy theory
- B. Two factor theory
- C. Theory X
- D. Theory Y

40. Existence, Relatedness and Growth (ERG) theory was propounded by

- A. Alderfer
- B. Likert
- C. Vroom
- D. Herzberg

41. _____ is called as the father of Scientific Management.

- A. Henri Fayol
- B. F.W. Taylor
- C. Max Weber
- D. Elton Mayo

42. Administrative function is the _____ managerial function.

- A. top-level
- B. middle – level
- C. lower – level
- D. supervisory level

43. _____ form the basis for the functioning of an organization.

- A. Profits
- B. Objectives
- C. Policies
- D. Strategies

44. _____ is a means to an end.

A. Organising B. Planning **C. Controlling** D. Coordinating

45. _____ is the foundation of most successful actions of all enterprises.

A. Controlling **B. Planning** C. Organising D. Directing

46. _____ process is called a negative process.

A. Training B. Placement **C. Selection** D. Induction

47. Control by Exception is also known as _____

A. Management by Exception B. Management by Objectives

C. Decision making D. Management Information System

48. _____ is concerned with the total manner in which a manager influences the actions of subordinates.

A. Planning B. Organising **C. Directing** D. Staffing

49. _____ is the essence of management.

A. Directing **B. Coordinating** C. Controlling D. Planning

50. _____ refers to the process of passing information from one person to another and its understanding.

A. Planning **B. Communicating** C. Controlling D. Motivating

51. _____ defines management as the process of getting things done by and through others.

A. Hicks B. Massie C. Fayol D. Drucker

52. _____ has defined authority as the power to take decisions which guide the actions of others.

A. Simon B. Barnard C. Terry D. Taylor

53. _____ flows from the top-level management to the bottom level management.

A. Authority B. Performance C. Responsibility D. Accountability

54. _____ power is the ability to punish others for not carrying out orders.

A. Reward B. Legitimate C. Expert **D. Coercive**

55. The process of assigning work to others and giving them authority to do that is _____

A. Controlling B. Organising **C. delegating authority** D. directing

56. Under _____ leadership system, goals are set and work-related decisions are taken by the subordinates.

A. Exploitative B. Benevolent C. Authoritarian **D. Democratic**

57. _____ propounded the need-based theory of motivation.

A. Vroom B. Porter **C. Maslow** D. Mc Gregor

58. Autocratic Leadership is also known as _____ leadership.

A. Authoritarian B. Democratic C. free rein D. participative

59. _____ is not a quantitative technique of decision-making.

A. Linear programming B. Game Theory **C. Management by Objectives** D. Simulation

60. Decision making is expected to be based on _____

A. competitors policies **B. rational thinking** C. government policies D. workers activities

61. Father of the Principles of Management is _____

A. Drucker B. Terry **C. Fayol** D. Taylor

62. Management is the art of _____

A. managing customers B. making super normal profit
C. keeping competitors under pressure **D. getting things done by groups of people**

63. Scientific Management is concerned with _____

A. co-operation, not individualism B. increased production through long experience

C. application of scientific principles to the management of production

D. increased sales

64. _____ is an intellectual process

A. Controlling **B. Planning** C. Organising D. Directing

65. The military organization leads to _____

A. Specialization **B. unified control** C. over loading D. over dependence

66. Which one of the following is not a barrier to effective communication?

A. Selective Perception **B. Defensiveness** C. Emotions D. Filtering

67. _____ refers to the introduction of a person to the job and the organization.

A. Induction B. Selection C. Recruitment D. Placement

68. _____ is the use of influence to motivate employees to achieve organizational goals.

A. Planning B. Organising **C. Leading** D. Motivating

69. The purpose of control is to _____

A. fix standard B. measure actual performance C. find out deviation **D. (a), (b) & (c)**

70. _____ is that managerial function which initiates organized action.

A. Directing B. Organising C. Leading D. Motivating

71. The elements of the management process are known as the _____ of management.

A. Functions B. Nature C. Concept D. Scope

72. Authority is derived from _____

A. Position B. Seniority C. technical competence D. qualifications

73. _____ power is derived from the formal position of a person in the organization.

A. Social B. Coercive C. Expert **D. Legitimate**

74. Concurrent Control is also known as _____

A. Feedback Control B. Feedforward Control **C. Steering Control** D. Critical Point Control

75. _____ leadership is a compromise between laissez fair and autocratic leadership.

A. Persuasive **B. Democratic** C. Institutional D. Free Rein

76. _____ of motivation is also known as Two factor Theory of Motivation.

A. Maslow's Theory **B. Herzberg's Theory** C. Mc Gregor's Theory D. Vroom's Theory

77. _____ leader exercises complete control over the subordinates.

A. Autocratic B. Democratic C. Participative D. Free Rein

78. Dispersal of authority throughout the organization is _____

A. Delegation of Authority **B. Decentralisation of Authority**

C. Wide Span of Control

D. None of (A), (B) & (C)

79. _____ is an act of choice wherein a person comes to a conclusion about what has to be done in a given situation.

A. Planning

B. Organising

C. Decision making

D. Controlling

80. _____ is the father of Management.

A. Fayol

B. Drucker

C. Taylor

D. David

81. _____ is the chain of the superiors existing from the highest authority to the lowest ranks.

A. Unity of Command

B. Unity of Direction

C. Scalar Chain

D. Authority

82. Fayol viewed management as a process consisting of _____ functions which every manager performs.

A. 4

B. 5

C. 6

D. 7

83. Corporate Planning is done by the _____

A. Top Level Management

B. Lower Level Management

C. Middle Level Management

D. Consultant

84. _____ refers to training conducted away from actual work setting.

A. Conference Method of Training

B. Coaching

C. Job Rotation

D. Vestibule Training

85. _____ involves interpretation of the message by the receiver.

A. Encoding

B. Decoding

C. Feedback

D. Medium

86. _____ is that managerial function which analyses the alternatives available.

A. Planning

B. Organising

C. Directing

D. Staffing

87. _____ is the essence of Management.

A. Decentralisation

B. Span of Management

C. Training

D. Planning

88. _____ refers to the process of passing information from one person to another.

A. Planning

B. Communication

C. Controlling

D. Motivation

89. Which one of the following is not related to Control?

- A. To fix the standard
B. To measure the actual performance
C. To find out the deviation
D. To communicate

90. Which one of the following was suggested by Fayol?

- A. Management by Exception
B. Unity of Direction
C. Delegation of Authority
D. Centralisation

91. Which one of the following is not a part of the communication process?

- A. Encoding
B. Decoding
C. Medium
D. Situation

92. _____ is necessary to take decisions to guide the actions of others.

- A. Authority
B. Planning
C. Centralisation
D. Responsibility

93. _____ is the process of entrusting part of the work by the superior to his/hersubordinates.

- A. Centralisation
B. Accountability
C. Delegation of Authority
D. Responsibility

94. _____ flows from the lower-level management to the top level management.

- A. Authority
B. Responsibility
C. Centralisation
D. Decentralisation

95. A decision to launch a new product is a / an _____

- A. Programmed Decision
B. Non – routine Decision
C. Personal Decision
D. Organisational Decision

96. _____ process is an interplay of three elements – the leader, the follower and the situation.

- A. Control
B. Motivation
C. Leadership
D. Planning

97. _____ has modified the Hierarchy of Needs Theory of motivation.

- A. Vroom
B. Mc Gregor
C. Herzberg
D. Mc Clelland

98. There can be no leadership without _____

- A. Managers
B. Subordinates
C. Followers
D. Supervisors

99. _____ decisions are of non-repetitive nature.

- A. Basic
B. Routine
C. Personal
D. Policy

100. Bureaucracy Theory was invented by

- A. Elton Mayo B. Henri Fayol **C. Max Weber** D. Peter Drucker

101. According to Fayol's 14 principles of management, division of work is necessary

- A. to enjoy the benefits of specialization** B. to give orders to sub-ordinates
C. to receive orders from superior D. to ask for obedience

102. Which one of the following is not the characteristics of Planning?

- A. Planning is flexible B. Planning is pervasive
C. Planning is goal – oriented **D. Planning is a discreet function**

103. Which one of the following examples is not included in the intangible premises of Planning?

- A. Public Relations B. Employee Morale **C. Labour Hours** D. Competitive Strength

104. Management is a

- A. Discreet process **B. Continuous process** C. One-way process D. Two-way process

105. Which one of the following is not a function of management?

- A. Grouping** B. Planning C. Staffing D. Leading

106. Controlling involves

- A. determining the objectives B. identifying the activities for the creation of department
C. directing the people towards accomplishment of common goals
D. setting standards of performance

107. Which one of the following is not a Technique of Control?

- A. Management Audit **B. Management by Objectives**
C. Management Information System D. Break – Even Analysis

108. Direction is a

- A. Discreet process **B. Continuous process** C. One way process D. Circular process

109. In the case of selecting candidates in an organization, the first step is _____

- A. Preliminary Interview B. Background Investigation

C. Blank Application

D. Medical Examination

110. Which one of the following methods is included in the 'off-the-job' Training?

A. Coaching

B. Role Playing

C. Apprenticeship Training

D. Vestibule Training

111. The last step of 'Staffing Process' is

A. Training and Development

B. Placement and Induction

C. Recruitment

D. Selection

112. Leadership is the process of exerting influence on

A. Customers

B. Competitors

C. Suppliers

D. Group Members

113. Coercive Power is the

A. power to grant or withhold the rewards to others

B. power to punish others for not carrying out orders

C. power to dominance over other through specialized knowledge

D. power to attracting peoples towards a person himself or herself

114. Which one of the following needs is missing in the 'Hierarchy of Needs' theory?

A. Psychological needs.

B. Physiological needs.

C. Safety needs.

D. Wealth needs.

115. 'Grapevine' is

A. well-defined communication systems consisting of formal memos, reports etc

B. channels of communication in an informal organization

C. social interactions which take place among different types of people

D. the telegraph wires strung over trees across the battlefield

116. 'Responsibility is the duty'. It was propounded by _____

A. Elton Mayo

B. Peter Drucker

C. Chester Barnard

D. M.E. Hurlley