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Question Paper
Managerial Effectiveness – II (MB1A4): January 2009

- Answer all 100 questions.
- Each question carries one mark.

1. Ethics has gained prominence in business as every manager faces ethical dilemmas at work. Which of the following closely refers to business ethics? <Answer>

(a) Individual characteristics
(b) Structural variables
(c) Organizational culture
(d) Issue intensity
(e) Truth and justice.

2. Alprove Ltd., is facing problems relating to communication at the individual level as well as at the organizational level. Which of the following activities, a manager should consider to improve communication at the organizational level? <Answer>

I. Increasing the understanding.
II. Communicating policies.
III. Motivating employees.
IV. Dealing with subordinates.

(a) Both (I) and (II) above
(b) Both (II) and (III) above
(c) (I), (II) and (III) above
(d) (II), (III) and (IV) above
(e) All (I), (II), (III) and (IV) above.

3. The intensity of the ethical issue also plays a vital role in an individual's ethical behavior. A manager may consider an issue ethical or unethical depending on various factors. The intensity of the ethical issue will **not** be greater in which of the following conditions? <Answer>

(a) Number of people affected is large
(b) Everyone agrees that the action is unethical
(c) There is lesser probability of it causing damage
(d) The effect of the action can be seen immediately
(e) The action has a serious effect on the victims.

4. A manager who wants to set up a manufacturing plant selects two locations. He then lists out the pros and cons for each of these locations and selects the location with the maximum number of pros. This method is known as <Answer>

(a) Franklin's rule
(b) Dawe's rule
(c) Lexographic method
(d) Rules for staffing from strength
(e) Heuristics.

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5. Any organization requires contribution by managers in three basic areas namely direct results, establishing values, and developing managers for tomorrow. An organization that is lacking in any of these areas is likely to fail in the long run. Every manager needs to contribute to the organization in these three areas. Which of the following statements is/are **true** regarding manager's contribution towards developing tomorrow's managers? <Answer>

I. Effective managers should also contribute to the organization by helping in the development of their subordinates and other people in the organization.
II. Effective managers must be committed to producing effective results like quality goods and services.
III. Effective managers should set standards by their hard work and motivate their subordinates to develop and perform much better.

(a) Only (I) above
(b) Only (II) above
(c) Both (I) and (III) above
(d) Both (II) and (III) above
(e) All (I), (II) and (III) above.

6. There are several misconceptions about time. People believe that effective time management is about saving time or working quickly or working on many tasks at a time, but this is not time management. Which of the following statements is/are **not true** with regard to time management? <Answer>

I. Time management is about spending time on a task after analyzing its importance and reducing the time spent on unproductive tasks.
II. Effective time managers use time logs to analyze how they spend their time and are able to identify where they are wasting time.
III. Managers should set objectives that can be achieved within a specific time span and then plan to achieve the goals.
IV. Time logs can be used to plan time and cannot be used to plan resources.

(a) Only (I) above
(b) Only (IV) above
(c) Both (I) and (II) above
(d) Both (II) and (III) above
(e) Both (III) and (IV) above.

7. Set of beliefs, values and personality variable are the individual characteristics that influence the ethical behavior of a manager. Which of the following personality variables refers to the strength of the individual's beliefs? <Answer>

(a) Externals
(b) Internals
(c) Ego strength
(d) Locus of control
(e) Code of ethics.

8. The culture of an organization also has a great impact on the ethical behavior of its employees. Organizational culture is/are characterized by which of the following to foster high ethical standards? <Answer>

I. High risk tolerance.
II. Control.
III. Conflict tolerance.
IV. Ego centrism.

(a) Only (I) above
(b) Both (I) and (II) above
(c) (I), (II) and (III) above
(d) (II), (III) and (IV) above
(e) All (I), (II), (III) and (IV) above.

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9. After planning, managers need to organize the activities of the organization, which means putting things in order. Which of the following is/are the basic principle (s) that a manager has to remember while organizing? <Answer>

I. Identifying the right persons to delegate work.
II. Allocating duties and responsibilities along with authority and accountability.
III. Structuring the lines of reporting in the organizational hierarchy.

(a) Only (I) above
(b) Only (II) above
(c) Both (I) and (II) above
(d) Both (II) and (III) above
(e) All (I), (II) and (III) above.

10. The decision-making process involves a careful analysis of the available alternatives and selecting the best solution based on judgment. Arrange the following steps of the decision-making process in the right sequence. <Answer>

I. Identifying and defining the problem.
II. Gathering information and indentifying the variables.
III. Obtaining feedback.
IV. Analyzing the alternatives.
V. Putting selected decisions into practice.

(a) (I), (II), (III), (IV) and (V) above
(b) (I), (II), (III), (V) and (IV) above
(c) (I), (II), (IV), (III) and (V) above
(d) (I), (II), (IV), (V) and (III) above
(e) (I), (II), (V), (III) and (IV) above.

11. Which of the following is the underlying principle of management planning? <Answer>

(a) The present situation will be depending on the past situation
(b) The past situation will not be same as the present situation
(c) The future situation will be different from present situation
(d) The future situation depends upon the present situation
(e) There is no relation between past and future situations with the present situation.

12. Hens Selye, developed a model called the General Adaptive Syndrome model to explain the stress phenomenon and the stress levels. Which of the following is the second stage in this model? <Answer>

(a) Alarm reaction stage
(b) Resistance stage
(c) Honeymoon stage
(d) Exhaustion stage
(e) Awakening stage.

13. Holistic therapies allow the body to heal naturally. These therapies have no side effects and are reliable. Which of the following is the use of meridians or zones to reduce stress? <Answer>

(a) Massage therapy
(b) Aromatherapy
(c) Nutrition therapy
(d) Meditation
(e) Reflexology.

14. Which of the following statements is **not true** regarding sleep as one of the strategies to fight stress? <Answer>

(a) Sleep is a weapon
(b) Stress makes a person sleepless or very sleepy
(c) A stressed person may feel sleepy throughout the day and awake during nights
(d) One must go to bed at the same time every day
(e) Everyone needs the same amount of sleep everyday.

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15. Yoga is one of the important strategies available for managers as a stress reliever and has been tried and tested since ancient times. Which of the following is **not true** regarding yoga? <Answer>

(a) It is a state of no-mind
(b) It is done for bodybuilding
(c) It focuses on gentle postures that improve circulation of blood to vital parts of the body
(d) Yogic postures are a simple combination of spinal stretches and breathing techniques
(e) Yogic relaxation is very refreshing and energizing.

16. The personality of an individual plays a vital role in stress management. Every individual can be categorized into Type A and Type B personalities. Which of the following is **false** regarding the Type A personality individuals? <Answer>

(a) These individuals have an excessive competitive drive
(b) These individuals are always in hurry and are impatient
(c) These individuals are casual about winning
(d) These individuals do not have the ability to spend leisure time productively
(e) These individual are likely to be under stress even in minor situations.

17. Employees especially those in the BPO industry are required to work in shifts that results in irregular rest hours and that creates stress. This type of stress can be referred to as <Answer>

(a) Health related stress
(b) Organizational stress
(c) Job stress
(d) Time stress
(e) Techno stress.

18. External stress is the result of environmental influence on an individual. Which of the following is/are **not true** regarding external stress? <Answer>

I. It is caused due to excessive competitive drive.
II. It is caused due to working under poor lighting.
III. It is caused due to working under extreme temper atures.

(a) Only (I) above
(b) Only (III) above
(c) Both (I) and (II) above
(d) Both (II) and (III) above
(e) All (I), (II) and (III) above.

19. A stressor is a factor or stimulant that creates stress. Which of the following is **not** a job stressor? <Answer>

(a) Difficult superiors
(b) Personal inadequacy
(c) Setting high goals
(d) Role conflicts
(e) Job insecurity.

20. Work-life balance is a harmonious balance of work and domestic life, which allows an employee to fulfill all the roles in his/her life effectively and efficiently. Which of the following are the reasons for the growing importance of work-life balance? <Answer>

I. Changing social scene.
II. Changing work culture.
III. Decreased work time.
IV. Dual income families.

(a) Both (I) and (II) above
(b) Both (II) and (III) above
(c) Both (III) and (IV) above
(d) (I), (II) and (IV) above
(e) All (I), (II), (III) and (IV) above.

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21. Madhav is working as an assistant manager in a private company for many years. He was assigned many responsibilities without sufficient authority. This has put him under severe stress in performing his work. This indicates that there is <Answer>

(a) Lack of organization skills
(b) Long work hours
(c) Personal inadequacy
(d) Job insecurity
(e) Deadlines.

22. Mr. Gash was under stress due to work load. To avoid stress, he later started meditating regularly, which really helped him a lot. Which of the following **cannot** be achieved by Mr. Gash through regular meditation? <Answer>

(a) Control of the thought process
(b) To take effective decisions
(c) Physical and mental relaxation
(d) Wayward state of mind
(e) Improved concentration.

23. Managers must try to understand the sources of stress and the effects of stress. They must follow some strategies to fight stress. Which of the following is **not** a strategy to fight stress? <Answer>

(a) Fasting
(b) Sleep
(c) Relaxation
(d) Exercise
(e) Laughter.

24. Many managers feel that they are working hard and making optimum utilization of their time. However, the truth is that he or she may be poor at time management. It is therefore necessary to analyze where the time is spent. It involves identifying the time-wasters and time abusers with the help of time logs. Which of the following statements is/are **true** with regard to time logs? <Answer>

I. Time logs are used by employees to fill in a detailed account of time spent at the workplace.
II. Time logs are designed only for daily use.
III. Time logs help in identifying activities that waste time and the amount of potential time wasted.

(a) Only (I) above
(b) Only (II) above
(c) Both (I) and (III) above
(d) Both (II) and (III) above
(e) All (I), (II) and (III) above.

25. According to Taber's Cyclopedic dictionary, stress is "the result produced when a structure or organism is acted upon by forces that disrupt equilibrium or produce strain." Which of the following is **not** a situation of stress? <Answer>

(a) A person caught in a traffic jam while rushing to office
(b) A student attending college
(c) A manager negotiating with labor union on some HR issues
(d) A professor who is forced to take extra classes
(e) Salesperson trying to attain sales targets.

26. In corporate world, change is constant and imminent. The impact of globalization has further fuelled these changes. Which of the following is/are **true** regarding the changes in the corporate world? <Answer>

I. Corporate world signifies certainties.
II. Corporate world signifies too many responsibilities.
III. Corporate world signifies long work hours.

(a) Only (I) above
(b) Both (I) and (II) above
(c) Both (I) and (III) above
(d) Both (II) and (III) above
(e) All (I), (II) and (III) above.

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27. Depending on the time span, plans can be classified into long-term, short-term and daily plans. In this context, which of the following statements is/are **true** regarding short-term plans? <Answer>

I. It provides a narrow perspective.
II. A short-term plan necessarily includes intermittent milestones which enables the realization of the long term goals.
III. Managers draw up short-term plans keeping in view their long-term objectives.

(a) Only (I) above
(b) Only (II) above
(c) Both (I) and (II) above
(d) Both (I) and (III) above
(e) Both (II) and (III) above.

28. A manager needs to prepare a plan to achieve the goals. The strategies to achieve the goals involve scheduling, delegating and controlling time-wasters. Which of the following statements is/are **true** regarding delegating? <Answer>

I. Delegation is the process of giving authority to a person to undertake activities or tasks on behalf of another person.
II. Managers have the right to delegate but they have to take care to delegate work to the right person.
III. A person with high self-esteem feels that delegation is a sign of weakness.

(a) Only (I) above
(b) Only (II) above
(c) Only (III) above
(d) Both (I) and (II) above
(e) All (I), (II) and (III) above.

29. All the following statements are **true** with regard to the advantages of goal setting, **except** <Answer>

(a) Setting goals improves the productivity of the employees and the organization
(b) Goals are a standard way to measure an outcome or result or an accomplishment
(c) Goal setting can improve the performance of managers for a number of reasons
(d) A goal need not necessarily have a numerical or quantitative value related to the desired result
(e) The goal setting makes managers feel more responsible and accountable for their work and activities.

30. Time management is important in every facet of life but even more so in work life. Which of the following statements is/are **true** in this regard? <Answer>

I. Working faster may result in completion of tasks without errors.
II. Working for long hours may exhaust the person.
III. Improvement in technology has changed the approach to time management.

(a) Only (I) above
(b) Only (II) above
(c) Both (I) and (II) above
(d) Both (II) and (III) above
(e) All (I), (II) and (III) above.

31. Visitors can visit, Mr. Daniel, the regional marketing manager of Arnav Pharma, in the evening when the workflow is usually dull and since he gets time to talk to them. A fixed schedule discourages others from interrupting him unless there is an emergency. He instructed his secretary to inform everybody about his hours of meeting. To manage his time effectively, which of the following strategies for controlling time wasters is adopted by Mr. Daniel? <Answer>

(a) Biological clock
(b) Prioritize
(c) Spiritual planning
(d) Accessibility
(e) Divide time.

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32. Internal time-wasters are internal situations that result in time wastage. Which of the following statements is/are **true** regarding excessive socialization? <Answer>

I. Socializing is essential for every successful manager.
II. When managers spend too much time in socializing with colleagues, it may result in wastage of work hours.
III. The socializing process starts at a known level and makes itself an unaccomplished habit.

(a) Only (I) above
(b) Only (II) above
(c) Both (I) and (II) above
(d) Both (II) and (III) above
(e) All (I), (II) and (III) above.

33. Few managers conduct meetings in the organizations at frequent intervals. A poorly conducted meeting can be a waste of time for all members. Various factors contribute to the failure of a meeting. Which of the following factors **does not** contribute to the failure of a meeting? <Answer>

(a) Lack of planning
(b) Unclear issues
(c) Timing of the meeting interrupting workflow
(d) Few members attending the meeting
(e) Long meetings hours.

34. Poor communication is one of the factors that may result in internal time wasters. Which of the following statements is/are **true** regarding poor communication? <Answer>

I. Poor communication creates confusion and misunderstandings.
II. Poor communication could be a result of not listening, forgetting and interrupting a conversation.
III. For communication to be clear, managers should have a clearly defined job responsibility, authority and goals.

(a) Only (I) above
(b) Only (II) above
(c) Both (I) and (II) above
(d) Both (II) and (III) above
(e) All (I), (II) and (III) above.

35. A goal is a powerful tool to focus energy and resources. Managers should set goals that are in harmony with the long-term plans and objectives. Which of the following is **incorrect** regarding goals? <Answer>

(a) They should be specific
(b) They should be measurable
(c) They should ideally be small
(d) They should be realistic
(e) They should be free of targets.

36. If Mr. Madhu senior manager in an MNC intends to delegate work laterally in the organization, to whom among the following does Mr. Madhu delegate work? <Answer>

(a) Colleagues
(b) Superiors
(c) Subordinates
(d) Clerical staff
(e) Outsiders.

37. The manager of DLF Ltd., intends to prepare a to-do list which will remind him of the important tasks to be performed. Which of the following is known as a to-do list? <Answer>

(a) Long term plan
(b) Short term plan
(c) Daily plan
(d) Intermittent goals
(e) Weekly plan.

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38. Different managers plan time differently. According to Stephen Covey, there are four phases of time planning. Which of the following is/are **true** regarding the phases of time planning? <Answer>

I. The first phase involves identifying the various demands placed on a manager.
II. The second phase involves monitoring the use of time.
III. The third phase of planning involves taking a wide angle view of future events and scheduling them.
IV. The fourth phase of planning involves self management.

(a) Only (I) above
(b) Both (I) and (IV) above
(c) Both (II) and (III) above
(d) Both (III) and (IV) above
(e) (I), (II) and (III) above.

39. To be creative, organizations need to develop creative and innovation oriented thinking at all levels. According to Pradip Khandwalla, which of the following techniques of creativity ensures that the selected solution is acceptable in a particular situation? <Answer>

(a) Information search technique
(b) Problem decomposition technique
(c) Imaging technique
(d) Dialectical technique
(e) Ideating technique.

40. Mind mapping is a popular technique developed by Tony Buzan. Mind mapping is to <Answer>

(a) Control the thinking process to make it productive
(b) Generate ideas by branching and learning to think in new ways
(c) Collect information from all the possible sources
(d) Replacement of the old innovations with new ones
(e) Understand the importance of creativity at the workplace.

41. Lateral thinking is an effective technique to stimulate creativity and was made popular by Edward de Bono. There are some techniques for enhancing lateral thinking. Which of the following is **not** a technique for enhancing lateral thinking? <Answer>

(a) Identifying alternatives
(b) Challenging facts and assumptions
(c) Negating the obvious
(d) Focusing on starting and special areas
(e) Immediate judgment.

42. Innovation involves a series of activities. It involves discovering new ideas, selecting the most suitable one, mapping out a plan to put the idea into practice and obtaining feedback on the implementation. Which of the following statements are **not true** regarding innovation? <Answer>

I. Innovation is the process where the result cannot be defined.
II. Innovation can be revolutionary or evolutionary.
III. Innovation is the seed of creativity.
IV. Innovations can be both scientific and managerial.

(a) Both (I) and (II) above
(b) Both (III) and (IV) above
(c) Both (I) and (III) above
(d) Both (II) and (IV) above
(e) All (I), (II), (III) and (IV) above.

43. Some people have a fear of failure, fear of social disapproval and fear of rejection by friends and relatives which hamper the creative thought process. Which of the following technique involves enhancing clarity of thinking and generating creative ideas? <Answer>

(a) Techniques for breaking stereotypes responses
(b) Unblocking techniques
(c) Demolition techniques
(d) Mutual stimulation techniques
(e) Imaging techniques.

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44. In which of the following creativity enhancing techniques is the 'Problem As Understood' (PAU) mechanism used to generate solutions? <Answer>

(a) Checklist technique
(b) Synectics
(c) Attributes changing technique
(d) Delphi technique
(e) Morphological analysis.

45. Guided visualization is a graphical technique that should be used in a group. Which of the following is **not** a step in guided visualization? <Answer>

(a) Initially the problem or situation is described to the group
(b) Each of the participants or group members is required to express his/her ideas in images by drawing them on a paper
(c) Each of the participants or group members is required to express his/her images further using text messages
(d) The participants should not speak to each other while drawing
(e) The explanation given by each of the participants often stimulates new ideas in the group.

46. In intrapreneurship, management accepts the proposal after the presentation made by the proposer. Which of the following statements is **not true** with regard to intrapreneurship? <Answer>

(a) It is developing innovative and creative ideas within an organization
(b) In this, the management encourages creative ideas from both the employees of the organizations and outsiders
(c) The lower level manager periodically reviews the status of the project
(d) If the management feels that there is potential in an idea and that it can be pursued, then an appropriate budget is allocated to the proposer
(e) The proposer tests the product in the market.

47. A person with the ability to think from different angles is a creative person. Creative persons display sensitivity and curiosity. Which of the following are inter-related with the mental components of the individual? <Answer>

I. Intellectual abilities.
II. Knowledge.
III. Confidence.

(a) Only (I) above
(b) Only (II) above
(c) Both (I) and (II) above
(d) Both (II) and (III) above
(e) All (I), (II) and (III) above.

48. In which of the following barriers to creativity, a manager may have identified a simpler way of doing things, but does not implement the idea because he feels that his superiors will criticize his idea? <Answer>

(a) Fear
(b) Anxiety
(c) Optimism
(d) Stress
(e) Environment.

49. Brainstorming is the most common technique managers use for enhancing creativity. Which of the following **does not** come under the rules for conducting brainstorming sessions? <Answer>

(a) A manager must ensure that there is no criticism against the ideas or participants
(b) The participants must be encouraged to produce ideas in their original form as they occur to them without modifying them in any way
(c) The emphasis must be on unusual ideas as they remove mental blocks and help in generating a novel idea
(d) The individuals separately list ideas on a paper that are later sent to the team leader or moderator for final conclusion
(e) The participants must be encouraged to build on each other's ideas.

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50. Organizations can stimulate the creative thinking process in employees using certain processes. In which of the following process two or more people work on the same situation or product and are generally used in advertising, in designing products, or in projects that require creative or innovative ideas? <Answer>

(a) Creative overloading
(b) Parallel groups
(c) Creative benchmarking
(d) Creative thinking network
(e) Stake holders council.

51. Emotional intelligence is important for developing one's career. Which of the following statements is/are **true** regarding emotional intelligence and career development? <Answer>

I. Emotions have to be positively managed to create better interactions with the customers.
II. A person with high emotional intelligence will have self-awareness.
III. The leader should be able to understand and effectively lead the group members.

(a) Only (I) above
(b) Only (II) above
(c) Both (I) and (II) above
(d) Both (II) and (III) above
(e) All (I), (II) and (III) above.

52. Emotions are not only an ineffaceable part of an organization, but also play an important role in organizational excellence. Which of the following statements is **not true** regarding emotions? <Answer>

(a) Emotions are all-pervasive in any organization
(b) Only negative emotions prevails in an organization
(c) Emotions differ from person to person
(d) Interpretation of emotions may vary with the gender
(e) Emotions will have an effect on the behavior of employees.

53. Dr. Peter Salovey and Dr. John Mayer have identified various abilities and skills required for emotional intelligence and called them the four branches of emotional intelligence. Which of the following is **not** a concept of the four branches of emotional intelligence? <Answer>

(a) The ability to understand emotions from the facial expressions and postures of a person.
(b) The ability to use emotions to assist the thought process
(c) The ability to manage emotions in ourselves and in our relationship
(d) The ability to be aware of emotions and understand their likely developments in due course and their outcomes
(e) The ability of an individual to manage emotions.

54. Positive emotions in the workplace are those which help in the achievement of organizational goals. Which of the following **does not** belong to factors fostered by positive emotions? <Answer>

(a) High morale
(b) Improved performance
(c) Job satisfaction
(d) Inevitability
(e) Healthy employees.

55. There are two types of intelligence, emotional intelligence and intellectual intelligence. These two types of intelligence originates as a result of the functions of different areas of brain. The emotional center of the brain is <Answer>

(a) The lower part of the brain
(b) The upper part of the brain
(c) The middle part of the brain
(d) Neo cortex
(e) Nucleus of the brain.

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56. The guidelines developed by Goleman and Cary Cherniss can be grouped into four stages to conduct training programs for developing emotional intelligence in organizations. Which of the following is **true** regarding preparation stage? <Answer>

(a) All the necessary competencies that need to be developed should be identified
(b) Personal goals should be defined in clear terms for employee
(c) The trainer selected for the organization should have all the necessary qualities
(d) Programs that need to be improved are identified and are retained which are effective
(e) The application of the skills learned during this stage are applied in actual job situations.

57. Which of the following is/are **true** regarding the guideline(s) that can be useful in building emotionally intelligent teams? <Answer>

I. Each one has to find out how the other team members are doing.
II. Before the team gets down to work, the members of the team should get to know each other.
III. The emotions of team members have to be accepted.

(a) Only (I) above
(b) Only (II) above
(c) Both (I) and (II) above
(d) Both (II) and (III) above
(e) All (I), (II) and (III) above.

58. The concept of Emotional Intelligence received worldwide attention after the publication of the book Emotional Intelligence, Why It Can Matter More Than IQ by Daniel Goleman. Which of the following is **false** regarding Goleman's emotional intelligence model? <Answer>

(a) It is developed as a 'theory of performance'
(b) It can be adapted to work situations to envisage leadership qualities and effectiveness in work situations
(c) It is about motivating yourself with zeal and persistence
(d) It described emotional intelligence as a capacity for recognizing an individual's own feelings and that of others
(e) It helps to predict and develop the characteristic features that treat all employees equal irrespective of the performance level.

59. Each baby is born with a certain, unique potential for emotional sensitivity, emotional memory, emotional processing and emotional learning ability. It is these four inborn components which form the core of one's emotional intelligence. Which of the following is **not** among the suggestions to improve emotional intelligence at personal level? <Answer>

(a) Individuals should identify the emotions in various situations instead of pointing out finger at others
(b) Try to convert anger into fruitful actions
(c) Try to get a positive outcome from various emotions
(d) Pay attention to what others have to say, with empathy
(e) Try to spend more time with people who criticize.

60. Many Indian organizations have realized the importance of emotional intelligence and have started to innovate ways to motivate employees who are high on emotional quotient and low on monetary cost. Which of the following is/are the rewards and recognition programs that are aimed at motivating the employees emotionally? <Answer>

I. Certificate of appreciation.
II. Cash incentives.
III. Paid holiday packages.

(a) Only (II) above
(b) Both (I) and (II) above
(c) Both (I) and (III) above
(d) Both (II) and (III) above
(e) All (I), (II) and (III) above.

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61. Negative emotions are important for the managers to understand the factors that lead to such emotions and also their likely effects. Which of the following is **not** a negative emotion? <Answer>

(a) Increase in conflicts
(b) Intention
(c) Incompetence
(d) Insensitivity
(e) Institutional.

62. Personal competence and social competence are the two components of emotional intelligence. Which of the following is/are the sections that are included in personal competence? <Answer>

I. Awareness of self.
II. Management of relationships.
III. Management of the self.

(a) Only (I) above
(b) Both (I) and (II) above
(c) Both (I) and (III) above
(d) Both (II) and (III) above
(e) All (I), (II) and (III) above.

63. Ms. Welly, a marketing executive, is considered to be very efficient in her organization. When her team leader was on leave, she took the role of the team leader and set the targets for rest of the team, and also putting efforts to achieve the targets. Which of the following describes the qualities of Ms. Welly in the given scenario? <Answer>

(a) Ability to resolve conflicts
(b) Ability to learn from mistakes
(c) Readiness to accept responsibility
(d) Good negotiation skills
(e) Readiness to share knowledge.

64. There are some essential interpersonal competencies for managers. Which of the following statements relates to 'acknowledging the interests of subordinates'? <Answer>

(a) Activities of managers are oriented towards optimum business performance
(b) Managers believe that they are able to maintain adequate control in the organization
(c) The optimism exhibited by managers trickles down to the subordinates and motivates them to better performance
(d) Managers should have an understanding of the interests of subordinates in all matters relating to the organization
(e) Managers should be able to adapt the way of communicating to suit each situation.

65. Competing approach to conflict involves not paying any heed to the concerns of the other party involved in it. While this approach creates animosity in most cases, it may be necessary in some situations. In which of the following type of issues, this approach is preferred in an organization? <Answer>

I. Reducing costs.
II. Imposing certain unpopular decisions.
III. Ensure a long-term relationship.

(a) Only (I) above
(b) Only (III) above
(c) Both (I) and (II) above
(d) Both (II) and (III) above
(e) All (I), (II) and (III) above.

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66. Ms. Teny was doing the job assigned to her in addition to the job of Mr. Tony, as he was on a month's leave. She had heavy work load, as a result she had no interpersonal interactions with her subordinates. As a result of the non-interaction, she is unaware of the things changing in the organization, thus resulted in redoing of various jobs. Which of the following factors is hampering interpersonal interactions in this case? <Answer>

(a) Poor listening
(b) Emotional arousal
(c) Lack of time
(d) Differences in objectives
(e) Control.

67. Managers need to have good interpersonal skills if they are to be successful. Which of the following interpersonal competency of managers refers to knowing about the qualities of their own- strengths and weaknesses? <Answer>

(a) Self-awareness
(b) Control
(c) Motivation
(d) Communication skills
(e) Acknowledging the interests of subordinates.

68. The concept of Transactional Analysis (TA) was developed by Dr. Eric Berne, an American psychiatrist. Which of the following statements **best** describes transactional analysis as defined by Dr. Berne? <Answer>

(a) Unit of social intercourse
(b) Unit of transactional response
(c) Unit of communication
(d) Analysis of communication
(e) Analysis of transactional stimulus.

69. Reverse brainstorming technique generates many creative ideas as it reverses the process of brainstorming. Which of the following is/are the step(s) involved in reverse brainstorming? <Answer>

I. The accepted or appropriate solution is explained to the group.
II. The participants start by deconstructing the ideas and contradicting the solution.
III. The participants should explain the images to the group after drawing.

(a) Only (I) above
(b) Only (II) above
(c) Both (I) and (II) above
(d) Both (II) and (III) above
(e) All (I), (II) and (III) above.

70. Transactional analysis can also help to identify the various barriers to communication. Transaction can also be viewed as a series of strokes and counter strokes. Which of the following statements is **not true** regarding strokes in transactional analysis? <Answer>

(a) Physical strokes are not suitable for all occassions
(b) Positive strokes help in the development of emotionally healthy persons
(c) Positive strokes are usually complementary transactions that are appropriate to the situation
(d) Negative strokes are always considered better than no stokes at all
(e) Listening is a negative stroke.

71. Berne defines games 'as an ongoing series of complementary, ulterior transactions progressing to a well-defined, predictable outcome'. Which of the following series is the hidden advantage which motivates players to participate in games? <Answer>

(a) Payoff
(b) Beginning
(c) Middle
(d) End
(e) Message.

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72. An understanding of life positions is useful for managers in identifying the effectiveness of management style and its influence on communication. Identify the life position based on the statement, 'I wish I could do it like you'. <Answer>

(a) I am not ok, you're ok
(b) I am not ok, you're not ok
(c) I am ok, you're not ok
(d) I am ok, you're ok
(e) I think I may be ok.

73. Transaction Analysis (TA) is an effective tool to solve many organizational communication problems. Trasactions usually occur between the ego states of two persons. There are various types of transactions. When a manager says 'Get this report finished by evening and the subordinates replies 'Sure Sir', is an example of which of the following types of transactions? <Answer>

(a) Complementary transaction
(b) Games
(c) Crossed transaction
(d) Ulterior transaction
(e) Stroke.

74. In some approaches to conflict management, the way people conduct themselves is very important. In which of the following approaches, interpersonal skills is/are **not** very critical? <Answer>

I. Avoiding.
II. Collaborating.
III. Competing.
IV. Accommodating.

(a) Only (I) above
(b) Both (I) and (IV) above
(c) Both (II) and (III) above
(d) Both (III) and (IV) above
(e) (I), (II) and (III) above.

75. Ego state is a consistent pattern of feeling and experience directly related to a corresponding consisting pattern of behavior. Which of the following statements is/are **false** regarding ego state? <Answer>

I. The child ego state is the 'taught' concept.
II. The parent ego state is the 'felt' concept.
III. The adult ego state is the 'learned' concept.

(a) Only (I) above
(b) Only (II) above
(c) Only (III) above
(d) Both (I) and (II) above
(e) Both (I) and (III) above.

76. In the collaborative approach, the needs of both the parties involved in the conflict are met. In this regard, which of the following is the basic assumption in this approach? <Answer>

(a) Conflict is a natural part of life and can be solved
(b) Conflict is a major part of life and cannot be solved
(c) Conflict is natural part of life and cannot be solved
(d) Conflict is artificial part of life and can be solved
(e) Conflict is artificial part of life and cannot be solved.

77. Assertiveness can be defined as the ability to state your point clearly without being aggressive. Which of the following statements is **not true** regarding developing assertiveness? <Answer>

(a) Assertive people are able to engage in discussions where they respect the viewpoints of others
(b) People who fail to use their assertive skills are likely to be manipulative
(c) Assertiveness is essential for a manager to work effectively in organizations
(d) Assertiveness helps a person to cope effectively in organizations
(e) Assertivenss is not essentially required in solving problems in organizations.

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78. Different people have different motivational levels. There are various ways by which leaders can motivate the people. In which of the following ways, many organizations build pride among their employees and motivate them to do something big? <Answer>

(a) Trust as the highest virtue
(b) Desire to be great
(c) Communication skills
(d) Sharing the burden of risk
(e) Motivating by caring.

79. Which of the following is **not true** regarding frontline staff? <Answer>

(a) Organizations believe frontline people are dispensable
(b) They are unskilled and are paid low wages
(c) They are given plenty of opportunities for career advancement by organizations
(d) They do repetitive work that is monotonous
(e) They play an important role in determining the firm's profits and the quality of customer's experience.

80. There are various steps a company can use to prevent crisis. Which of the following steps involves a leader to identify all the possible causes for a crisis? <Answer>

(a) Having a written plan
(b) Plan for a crisis
(c) Establishing clear chains of command
(d) Formulating strategies for dealing with a crisis
(e) Resolving a crisis.

81. Based on the warning time available, a crisis could be described as either a sudden crisis or smoldering crisis. Which of the following is an example of smoldering crisis? <Answer>

(a) In Anand Ltd., there was a short circuit and all the machinery came to a stand still
(b) Hemanth fisheries Ltd., was destroyed by floods
(c) Due to sudden marketing conditions sales of Aloknath Ltd., dropped
(d) Methly Isocyanate leaked from Union Carbide India Ltd., pesticide plant at Bhopal
(e) Employees of Mona Ltd., went on strike.

82. According to FedEx Corporation's leadership evaluation and awareness process (LEAP), aspiring leaders are rated on the basis of the 'Nine Faces of Leadership'. Which of the following rates the nine faces of leadership as the ability to coach, advice and teach people and to help the newcomers in the organization? <Answer>

(a) Charisma
(b) Individual consideration
(c) Intellectual stimulation
(d) Courage
(e) Dependability.

83. In an organization people compete for different things which results in a conflict. Which of the following do people compete for in an organization? <Answer>

I. Work.
II. Safety.
III. Stress.

(a) Only (I) above
(b) Only (II) above
(c) Only (III) above
(d) Both (I) and (II) above
(e) Both (I) and (III) above.

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84. The vision of most leaders originates from others rather than from their inner selves. A leadership vision can be evolved by <Answer>

I. Analyzing past experience.
II. Learning from the present situation.
III. Anticipating the future.

(a) Only (I) above
(b) Only (II) above
(c) Only (III) above
(d) Both (II) and (III) above
(e) All (I), (II) and (III) above.

85. Which of the following is/are the aspect(s) to be remembered while persuading a follower? <Answer>

I. The persuader should make them feel confident.
II. A persuader should try to sell his/her idea to the follower only if he/she has a successful tract record.
III. The persuader should not suggest out-of-the-box ideas to them and neither should he/she expect similar ideas from them.

(a) Only (I) above
(b) Only (II) above
(c) Both (I) and (II) above
(d) Both (II) and (III) above
(e) All (I), (II) and (III) above.

86. Senyu Technologies believes that it is the responsibility of the top management and leaders to cultivate a work environment in organization which is inspiring and satisfying. This will contribute in all possible ways to increase the productivity of the organization. Which of the following are the essential skills for motivation? <Answer>

I. Clear understanding of situation.
II. Insight into the nature of human beings.
III. Clarity in direction.
IV. Clear set of goals and expectations.

(a) Both (I) and (II) above
(b) Both (II) and (III) above
(c) Both (III) and (IV) above
(d) (I), (II) and (III) above
(e) All (I), (II), (III) and (IV) above.

87. Conflict is a reality in organizations. Some organizations consider that conflict is normal and so give no training to managers on how to deal with it successfully. Which of the following skills is **not** a conflict resolution skill? <Answer>

(a) Assertive communication
(b) Active listening
(c) Problem-solving
(d) Negotiation
(e) Visioning skill.

88. Speck Ltd., planned to launch body and beauty care products. The company conducted a thorough market research survey and tested the market to find out acceptability among customers. Even then, the product failed to click in the market after its mega launch. The management is facing an unplanned crisis. Which of the following types of crisis is faced by Speck Ltd.? <Answer>

(a) Criminal events
(b) Management turnover
(c) Industrial relations
(d) Product failure
(e) Public perception.

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89. Which of the following statements is/are **true** regarding Charismatics personality of a leader? <Answer>

I. They are emotional but not rational.
II. They are talkative and dominant.
III. They are responsible and not averse to taking risks.

(a) Only (I) above
(b) Only (II) above
(c) Both (I) and (II) above
(d) Both (II) and (III) above
(e) All (I), (II) and (III) above.

90. The direction setting process helps to carry out plans effectively. This is an important function to bring in change in an organization. Which of the following is/are the guideline(s) a leader must consider while setting up the direction for an organization? <Answer>

I. Leaders should identify goals and objectives for the organization by considering what it want to achieve, how to achieve and when to achieve.
II. Leaders should make every little decision themselves.
III. Leaders should organize procedures for each and every task.

(a) Only (I) above
(b) Only (II) above
(c) Only (III) above
(d) Both (I) and (II) above
(e) Both (I) and (III) above.

91. There are various types of crises. Which of the following statements is related to 'hostile takeover attempt'? <Answer>

(a) These are also known as acts of God and cannot be prevented by human beings
(b) They cause a crisis especially in industries like tourism, banking, airline, etc.
(c) Organizations that have domination in the market try to acquire other smaller companies
(d) Relations between the management and laborers can cause disruptions in the functioning of the organization
(e) Plans made and followed by organizations may turn out to be faulty.

92. CEO's who discourage creative initiatives with a certain level of risk and cause the managers and employees to adopt the same approach and thus becoming fault finders rather than catalysts for change are <Answer>

(a) Liberal
(b) Progressive
(c) Aggressive
(d) Conservative
(e) Generous.

93. In the Westren cultures, direct eye contact indicates listening and attention whereas in some cultures it indicates aggressiveness. The process of communication by the use of eyes is called <Answer>

(a) Oculesics
(b) Kinesics
(c) Proxemics
(d) Symbols
(e) Posture.

94. Yunosonic Corp., employees are provided with job security and high retirement benefits. The managers encourage strict supervision of work and give clear instructions to employees. All employees, on their part, adhere to the rules and regulations. This kind of cultural dimension is normally a part of societies having <Answer>

(a) High power distance
(b) Low power distance
(c) High uncertainty avoidance
(d) Low degrees of uncertainty avoidance
(e) Demographic shifts.

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95. An American professional was designing a digital electronic circuit for its Japanese client. In a business presentation with the Japanese counterpart, he tried to create a humor situation to ease the atmosphere. But the Japanese found it very unprofessional. Which of the following cross-cultural communication is committed by the American professional? <Answer>

(a) Silence during a conversation
(b) Interruption during a conversation
(c) Humor in conversation
(d) Structure of the message
(e) Selecting a topic of conversation.

96. The process of developing cultural fluency received attention when Dr. Linda Beamer developed a model for developing intercultural communication competence. Which of the following is/are **not** the underlying principle(s) of the model Beamer proposed? <Answer>

I. Culture cannot be learned.
II. Cultures are complete and rational.
III. All cultures are equally suitable.

(a) Only (I) above
(b) Only (II) above
(c) Only (III) above
(d) Both (I) and (III) above
(e) Both (II) and (III) above.

97. Various factors have to be considered while enhancing multi-cultural communication skills. Which of the following statements is/are **not true** regarding the style of communication? <Answer>

I. The communication style depends totally on whether the addressees make a high or low contribution in the communication process irrespective of culture of a region.
II. The style of communication also depends on whether the culture is individualistic or collective.
III. In cultures where there is more of a democratic style of functioning, the communication style can be more participative.

(a) Only (I) above
(b) Only (II) above
(c) Both (I) and (II) above
(d) Both (II) and (III) above
(e) All (I), (II) and (III) above.

98. Various factors have to be considered while enhancing multi-cultural communication skills. Which of the following creates potential problems to managers intending to enter foreign markets when the differences occur in the way people perceive words and their meanings and the differences in tone and semantics? <Answer>

(a) Language barriers
(b) Message
(c) Integrity
(d) Style of communication
(e) Objective.

99. The culture of any country and its workplace is influenced by various dimensions. Which of the following statements is/are **true** regarding masculinity vs femininity? <Answer>

I. Assertiveness and competitiveness are regarded as feminine values.
II. In masculine cultures, gender roles are sharply differentiated.
III. In feminine cultures, the role of men and women are less differentiated.

(a) Only (I) above
(b) Only (II) above
(c) Both (I) and (II) above
(d) Both (II) and (III) above
(e) All (I), (II) and (III) above.

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100. Which of the following statements is/are **true** regarding symbolism? **<Answer>**

I. These are passive non-verbal communications interpreted in different ways in different cultures.
II. Colors are also interpreted in different ways in different cultures.
III. The speed of talking also varies from culture to culture.

(a) Only (I) above
(b) Only (II) above
(c) Both (I) and (II) above
(d) Both (II) and (III) above
(e) All (I), (II) and (III) above.

END OF QUESTION PAPER

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Suggested Answers
Managerial Effectiveness – II (MB1A4): January 2009

	ANSWER	REASON	
1.	E	Every manager faces ethical issues almost each day at work. Business ethics refers to truth and justice. Remaining all the options are the factors that influence ethical behavior.	< TOP
2.	C	Communication at the organizational level involves communicating policies, giving information, and motivating employees. These include increasing the understanding, gaining support, and involving and gaining the commitment of people. Communication at the individual level Communication at the individual level involves dealing with subordinates, giving instructions, and communicating responsibilities.	< TOP
3.	C	The intensity of the ethical issue will **not** be greater if there is lesser probability of it causing damage.	< TOP
4.	B	A manager who wants to set up a manufacturing plant selects two locations. Using Dawe's Rule he/she lists out the pros and cons for each of these locations and selects the location with the maximum number of number of pros.	< TOP
5.	C	Statements (I) and (III) are true regarding developing tomorrow's managers. Statement (II) relates to establishing values. Therefore option (c) is the correct answer.	< TOP
6.	B	Statement (IV) is not true regarding time management.	< TOP
7.	C	The personality variable of an individual influences his/her ethical behavior. Two main personality variables are ego strength and locus of control. Ego strength refers to the strength of the individual's beliefs.	< TOP
8.	C	An organizational culture that is characterized by high risk tolerance, control and conflict tolerance is most likely to foster high ethical standards. Beliefs is an individual characteristic.	< TOP
9.	E	All the statements are true regarding the basic principles a manager has to remember while doing the organizing.	< TOP
10.	D	The decision making process involves the following steps: Step 1: Identifying and defining the problem. Step 2: Gathering the information. Step 3: Analyzing the alternatives. Step 4: Putting selected decisions into practice. Step 5: Obtaining feedback. Hence option (d) is the correct answer.	< TOP
11.	C	The underlying principle of management planning is that, the future situation will be different from present situation.	< TOP
12.	B	Hens Selye, developed a model called the General Adaptive Syndrome model to explain the stress phenomenon and the stress levels. This model has three stages. The first stage, which is the alarm reaction stage. The third stage is the exhaustion stage. The second stage is also known as the resistance stage. Honeymoon and awakening stages belong to burnout life cycle.	< TOP

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13. E Holistic therapies allow the body to heal naturally. These therapies have no side effects and are reliable. Reflexology is the use of meridians or zones to reduce stress. This therapy involves applying gentle force on pressure points on the hands and feet. This pressure stimulates the brain to release endorphins. Reflexology works on the circulatory, nervous and lymphatic systems. < TOP

14. E Some may need more sleep or some less. Therefore option (e) is not true. < TOP

15. B Option (b) is not true. Yoga is not for body building. < TOP

16. C The personality of an individual plays a vital role in stress management. Every individual can be categorized into Type A and Type B personalities. All the options except the option (c) are true. The individuals with Type A personality are not casual about winning, but are very obsessive about winning. < TOP

17. C Employees, especially those in the BPO industry are required to work in shifts that result in irregular rest hours that create stress. This is a job stressor. < TOP

18. A The external stress can caused from family, work, peers and friends. Physical conditions such as poor lighting, loud noise, poor seating arrangements and extreme workplace temperatures are also stressors. Statement (I) relates to internal stress but not external stress. < TOP

19. E Stress that occurs due to lack of resources or scarce resources at the work place is called job stress. The common job stressors are: < TOP

- Difficult superiors

Personal inadequacy

Setting high goals

Role conflicts

Overwork and deadline.

Hence option (e) is the answer as it is an organizational stressor. Job insecurity comes under organizational stress.

20. D Except statement (III) all the other statements are the reasons for the importance of work-life balance. < TOP

21. A Poor organization skills lead to confusion over delegation of authority and responsibility. If an employee may be given any responsibilities without sufficient authority, this would result in organizational stress. < TOP

22. D Our mind switches from one thought to another constantly. The constant thought process of thinking leads to stress in people. Meditation is a technique to achieve a thoughtless or mindless state. < TOP

23. A Balanced diet is important for reducing stress and not fasting. Therefore all the remaining are the important strategies for reducing the stress. < TOP

24. C Statements (I) and (III) are true with regard to time logs. Statements (II) is not true. Time logs can be designed for daily, weekly or fornightly use. < TOP

25. B All the situations except the situation in option (b) are facing the stress. In the situation, where the a student is attending college, the student does not face stress as it is his routine schedule and also it is not at all a burden on him. A student preparing for examinations is under stress. < TOP

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26. D The corporate world signifies uncertainties, too many responsibilities and long work hours. < TOP

Hence the option (d) is the answer.

27. D Statements (I) and (III) are true regarding short term plans. < TOP

I. It provides a narrow perspective.

III. Managers draw up short-term plans keeping in view their long-term objectives.

Statement (II) is not true regarding short term plan.

28. D I. Delegation is the process of giving authority to a person to undertake activities or tasks on behalf of another person. < TOP

II. Managers have the right to delegate but they have to take care to delegate work to the right person.

III. A person with low self-esteem may feel that delegation is a sign of weakness.

29. D A goal must have a numerical or quantitative value related to the desired result < TOP

30. D I. Working faster may result in many errors. < TOP

II. Working for long hours may exhaust the person.

III. Improvement in technology has changed the approach to time management.

31. D A fixed schedule or routine discourages others from interrupting them unless there is an emergency. < TOP

32. C I. Socializing is essential for every successful manager. < TOP

II. When managers spend too much time in socializing with colleagues, it may result in wastage of work hours.

III. The socializing process starts at an unknown level and makes itself an accomplished habit.

33. D Few members attending the meeting is not a factor that contribute to the failure of a meeting. Too many members attending the meeting is the factor that contribute to the failure of the meeting. < TOP

34. E All the statements are true regarding poor communication. < TOP

35. E Option (e) the goals should be free of targets is incorrect. The goals should have a time target or deadline. < TOP

36. A Lateral delegation implies delegating work to colleagues. This kind of delegation occurs generally between different departments. < TOP

37. C A daily plan is a to-do list that managers prepare each day that reminds them of the important tasks to be performed on a given day. < TOP

38. B Statements (I) and (IV) are true regarding the phases of time planning. Statements (II) and (III) are interchanged. The correct statements are the second phase of planning involves taking a wide angle view of future events and scheduling them and the third phase of planning involves monitoring the use of time. < TOP

39. B Problem decomposition techniques: These techniques are used to identify the various dimensions of a problem and frame a compatible solution that considers all of them. These techniques ensure that the selected solution is acceptable in a particular situation. < TOP

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40. B The underlying concept of mind mapping is to generate ideas by branching and learning to think in new ways. < TOP

41. E Lateral thinking techniques: < TOP

a) Identifying alternatives
b) Challenging facts and assumptions
c) Negating the obvious
d) Focusing on starting and special areas
e) Postponing judgment.

42. C Statements (I) and (III) are not true. Too many revolutionary ideas bring chaos in the work environment and too many evolutionary ideas kill creativity. Innovations can be both scientific and managerial. Innovation is the process where the result is defined. < TOP

43. B People have mental blocks that obstruct their thought process. Unblocking technique involves enhancing clarity of thinking and generating creative ideas by removing these mental blocks. < TOP

44. B Synectics uses several mechanisms to enhance creativity. The problem is clearly defined to the group and brainstorming is used to generate solutions. If this does not throw up a solution, then the PAU mechanism is used. < TOP

45. C In guided visualization technique, the participants should not use any verbal or text messages. < TOP

46. C In Intrapreneurship a senior manager periodically reviews the status of the project. < TOP

47. E All the three components are vital for being creative < TOP

48. A The fear of failure is a barrier to creativity. This is the fear of the idea being rejected and it may result in projects getting delayed. < TOP

49. D Options a, b, c and e come under the four important rules for conducting brainstorming sessions. Option d comes under the Delphi technique. < TOP

50. B Parallel groups are used to bring in different viewpoints or designs for a particular situation. These kinds of groups are used in advertising in designing products, or in projects with require creative or innovative ideas. < TOP

51. C Statements (I) and (II) are true regarding emotional intelligence and career development. Statement (III) relates to emotional intelligence and leadership. < TOP

52. B Emotions can be both positive and negative. They can't be negative in an organization. < TOP

53. C Option (c) is not the ability or the four branches of emotional intelligence.It is a definition given by Goleman who described emotional intelligence as " a capacity for recognizing our own feelings and those of others, for motivating ourselves, and for managing emotions well in ourselves and in our relationships". All other options are concepts of four branches of emotional intelligence identified by Mayer and Salovey. < TOP

54. D Inevitability is the among the Peter Frosts seven 'ins' which describe negative emotions. All other options are positive emotions. < TOP

55. A The lower part of the brain which is called subcortex is the center of emotions. While the upper part of the brain is the center for intellectual intelligence. < TOP

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56. A In the preparation stage all the necessary competencies that need to be developed should be identified. Personal goals should be defined in clear terms for employee belongs to 'Training stage'. In this stage the support and guidance of colleagues, superiors and the management is critical, the application of the skills learned during this stage are applied in actual job situations belongs to 'Application stage'. In this stage the essentials for identifying the programs that need to be improved and retaining those that are effective belongs to 'Evaluation stage'. < TOP

57. E All the statements are true regarding the guidelines to be followed in building emotionally intelligent teams. < TOP

58. E Option (e) is not true as Golemam's theory helps to predict and develop the characteristic features that differentiate exceptional performers form others at any level of job. But, it does not treat all the employees equally irrespective of their performance level. All other options are true with regard to Goleman's emotional intelligence model. < TOP

59. E Try to spend less time with people who criticize and make fun of feelings of others. All other options are among the suggestions to improve emotional intelligence at a personal level < TOP

60. E The reward and recognition programs for those in the lower level are cash incentives because they can be motivated only by cash incentives and not by holiday packages and certificate of appreciation. < TOP

61. A Increase in conflicts is the consequence of the existence of the negative emotion but it is not a negative emotion. < TOP

62. C Statements (I) and (III) relate to personal competence. Statement (II) relates to social competence. Therefore option (c) is the correct answer. < TOP

63. C In organization people have to take additional responsibility which arises out of a particular situation. Though they are in addition to the regular duties and not part of the job description, it helps them to learn additional skills proving beneficial to career advancement. < TOP

64. D Reason: Managers should have an understanding of the interests of subordinates in all matters relating to the organization. < TOP

65. C For some issues organizational issues like reducing costs or imposing certain unpopular decisions which are in the interests of the organization, this approach may be preferred. < TOP

66. C Time pressure can affect the interpersonal interactions between two persons to a great extent. This is especially true when everyone is busy and has no time to get feedback on the work done. < TOP

67. A Managers have to be aware of their own qualities- their strengths and weaknesses. This is known as self awareness. < TOP

68. D A transaction is a unit of communication and TA is the analysis of communication between individuals. < TOP

69. C Statements (I) and (II) are true regarding the steps followed in reverse brainstorming. Statements (III) relates to guided visualization. < TOP

70. E Listening is a positive stroke. Negative strokes are sometimes considered better than no strokes at all. < TOP

71. A The payoff is the hidden advantage which motivates the players to participate in games. < TOP

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72. A I am not ok, you're ok is a life position where people view themselves as inferior to others. Those who continue to live with this life position develop an inferiority complex and believe that they cannot do anything properly. They will be at the mercy of others throughout their life. < TOP

73. A When a message from a specific ego state of a person receives an expected response from the specific ego state of the other person. It is called a complementary trasaction. < TOP

74. B While trying to avoid conflict or accommodate the demand of another person, interpersonal skills are not very critical. < TOP

75. D The Parent ego state is the 'taught' concept, the Child ego state is the 'felt' concept, and Adult ego state is the 'learned' concept. < TOP

76. A In collaborative approach, the basic assumption is that conflict is a natural part of life and that it can be solved. < TOP

77. E Assertiveness is not essentially required in solving problems in organizations is not true. Assertiveness is essential in solving problems in organizations in such a way that all the parties concerned are able to come out of the situation reasonable satisfied. < TOP

78. B Desire to be great: Many organizations build pride among their employees and motivate them to do something great. People have a great desire to contribute to something lasting and are motivated naturally when they feel that they are working on something important, rare and marvelous. < TOP

79. C Frontline staff rarely have opportunities for career advancement. Since the only thing that connects them with the company is the pay check, they care little for the company's long-term performance. < TOP

80. B The first step for preventing a crisis is 'plan for a crisis' and this begins with identifying all the possible causes for a crisis. < TOP

81. E Smoldering crisis result from employee problems like boycotting work, strike by employees to achieve their demands etc. < TOP

82. B The 'Nine Faces of Leadership' are charisma, individual consideration, intellectual stimulation, courage, dependability, flexibility, integrity, judgment, and respect for others. According to individual consideration: The ability to coach, advice and teach people and to help the newcomers in the organization. It also includes the skill to listen actively. Therefore option (b) is the correct answer. < TOP

83. D Conflicts arise in an organization because people compete for work, resources, authority, recognition and safety. < TOP

84. E A leadership vision can be evolved by analyzing past experiences, learning from the present situation, and by anticipating the future. < TOP

85. E All the options are true with regard to the points to remember while attempting to persuade a follower. < TOP

86. E All the statements are true. < TOP

87. E Option (e) visioning skill is not a conflict resolution skill. < TOP

88. D Even after conducting market research and test marketing, many of the new products that are launched in the market fail. This can develop into a crisis for the company as it may cause huge losses. < TOP

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89. D Statements (II) and (III) are true regarding charismatics. Whereas, statement (I) is not true. They are emotional yet rational. < TOP >

90. E Leaders should not make every decision themselves. They should delegate responsibility to those who deserve it. This gives the staff greater confidence. < TOP >

91. C Hostile Takeover Attempt: Many organizations, especially those that have domination in the market, try to take over other smaller companies. Suchtakeover attempts can turn out to be a serious crisis for these smaller companies. < TOP >

92. D A CEO who is overly conservative in his/her approach discourages creative initiatives that come with a certain level of risk. And other managers and employees in the organization also adopt the same approach. < TOP >

93. A The use of eyes in the process of communication is called oculesics. < TOP >

94. C In societies with high uncertainty avoidance, people do not like taking risks. Employees are provided with job security and high retirement benefits. The managers encourage strict supervision or work and give clear instructions to employees. All employees, on their part, adhere to the rules and regulations. < TOP >

95. C Use of humor in a business meeting in Japan may not be appreciated and strict adherence to professionalism is required. However, in American culture humor may be used as an attempt to create an immediate rapport between parties in business meetings. < TOP >

96. A There are four principles underlying the model that Beamer proposed: < TOP >

- Cultures can be learned
- Cultures are complete and rational
- All cultures are equally suitable
- A person who is culturally fluent can accept that cultural prejudice always exists.

97. D Statements (II) and (III) are true regarding the style of communication. Whereas, statement (I) is not true. As the communication style depends partly on whether the addressees make a high or low contribution in the communication process. < TOP >

98. A Language barriers: Language creates potential problems to managers intending to enter foreign markets. < TOP >

99. D Statements (II) and (III) are true regarding masculinity Vs Femininity. Statement (I) is false. Assertivenss and competitiveness are considered as male values but not female values. < TOP >

100. C Statements (I) and (II) are true with regard to symbolism. Statement (III) relates to para language. < TOP >

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