

ANSWER ALL THE QUESTIONS IN THIS EXAM

MARK (1*100 = 100 MARKS)

1. The ancient approach to management that advocates that there is "one best way" for a job done' is termed as:
- ☒ A. Scientific approach
 - ☐ B. Behavioural approach
 - ☐ C. General administrative approach
 - ☐ D. Classical approach
2. The approach to management that focuses on describing what managers do and what constitutes good management practice is described as:
- ☐ A. Behavioural approach to management
 - ☒ B. General administrative theory
 - ☐ C. Classical theory
 - ☐ D. Quantitative approach
3. According to Fayol's principles of management, the degree to which subordinates are involved in decision making is termed as:
- ☒ A. Centralization
 - ☐ B. Order
 - ☐ C. Scalar chain
 - ☐ D. Equity
4. One of the following is an example of Taylor's Scientific Management principle.
- ☐ A. The degree to which subordinates are not involved in decision making.
 - ☐ B. Managers being unkind and unfair to their subordinates
 - ☐ C. Managers trying to do their own things without cooperating with subordinates.
 - ☒ D. The line of authority from top management to the lowest ranks
5. The two followers of Taylor who devised a classification scheme to label 17 basic motions called **therbligs** were:
- ☐ A. Henri and Lilian Fayol
 - ☒ B. Frank and Lilian Gilbreth
 - ☐ C. Frank and Margaret Gilbreth
 - ☐ D. Henri and Margaret Fayol

6. The kind of Studies that had a game-changing impact on management beliefs about the role of people in organizations is described as:

- A. Scientific studies
- B. Hawthorne studies**
- C. Organizational Behaviour studies
- D. None of the above

7. The use of quantitative techniques to improve decision making is also known as:

- A. Organizational Behaviour
- B. Management Science**
- C. Social Science
- D. All of the above

8. With respect to Henri Fayol's the principles of management, the principle which says that employees allowed to originate and carry out plans will exert high levels of effort is described as:

- A. Discipline
- B. Unity of direction
- C. Initiative**
- D. Scalar chain of command

9. The principle of management which says employees that promoting team spirit will build harmony and unity within the organization is termed as:

- A. Equity
- B. Fairness
- C. Esprit de corps**
- D. Order

10. Henry Fayol's principle of management which says every employee should receive orders from only one superior is termed as:

- A. Order
- B. Unity of command**
- C. Equity
- D. None of the above

11. The field of study that researches the actions of people at work is called:

- A. Scientific Management
- B. Bureaucratic Management
- ☒ C. Organizational Behaviour
- D. Organizational Science

12. The famous Hawthorne experiment that provided new insights into individual and group behaviour was conducted in one of the following companies?

- A. Weber company limited
- B. Eastern Electric company
- ☒ C. Western Electric company
- D. None of the above

13. The Hawthorne experiment was conducted in the year?

- A. 1914
- B. 1945
- C. 1936
- ☒ D. 1924

14. According to Max Weber, the theory of authority structures and relations based on an ideal type of organization is termed as:

- A. Scientific management
- ☒ B. Bureaucracy approach
- C. Classical approach
- D. General Administrative approach

15. The Total Quality Management aspect which posits that quality can always be improved can also be termed as:

- A. Processed focus
- B. Improvement in the quality of everything
- ☒ C. Concern for continual improvement
- D. None of the above

16. Systems that are not influenced by and do not interact with their environment is described as:

- A. Open system
- B. Sub - system
- C. Closed system**
- D. None of the above

17. The approach to management that says that organizations are different, face different situations and require different ways of managing is known as:

- A. Bureaucratic approach to Management
- B. Behavioural approach to Management
- C. Situational approach to Management**
- D. All of the above

18. All of the following are popular contingency variables **except**:

- A. Organizational size
- B. Routineness of task technology
- C. Environmental uncertainty
- D. All of the above**

19. A routine technologies requires that organizations engage in all of the following activities **except**:

- A. Organizational structures
- B. Leadership styles
- C. Control systems
- D. All of the above

20. One of the following is a characteristic of organizations:

- A. Open system
- B. Closed system
- C. Identifiable boundary
- D. All of the above**

21. Effectiveness at the workplace means "Doing the right things and

- A. Designing organizational goals
- B. Attaining organizational goals
- C. Organising the needed resources
- D. Establishing rules of engagement

22. The act of arranging and structuring work to accomplish organizational goals is known as:

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

23. The managerial function where the manager focuses on working with and through people to accomplish goals is termed as:

- A. Planning
- B. Controlling
- A. Organising
- B. Monitoring

The answer should be LEADING

24. Robert L. Katz proposed that manager's ability to have knowledge and proficiency in a specific field of endeavour is called:

- A. Human relation skills
- B. Conceptual skills
- C. Technical skills
- D. Diagnostic skills

25. There are a number of challenges that modern managers face as they try to achieve organizational objectives through people and they include one of the following:

- A. Giving fair and equitable rewards
- B. Finding themselves in ethical dilemma
- C. Increased emphasis on organizational and managerial ethics
- D. All of the above

26. A manager is rewarded in so many ways because of the challenges associated with his work and the following are aspects of the reward **except**:

- A. Responsible for creating a productive work environment
- B. Engaging in clerical type duties**
- C. Recognition and status in his organization and in the community
- D. Attractive compensation in the form of salaries, bonuses, and stock options

27. The view that the managers in the host country know the best work approaches and practices for running their business is referred to as:

- A. Omnipotent View of Management
- B. Symbolic view of Management
- C. Polycentric Attitude**
- D. None of the above

28. North American Free Trade Agreement (NAFTA) is an agreement among the Mexican, Canadian, and U.S. governments in which certain barriers to trade have been placed on member countries.

- A. True**
- B. False

29. The association of Southeast Asian nations comprises a trading alliance of Southeastern nations.

- A. 5
- B. 10**
- C. 153
- D. 30

30. An organization that decentralizes management and other decisions to the local country is referred to as:

- A. Trade Union
- B. Multi - national Corporation
- C. Multi - domestic Corporation**
- D. International Corporation of Trade

31. A act of purchasing materials or labour from around the world wherever it is cheapest can be termed as:

- A. Global Sourcing
- B. Franchising
- C. Outsourcing
- D. Procurement

32. Global Leadership and Organizational Behavior Effectiveness (GLOBE) program is a research program that studies:

- A. International mobilization of funds for needy countries
- B. Cross-cultural leadership behaviors.
- C. International leadership functions of managers
- D. The behaviour of international leaders

33. As qualitative forecasting applies to using the judgement and opinions of knowledgeable individuals, quantitative forecasting means:

- A. Using a set of statistical information to predict the future.
- B. Anticipates and interprets mathematical data to predict outcome
- C. Using a set of mathematical rules to a series of past data to predict outcome
- D. Reviewing available information to interpret changes in the environment

34. The main objective of the tenets of Frederick Taylor was to:

- A. Improve labour relations
- B. Improve productivity
- C. To attempt a general theory of management
- D. None of these

35. In which respect does formal organization differ from informal organization?

- A. Production process
- B. Structuring
- C. Financial procedure
- D. Purchasing

36. The technique for assessing the environment where large amounts of information is screened to anticipate and interpret changes in the environment is termed as:

- A. Environmental forecasting
- B. Benchmarking
- ☒ C. Environmental scanning
- D. Mass scanning

37. _____ involves giving authority and responsibility to subordinates.

- A. Division of work
- B. Decentralization
- ☒ C. Delegation
- D. Centralization

38. Organization structure establishes formal relationships between

- A. organization and environment.
- ☒ B. people, work and resources.
- C. organization and society.
- D. suppliers and customers.

39. According to Tannenbaum and Schmidt's continuum of possible leadership behaviour, a manager can display four main styles of leader and these include:

- A. Tells, help, joins and leads
- B. Commands, sells, consults and resists
- ☒ C. Tells, sells, consults and joins
- D. Commands, help, joins and leads

40. is the formal agreement of jobs within an organization.

- A. Departmentalization
- B. Organizational design
- ☒ C. Organizational structure
- D. Work specialization

41. The concept of division of labour was first formalized by who?

- A. Edward Demming, 1950
- ☒ B. Adam Smith, 1776
- C. Fredrick Taylor, 1911
- D. Jay Forester, 1963

42. Fredrick Winslow Taylor's Mechanism of Scientific Management includes:

- A. Scientific task setting
- B. Planning the task
- C. Standardization of tools and equipment
- ☒ D. All of the above

43. The main task of this level of management is to determine the overall organisational objectives and strategies for their realisation.

- A. Operational management
- B. Middle level management
- C. First line managers
- ☒ D. Top level management

44. Keziah and her colleagues have been asked to attend a training seminar to learn proper etiquette, appropriate terminology, improvement of communication skills, anti-bullying management styles and how to eliminate sexual harassment within a company. What is this type of training?

- A. Human relations training
- B. Customer service training
- C. Cultural diversity training
- ☒ D. Sensitivity training

45. Which of the following elements is necessary to ensure success in a diverse workforce?
- A. Employee viewpoints regarding gender, nationality, and age are private matters and must not be discussed in the workplace.
 - B. Employees must become multilingual to ensure effective communication
 - C. A workplace where talent from many backgrounds can flourish
 - D. People with disabilities are included, but only if the accommodations required do not cost the company any money to provide.
46. is the term used to describe the formal arrangement of jobs within an organization.
- A. Departmentalization
 - B. Planning
 - C. Work specialization
 - D. Organizational Structure
47. The visual representation of an organization's structure as depicted in showing the relationship between of jobs is called:
- A. Organizational chart
 - B. Organizational design
 - C. Departmentalization trend
 - D. Structuring
48. The following are purposes of organization work **except**:
- A. Dividing work into specific jobs and departments
 - B. Grouping jobs on the basis of available resources
 - C. Coordinating jobs into units
 - D. Clustering jobs into units
49. In as much as specialization results in economies of scale, managers are cautioned to avoid over-specialization because it can lead to diseconomies such as:
- A. Pilfering
 - B. Scarcity of resources
 - C. Boredom and absenteeism
 - D. Decline in the demand of specific products

50. Organizations can structure jobs according to departments on the basis of

- A. Functional and product
- B. Geographical and process
- ☒ C. Both A and B
- D. None of the above

51. The kind of departmentalization where jobs are grouped on the basis of product or customer flow is

- A. Customer departmentalization
- B. Functional departmentalization
- C. Product departmentalization
- ☒ D. Process departmentalization

52. is the continuous line of authority that extends from upper levels of an organization to the lowest levels of the organization which clarifies who reports to whom.

- A. Power
- ☒ B. Chain of Command
- C. Span of control
- D. Responsibility

53. is the number of employees who can be effectively and efficiently be supervised by a manager.

- A. Authority
- ☒ B. Span of control
- C. Unity of command
- D. Responsibility

54. The degree to which decision making is concentrated at upper levels of the organization is described as:

- A. Scalar chain of command
- B. Authority
- ☒ C. Centralization
- D. Decentralization

55. The kind of decision - making process where lower-level employees provide input or actually are given the autonomy make decisions in the organization is:

- A. Freedom of speech
- B. Centralization
- C. Authority
- ☒ D. Decentralization

56. In a more centralized organization the environment is stable whereas in a decentralized one, the environment is.....

- A. Unpredictable
- B. Complex and uncertain
- C. Friendly
- ☒ D. Both B and C

57. In a low formalized organization, there are:

- ☒ A. Fewer constraints on how employees do their work.
- B. Jobs offer little discretion over what is to be done
- C. Organizational design that's rigid and tightly controlled
- D. All of the above

58. The act of motivating, inspiring and influencing people's behaviour with the view to achieving organizational objectives is termed as:

- A. Management
- B. Teamwork
- ☒ C. Leadership
- D. Development

59. According to Northouse, there are four main components that characterize leadership, the following are the components of leadership **except**:

- A. That leadership is a process
- B. It involves influence
- C. It occurs within a group context
- ☒ D. It involves planning and establishing organizational objectives

60. One can be appointed a manager but he may not be recognized as such by the subordinates until his authority is registered in the:

- A. Organizational structure
- B. Hierarchy of the organization
- ☒ C. Hearts and minds of the subordinates
- D. Records of the organization

61. The following are the four main approaches to leadership:

- A. Traits, contingency, legitimate and reward
- ☒ B. Traits, Behavioural, contingency and contemporary
- C. Legitimate, contemporary, contingency and cotemporary
- D. Reward, referent, Behavioural and contingency

62. The kind of power that is based on authority of the manager over the supervisor within the hierarchical structure of the organization is known as:

- A. Coercive
- B. Authoritative
- ☒ C. Legitimate
- D. Democratic

63. The type of power where the leader exercises influence because of perceived attractiveness, personal characteristics, reputation or charisma can be termed as:

- A. Expert power
- B. Legitimate power
- ☒ C. Referent power
- D. Reward power

64. Unlike the trait approach to leadership which sought to identify characteristics that differentiate leaders from non-leaders, the behavioural approach attempted to determine that set effective leaders apart from ineffective leaders.

- ☒ A. Behavioural pattern
- B. Personality traits
- C. Situational factors
- D. None of the above

65. The following are the important studies conducted under the Behavioural approach to leadership **except**:

- A. Iowa state University studies
- B. Michigan State University studies
- C. The Path-goal studies**
- D. The Managerial grid

66. The University of Iowa explored three leadership dimensions to find which was the most effective and they include the following:

- A. Initiation structure, consideration and democratic styles
- B. Democratic, Autocratic and Laissez faire styles**
- C. Autocratic, Bureaucratic and Laissez faire styles
- D. Democratic, Bureaucratic and Autocratic styles

67. According to the Ohio states studies, the initiating structure leader focuses more on getting the job done. Conversely, focuses on employee needs and satisfaction.

- A. Autocratic style
- B. Laissez faire
- C. Consideration**
- D. None of the above

68. A leader who practices is the one who sets rigid work schedules, organizes work down to the last detail, prescribes work methods to be followed and closely supervises subordinates' performance.

- A. Job centred behaviour**
- B. Democratic style
- C. Employee centred behaviour
- D. Laissez faire behaviour

69. A leader who adopts the country club leadership approach is rated low in concern for production and high in concern for people which implies:

- A. Employees are simply a means to an end
- B. He believes that a contented staff will undertake what is required of them.**
- C. He believes that a leader should not push the boundaries of achievements
- D. He creates a situation whereby subordinates can satisfy their own needs

70. The three most widely known contingency theories of leadership are the following:

- A. Traits, Behavioural and situational theories
- B. Traits, Contingency and Path - goal theories
- ☒ C. Fiedler's model, Path goal and Hersey / Blanchard model
- D. Fiedler's model Behavioural and Path - goal

71. The two most helpful ways to redesign jobs to increase the motivation of the employees are:

- ☒ A. Job enlargement and job enrichment
- B. Job characteristics and job model
- C. Skill variety and task significance
- D. None of the above

72. are leaders who stimulate and inspire followers to achieve extraordinary outcomes.

- A. Transactional leaders
- B. Team management leaders
- ☒ C. Transformational leaders
- D. Charismatic leaders

73. An enthusiastic, self-confident leader whose personality and actions influence people to behave in certain ways is referred to as:

- A. Visionary leader
- ☒ B. Charismatic leader
- C. Transactional leader
- D. None of the above

74. Who proposed that people have a built-in set of five basic needs, which can be arranged in order of importance?

- A. Herzberg
- B. Alderfer
- ☒ C. Maslow
- D. McClelland

According to the motivation theory of needs, a person's needs for affection, belongingness, acceptance, and friendship is termed as needs?

- A. Social
- B. Physiological
- C. Safety
- D. All of the above

76. According to the equity theory, the other employee or group of employees perceived to be similar to oneself is called by Adams as:

- A. Referent
- B. Co - worker
- C. Colleague
- D. None of the above

77. is the degree to which a job entails a variety of different activities, which demand the use of a number of different skills and talents by the jobholder as described by the Job characteristics model.

- A. Task identity
- B. Skill variety
- C. Task significance
- D. Autonomy

78. The degree to which the job provides substantial freedom, independence, and discretion to the individual in scheduling the work per the Job characteristic model is termed as:

- A. Skill variety
- B. Autonomy
- C. Task identity
- D. Task significance

79. The kind of power where followers perceive the leader to have the ability to punish them or bring about unpleasant consequences is power.

- A. Referent
- B. Expert
- C. Legitimate
- D. Coercive

80. The following is / are component(s) of the definition of the term leadership.
- A. Leadership is a process
 - B. Leadership involves influence
 - C. Leadership occurs in group
 - ☒ D. All of the above

81. The two main dimensions of the trait theory include the following:

- A. Behavioural and the Great man theory
- ☒ B. The traditional and the Great man theories
- C. The Great man and the contingency theories
- D. None of the above

82. The describes the dimension of a leader who is rated low for both concern for people and production.

- A. Middle of the road
- B. Country club
- C. Laissez faire
- ☒ D. None of the above

83. The process by which individuals organize and interpret their sensory impressions in order to give meaning to their environment is termed as:

- A. Learning
- B. Decision making
- ☒ C. Perception
- D. Judging

84. The process by which a person's efforts are energized, directed and sustained toward attaining a goal is referred as:

- A. Leadership
- ☒ B. Motivation
- C. Recognition
- D. None of the above

85. All of the following are early theories of motivation except:

- A. Maslow's hierarchy of needs
- B. McGregor's theories X and Y
- C. Adam's equity theory**
- D. Herzberg two factor theory

86. According to Abraham Maslow, a person's needs to become what they are capable of becoming is referred to as:

- A. Esteem need
- B. Physiological need
- C. Social need
- D. Self – actualization need**

87. The goals of organisational behaviour are to of people at the workplace.

- A. Explain, predict, and influence behaviours**
- B. Observe and correct and predict behaviour of people
- C. Control and sanction behaviour
- D. Observe and Predict behaviour

88. An individual's belief that he has what it takes to accomplish a particular task is termed as:

- A. Self - actualization
- B. Self - efficacy**
- C. Reinforcement
- D. None of the above

89. That part of an attitude that is made up of the beliefs, opinions, knowledge, or information held by a person is described as component.

- A. Cognitive dissonance
- B. Affect
- C. Cognitive**
- D. Behavioural

90. The degree to which an employee identifies with his job, actively participates in it, and considers his job performance to be important to self-worth.

- A. Organizational commitment
- B. Perceived organizational support
- C. Job satisfaction
- D. Job involvement

91. The theory that behaviour is a function of its consequences is described as:

- A. Job satisfaction theory
- B. Reinforcement theory
- C. Goal setting theory
- D. Job design theory

92. Employees' general belief that their organization values their contribution and cares about their well-being.

- A. Organizational commitment
- B. Self - efficacy
- C. Job satisfaction
- D. Perceived organizational support

93. The unique combination of emotional, thought, and behavioral patterns that affect how a person reacts to situations and interacts with others is called:

- A. Personality
- B. Attitude
- C. Perception
- D. All of the above

94. The popular personality-assessment instrument which classifies individuals as exhibiting preference in four categories:

- A. The Big five model
- B. MBTI
- C. Locus of control
- D. Extroversion

95. The ability to notice and to manage emotional cues and information is termed as:
- A. Emotional awareness
 - B. Attitude
 - C. Emotional intelligence**
 - D. Emotional resilience

96. One of the following is a dimension of managing emotional cues and information.
- A. Self - awareness
 - B. Self - management
 - C. Self - motivation
 - D. All of the above**

97. The process by which we give meaning to our environment by organizing and interpreting sensory impressions is described as:

- A. Personality
- B. Attribution
- C. Perception**
- D. Attitude

98. A number of factors act to shape and sometimes distort our perception and these include:

- A. Perceiver
- B. Target
- C. Situation
- D. All of the above**

99. is the tendency of individuals to attribute their successes to internal factors blaming personal failures on external factors.

- A. Judging
- B. Sensing
- C. Self - serving bias**
- D. Self - motivation