Chapter-1: Conceptual Framework of Management

1. Organization structure primarily refers to
   a. how activities are coordinated and controlled
   b. how resources are allocated
   c. the location of departments and office space
   d. the policy statements developed by the firm

2. Strategic management process usually consists of ______ steps.
   a. Four
   b. Five
   c. Six
   d. Seven

3. Which of the following functions is not a core function of an organisation?
   a. The accounting and finance function
   b. The operations function
   c. The product/service development function
   d. The marketing (including sales) function

4. Which of the following would not be normally considered as a key feature of Operations Management?
   a. Most new technology is implemented in Operations areas
   b. Operations is the area of a business where most people work
   c. World class Operations can give an organisation competitive advantage
   d. Operations is the part of an organisation which creates wealth through the management of the transformation process

5. Planning involves the following:
   a. Assigning tasks
   b. Defining goals
   c. Determining appropriate tasks and resources
   d. Making corrections

6. Organizing involves the following:
   a. Motivating employees
   b. Defining goals
c. Monitoring employees' activities
d. Grouping tasks into departments

7. Leading involves the following:
   a. Assigning tasks
   b. Motivating employees
   c. Use of influence
   d. Monitoring employees' activities

8. Controlling involves the following:
   a. Grouping tasks into departments
   b. Determining appropriate tasks and resources
   c. Defining goals
   d. Monitoring employees' activities

9. Which of the following generic terms is not a management function?
   a. Organising
   b. Systemising
   c. Leading
   d. Planning

10. In a service organisation, which of the four organisational levels are most likely to interface directly with the general public?
    a. Non-managerial employees.
    b. Middle managers.
    c. Top managers.
    d. First-line managers.

11. Being able to conceptualise means that:
    a. You are able to think about abstract things.
    b. You search for opportunities and changes.
    c. You work well in groups.
    d. You have good interpersonal skills.

12. The major differences in skill requirements between middle and top managers are that:
    a. Middle managers require better technical and conceptual skills than top managers.
    b. Top managers require better interpersonal skills but less conceptual skills than middle managers.
c. Top managers generally require better technical and interpersonal skills than middle managers.

d. Top managers generally require higher level conceptual skills but less technical skills than middle managers.

13. What is the most appropriate goal of the firm?

a. Shareholder wealth maximization.
b. Profit maximization.
c. Stakeholder maximization.
d. EPS maximization.

14. According to Knights and Williams, what could management be seen as?

a. A field of study
b. A job title
c. A social position
d. An everyday activity involving interactions between people

15. Which of the following is NOT a measure of a manager's effectiveness?

a. Speed of promotion through the organisation
b. Level of staff turnover
c. Accidents at work
d. Absenteeism and sickness

16. MBO stands for:

a. Management by Objectives
b. Managerial Behaviour in Organisations
c. Management by Organising
d. Management by Objectification

17. Which of the following is an assumption of Theory Y?

a. Given the right conditions, the average worker can learn to accept responsibility
b. Commitment to objectives is a function of rewards associated with their achievement
c. The intellectual potential of the average person is only partly utilised
d. All of the above

18. Kotter identified the significant activities which all managers had in common as:

a. Network building and strategic planning
b. Strategic planning and resource allocating
c. Agenda setting and resource allocating
19. Administration can be viewed as:
   a. Separate from management
   b. Part of management
   c. The same thing as management
   d. Less important than management

20. According to Knights and Williams, what could management be seen as?
   a. A job title
   b. An everyday activity involving interactions between people
   c. A social position
   d. A field of study

Answers for Self Assessment Questions
1. (a) 2. (b) 3. (a) 4. (d) 5. (c)
6. (d) 7. (c) 8. (d) 9. (b) 10. (a)
11. (a) 12. (d) 13. (a) 14. (d) 15. (a)
16. (a) 17. (d) 18. (d) 19. (b) 20. (b)
1. Which of the following ideas is most closely associated with symbolic-interpretive organization theory?
   a) Progress myth
   b) Competition
   c) Deconstruction
   d) Social construction

2. What is the primary focus of a theory?
   a) The phenomenon of interest
   b) A set of concepts
   c) Organization
   d) None of the above

3. Subjectivism is most strongly associated with which perspective?
   a) Classical
   b) Modern
   c) Symbolic-interpretive
   d) Postmodern

4. Which perspective is associated with the epistemological assumption that meaning is fluid and cannot be fixed and therefore knowledge is indeterminate?
   a) Modernism
   b) Symbolic-interpretivism
   c) Postmodern
   d) Modernism, Symbolic-interpretivism and Postmodern

5. A postmodernist is most likely to see an organization as:
   a) a text.
   b) a machine.
   c) an organism.
   d) a culture.
6. To call attention to (surface) and then overturn (contradict or deny) the assumptions of an argument constitutes the postmodern method of:
   a) deconstruction.
   b) intertextuality.
   c) decentering.
   d) grand narrative.

7. Which of the following statements about leadership is false?
   a) Not every leader is a manager.
   b) When people operate as leaders their role is always clearly established and defined.
   c) Leadership does not necessarily take place within a hierarchical structure of an organisation.
   d) All the above.

8. A strategic research plan should include all of the following except
   a) avoiding media-prompts.
   b) taking careful and functional notes.
   c) assessing personal knowledge.
   d) researching likely sources of information.

9. The four main dimensions which influence behaviour in work organisations are:
   a) Individual, organisation, group, gender
   b) Individual, group, organisation, environment
   c) Group, environment, organisation, gender
   d) Environment, group, individual, gender

10. The Pluralistic Approach views the organisation in terms of:
    a) having a single source of loyalty.
    b) one common vision for everyone.
    c) a competing set of sub-groups.
    d) none of the above.

11. The contingency approach to the relationship between organisational structure and best performance believes that:
    a) There is no single optimum system
    b) Structures are dependent on organisational tasks and environment
    c) Context and situational factors should influence management decisions
    d) All of the above
12. The Hawthorne experiments were important in the development of the______________________ approach to organisational behaviour

   a) Structuralist  
   b) Post-modern  
   c) Human relations  
   d) Systems

13. Criticisms of bureaucratic organisational structures include the fact that they tend to:

   a) Place too much emphasis on record keeping  
   b) Stifle organisational flexibility  
   c) Restrict the psychological growth of their members  
   d) All of the above

14. Taylor’s principles for guiding management in the efficient control of the workforce in a productive way included:

   a) Scientific selection and the use of teamwork  
   b) Division of work and a standard hourly rate of pay  
   c) Scientific selection and the division of work  
   d) Scientific selection and a standard hourly rate of pay

15. Scientific management focuses on a ______________ approach to motivation.

   a) social-economic  
   b) rational-economic  
   c) human  
   d) none of the above

16. The “Peter Principle” states that, in a hierarchy every employee:

   a) Tends to rise to their natural level of competence  
   b) Tends to rise to their natural level of incompetence  
   c) Tends to challenge the views of their senior managers  
   d) Tends to seek promotion

17. One of the positive outcomes of conflict in organisations is:

   a) More effective use of time  
   b) Greater authority for managers  
   c) Better ideas produced  
   d) High employee turnover

18. The psychological contract is:
a) The match between individual and organisational expectations
b) The changing relationship between staff and manager
c) The basis for performance management
d) A set of moral and ethical codes for employee behaviour

19. The four main approaches to organisations and management are: [Hint]

a) human relations, social action, contingency and scientific management
b) classical, human relations, bureaucracy and social action
c) classical, human relations, systems and contingency
d) contingency, social action, scientific management and classical

20. Scientific management focuses on a ________________ approach to motivation [Hint]

a) human
b) rational-economic
c) social-economic
d) none of the above

Answers for Self Assessment Questions

1. (d) 2. (a) 3. (c) 4. (c) 5. (a)
6. (a) 7. (b) 8. (a) 9. (b) 10. (c)
11. (d) 12. (c) 13. (d) 14. (c) 15. (b)
16. (b) 17. (c) 18. (a) 19. (c) 20. (b)
Chapter-3: Management Planning

1. Identify the best definition of planning.
   a) Setting an organisation's objectives and the means of reaching them.
   b) The core activity of planners and planning departments.
   c) An integrated process in which plans are formulated, carried out and controlled.
   d) Devising ways of achieving the objectives of an organisation.

2. What is the planning horizon?
   a) The distance ahead for the forecasts on which plans are made.
   b) The time between making a plan and putting it into effect.
   c) The time ahead for which there is no information.
   d) The time period within which uncertainty is very low.

3. We identified several internal benefits of objectives, goals and a sense of mission. Which is not included?
   a) Basis of plans and decisions
   b) Basis of control
   c) Basis to resolve disputes
   d) None of the above.

4. What is measurementship?
   a) Collecting too much performance data
   b) Concentrating on measurable targets at the expense of others
   c) Trying to agree low objectives so as to look good later
   d) Discussing "the numbers" at every opportunity

5. What three problems commonly hindering successful planning did we identify?
   a) Conflict among objectives; impossibility of measuring outcomes; confusion between means and ends.
   b) Lack of planning expertise; little top management support; misuse of planning specialists.
   c) Procedures unsuited to change; negative organisational culture; poor interpersonal relationships.
   d) An oversized planning department; poor co-operation between managers and planners; managers with little time to gather information.

6. What is the more formal term for what is known as 'Plan B'?
a) A crisis plan  
b) A calamity plan  
c) A convergence plan  
d) A contingency plan

7. Good crisis management involves immediately decentralising control to a number of well-trained teams. They concentrate on speedy resolution of the crisis.

a) True  
b) False

8. The formulation of strategies to achieve organisational goals is part of:

a) The controlling function.  
b) The leading function.  
c) The co-ordinating function.  
d) The planning function.

9. All of the following would be steps or concerns in the process of strategic planning EXCEPT:

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

10. The process of developing and maintaining a strategic fit between the organization's goals and capabilities and its changing marketing opportunities is called:

a) Strategic planning.  
b) The marketing concept.  
c) Tactics.  
d) Market segmentation.

11. With respect to the steps in the strategic planning model, which of the following steps follows "defining the company mission"?

a) Planning marketing and other functional strategies.  
b) Setting company objectives and goals.  
c) Examining the global strategies of the firm.  
d) Designing the business portfolio.

12. What is the first step in a program plan?

a) Audience  
b) Situational analysis
13. A(n) ______ should be realistic, achievable, measurable, and include a time-frame.

   a) Thesis
   b) Goal
   c) Objective
   d) Strategy

14. The process of evaluation is the measurement of results against established ______ set during the planning process.

   a) Tactics
   b) Goals
   c) Communication materials
   d) Objectives

15. An organisation's mission can be defined as:

   a. The overriding purpose in line with the values or expectations of stakeholders.
   b. The overriding purpose regardless of the values or expectations of stakeholders.
   c. The organisation's business plan.
   d. The desired future state of the organisation.

16. The purpose of analysing an organisation's strategic position is:

   a. To understand the operational and corporate requirements of an organisation.
   b. To understand the strategic position of the organisation in terms of its strategic capability and the expectations and purposes of stakeholders.
   c. To understand the strategic position of the organisation in terms of its external environment, the strategic capability of the organisation and the expectations and purposes of stakeholders.
   d. To evaluate the resources necessary to translate strategy into action.

17. Successful teams translate their ______ into specific, measurable, and realistic performance goals.

   a. common purpose
   b. norms
   c. knowledge
   d. roles

18. When managing a diverse team, it is important to keep in mind that:
a. it will be easier to reach agreement on specific actions.
b. the lack of a common perspective means that more time is spent on discussing issues.
c. the group may be less open to new ideas because of its diversity.
d. communication should be easier because the group is diverse.

19. In order to reinforce team effort and commitment, managers should consider the use of:

a. individual performance evaluations.
b. recognition and small financial rewards.
c. individual piece rate plans.
d. flexible benefits.

20. A design view of strategy refers to:

a. The systematic, rational way in which strategy is always developed in organisations.
b. The pulling together of ideas that develop from different parts of the organisation.
c. Pulling together the different decisions made throughout an organisation so as to develop a coherent overall strategy.
d. The deliberate positioning of the organisation through a rational, analytic, structured and directive process.

Answers for Self Assessment Questions
1. (a) 2.(b) 3.(c) 4.(c) 5.(b)
6. (d) 7.(b) 8. (d) 9.(d) 10.(a)
11.(b) 12.(b) 13.(c) 14.(d) 15. (a)
16.(c) 17.(a) 18.(b) 19.(b) 20. (d)
Chapter-4: Principles of an Organization

Self Assessment Questions

1. Which approach recognizes that there is no optimal organizational design?
   a. Contingency
   b. Boundless organizations
   c. Flexible organizations
   d. Virtual organizations

2. Disadvantage of informal Groups………
   a. Resistance to change
   b. Role conflict
   c. Rumor
   d. All of above

3. Key characteristics of the formal organization………
   a. enduring, unless deliberately altered
   b. top-down
   c. static
   d. All of above
   a.

4. Formal organization is not a fixed set of rules of intra-organization procedures and structures.
   a. True
   b. False

5. Informal organization is the interlocking social structure that governs how people work together in practice.
   a. True
   b. False

6. .........................is a method that has been and still is successful in most organizations.
   a. Organizations
   b. Departmentation
   c. Functional departmentation
7. Structure is the pattern of relationships among positions in the organization and among members of the organization. Which of the following does structure make possible?
   a. The planning, organizing, directing and controlling of the activities of the organization.
   b. The application of the process of management.
   c. The creation of a framework of order and command.
   d. All of the above.

8. Which of the following functions may be described as 'task' functions?
   a. Production.
   b. Quality control.
   c. Personnel.
   d. All of the above.

9. Which of the following might be classified as functions of the ‘staff organization’ as opposed to functions of the ‘line organization’?
   a. Computer support services.
   b. Public relations.
   c. Personnel.
   d. All of the above.

10. Which three of the following terms best describe the three levels in a hierarchical structure?
    a. Missionary level.
    b. Co-ordination level, Objective level.
    c. Technical level, Community level.
    d. Managerial level, Community level, Technical level.

11. Organizational structure is made up of key elements. Which of the following is not one of these elements?
    a. co-ordination
    b. chain of command
    c. decentralization
    d. centralization

12. When jobs are grouped together based on a particular type of customer, this is known as:
a. centralization.
b. departmentalization.
c. work specialization.
d. job structuring.

13. Centralization refers to:
   a. the decision-making process.
   b. team decision-making.
   c. the geographic dispersion of an organization.
   d. the degree to which decision-making is concentrated at a single point in the organization.

14. In an organization that has high centralization:
   a. all top-level officials are located within the same geographic area.
   b. problems can be quickly and efficiently solved.
   c. decision discretion is widely dispersed throughout the organization.
   d. top managers make all the decisions—lower-level managers merely carry out directions.

15. The degree to which jobs within an organization are standardized is referred to as:
   a. centralization.
   b. job variation.
   c. job classification.
   d. formalization.

16. In a highly formalized organization, job behaviors are relatively:
   a. programmed.
   b. non-existent.
   c. nonprogramed.
   d. discretionary.

17. Employee discretion is inversely related to:
   a. complexity.
   b. standardization.
18. Which of the following structures is characterized by centralization, high formalization, extensive departmentalization, and a limited information network?

   a. mechanistic model
   b. organic model
   c. job structure model
   d. job satisfaction model

19. If there is low formalization, a comprehensive information network and high participation in decision-making, one would expect:

   a. a typical government organization.
   b. an organic structure.
   c. a stable structure.
   d. a bureaucracy.

20. Which of the following is characterized by wide spans of control, little formalization, a low degree of departmentalization, and authority centralized in a single person?

   a. bureaucracy
   b. simple structure
   c. matrix organization
   d. team structure

Answers for Self Assessment Questions
1. (a) 2.(d) 3.(d) 4.(b) 5.(a)  
6. (c) 7.(d) 8.(a) 9.(d) 10.(d)  
11. (a) 12.(c) 13.(d) 14.(d) 15.(d)  
16. (a) 17.(b) 18.(a) 19.(a) 20.(a)
Chapter-5 Types of Authority

Self Assessment Questions

1. An individual who seizes power and imposes his will on the people is known as a/an
   a. dictator
   b. oligarch
   c. charismatic leader
   d. monarch

2. Functionalists argue that …………….. prevent(s) any one group from having total government control.
   a. pluralism
   b. coalition governments
   c. the existence of a powerful elite
   d. charismatic leaders

3. Governments, whether dictatorships or the elected forms, are examples of ………………
   a. coercion
   b. micropolitics
   c. macropolitics
   d. bureaucracy

4. Members of the power elite are drawn from ……………………
   a. top political offices
   b. the armed forces
   c. the largest corporations
   d. all of the above

5. Most European countries base their elections on a system of ………………………
   a. proportional representation
   b. oligarchy
   c. direct democracy
   d. pluralism

6. Pierre Elliott Trudeau ……………………………
   a. was a charismatic leader
   b. is an example of a leader who is difficult to classify in terms of ideal types
   c. was a rational-legal leader
   d. all of the above
7. The act or process of reducing people to objects that do not deserve the treatment accorded humans is ………………………
   a. routinization  
   b. dehumanization  
   c. institutionalization  
   d. regimentation

8. Today, national boundaries are becoming less meaningful because of ……………………
   a. the worldwide flow of information, capital, and goods  
   b. the adoption of capitalism by more and more nations  
   c. the formation of large economic and political units like the European Union  
   d. all of the above

9. Traditional authority ………………………
   a. was identified by Max Weber  
   b. has been the most common form of authority  
   c. is based on custom  
   d. all of the above

10. What did Peter Berger consider to be the ultimate foundation of any political order?
    a. elections  
    b. violence  
    c. laws  
    d. leaders

11. What does the history of the political party system in Canada demonstrate?
    a. The party system evolved into a multi-party system during the 20th century.  
    b. Third parties have generally promoted left-wing policies.  
    c. The Liberals and Conservatives are the only important political parties.  
    d. all of the above

12. Which form of government exerts almost total control over the people?
    a. confederal union  
    b. totalitarian regime  
    c. monarchy  
    d. oligarchy

13. Which of the following is considered the least stable type of authority?
    a. monarchistic  
    b. rational-legal
c. charismatic
d. traditional

14. Which of the following relates to power?
   a. It is the ability to carry out one's will in spite of resistance from others.
   b. It is an inevitable part of everyday life.
   c. The concept was defined by Max Weber.
   d. all of the above

15. Which perspective suggests that conflict is minimized as special-interest groups negotiate with one another and reach compromises?
   a. political sociology
   b. functionalist
   c. conflict theory
   d. symbolic interactionist

16. Which of the following represent elements in the process of dehumanization?
   a. an inability to resist pressures related to personal loss
   b. a situation of emotional distance between people
   c. a preoccupation with following procedures
   d. all of the above

17. Authority ............................................
   a. refers specifically to power in the political realm
   b. typically involves force and coercion
   c. is equitably distributed throughout a society
   d. is perceived as being a legitimate form of power

18. Rational-legal authority is also known as .................... authority.
   a. democratic
   b. bureaucratic
   c. confederal
   d. universal

19. ..................means that deference and obedience will be given because of the extraordinary attractiveness and power of the person.
   a. Charismatic Authority
   b. Traditional Authority
   c. Rational-legal Authority
   d. None of these
20. …………is a complete process and takes place from one person to another.

   a. Decentralization
   b. Delegation of authority
   c. Implications of Decentralization
   d. None of these

**Answers for Self Assessment Questions**

1. (a) 2.(a) 3.(c) 4.(d) 5.(a)  
6. (b) 7.(b) 8.(d) 9.(d) 10.(b)  
11. (a) 12.(a) 13.(c) 14.(d) 15.(b)  
16. (d) 17.(d) 18.(b) 19.(a) 20.(b)
Chapter 6 Delegation of Authority

Self Assessment Questions

1. ……………… means assigning of certain responsibilities along with the necessary authority by a superior to his subordinate managers.
   a. Delegation
   b. Authority
   c. Power
   d. None of these

2. Delegation does not mean surrender of authority by the higher level manager.
   a. True
   b. False

3. ………………… is defined as the specific written transfer of authority from one official in ED (delegator) to another official in ED (delegate).
   a. Forms of Delegation
   b. Delegations in organization
   c. Delegation of Authority
   d. None of these

4. Delegation of Authority means division of authority and powers downwards to the subordinate.
   a. True
   b. False

5. “Delegation means assigning work to the others and giving them authority to do so.” This statement was says ……………
   a. Louis Allen,
   b. O.S. Miner
   c. F.C. Moore
   d. M.C. Gorge

6. ……………………… can be defined as the power and right of a person to use and allocate the resources efficiently
   a. Delegation
   b. Authority
   c. Power
   d. None of these

7. …………………….Means giving explanations for any variance in the actual performance from the expectations set.
a. Authority  
b. Responsibility  
c. Accountability  
d. Granting of Authority

8. The delegation process is end once powers are granted to the subordinates.
   a. True  
   b. False

9. Right to take decisions is shared by top management and other level of management is known as………
   a. Delegation  
   b. Decentralization  
   c. Responsibility  
   d. None of these

10. Informal delegation is arise due to position but according to circumstances or that is essential for to do his normal work.
    a. True  
    b. False

11. The person who delegates does not divorce himself from the responsibility and authority with which he is entrusted.
    a. True  
    b. False

12. Delegation raises the morale of subordinates as they are given duties and supporting authority is known as………………..
    a. Facilitates Efficiency  
    b. Improves Employee Morale  
    c. Leads to Motivation of Subordinates  
    d. None of these

13. Delegation makes it possible for the managers to distribute their workload to others is known as……………
    a. Facilitates Efficiency  
    b. Improves Employee Morale  
    c. Leads to Motivation of Subordinates  
    d. Relieves Manager for More Challenging Jobs
14. The authority is not delegated accordingly and the subordinate is told what is expected from him.
   
   a. True
   b. False

15. How is delegated legislation controlled?
   
   a. Parliamentary scrutiny and judicial review.
   b. Appeal to the European Court.
   c. Parliamentary scrutiny only.
   d. Judicial review.

16. Provide a literal translation of the phrase "ultra vires".
   
   a. The colour of the paper used on the writ.
   b. Untouchable.
   c. Legal objections.
   d. Beyond the powers.

17. Can the courts annul delegated legislation?
   
   a. Always.
   b. Never.
   c. Only within three weeks of being created.
   d. By applying the "ultra vires" principle.

18. Which of the following statements constitutes a valid criticism of delegated legislation?
   
   a. Delegated legislation is only controlled by the courts.
   b. Delegated legislation is only controlled by the European Court of Human Rights.
   c. Effective supervision is difficult because of the volume and technical nature of delegated legislation.
   d. There is excessive control over delegated legislation.

19. ..................is not arises due to position but according to circumstances or that is essential for to do his normal work.
   
   a. formal delegation
   b. Informal delegation
   c. Effective Delegation
   d. None of these

20. Delegation system may not work smoothly in the absence of effective communication between the superior and subordinates.
   
   a. True
b. False

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Chapter-7: Communication

Self Assessment Questions

1. Communication is a process of ............
   (a) transfer of information (b) transfer of energy (c) transfer of channel (d) none of these

2. There are six steps in developing effective communications.
   (a) True
   (b) False

3. A form of communication which has much in common with modern public speaking is ............
   (a) Conversation. (b) Lecturing. (c) Declamation. (d) Revising.

4. The three types of general speech purposes are ............
   (a) to inform, to demonstrate, and to persuade.
   (b) to entertain, to inform, and to persuade.
   (c) to persuade, to convince, and to move to action.
   (d) to entertain, to introduce, and to inform.

5. What comprises the decoding stage of the communication model?
   (a) Attention; perception; retention (b) Perception; retention.
   (c) Receiving; processing and storing information
   (d) Short term memory; decoding; long term memory.

6. The process of choosing symbols to carry the message you send is called
   (a) decoding. (b) channeling.
   (c) encoding. (d) interpreting.

7. A form of communication which has much in common with modern public speaking is
8. Which of the following reactions is an example of feedback?
(a) Laughing at a friend’s joke
(b) answering a teacher’s question
(c) Rolling your eyes when you hear a racial slur
(d) All of these are feedback.

9. Of the following definitions, the one that implies that communication is intentional is
(a) speech communication is a process through which people make sense of the world.
(b) communication has as its central interest those behavioral situations in which a source transmits a message to a receiver with conscious intent to affect the latter’s behaviors.
(c) communication is the discriminatory response of an organism to a stimulus.
(d) communication is a process of acting on information.

10. A component in the communication process that we often send without being aware of it is
(a) feedback.
(b) an encoded message.
(c) verbal communication.
(d) a message sent via touch.

11. Why do we communicate?
(a) To create and maintain our sense of identity
(b) To develop the ability to influence others
(c) To convey and create information
(d) For all of the above reasons

12. The process of understanding information within oneself is called
(a) active communication.
(b) intrapersonal communication.
(c) interactive communication.
(d) interpersonal communication.

13. The essential components of communication are
(a) symbols, understanding, communication, and communicant.
(b) symbols, understanding, purpose, ideas, opinions, nonverbals, and reaction.
source, message, interference, channel, receiver, feedback, environment, and context.

(d) source, destination, interaction, and correlation.

14. A communication source performs which of the following roles?

(a) Determining the meaning of what is to be communicated

(b) Encoding the meaning into a message

(c) Sending the message

(d) All of the above

15. Storytelling and joke telling can accomplish which purpose of communication?

(a) to discover

(b) to help

(c) to relate

(d) to play

16. In reality marketing communications activities occur:

(a) In parallel

(b) In rough order

(c) Randomly

(d) Sequentially

17. E-mail is a good channel for the daily communication to specific target groups.

(a) True

(b) False

18. Communication with people outside the company is called .................

(a) parallel communication

(b) Internal communication

(c) external communication

(d) none of these

19. .................is the process of interpretation of an encoded message into the understandable meaning.

(a) Encoding

(b) communication

(c) Decoding

(d) All of these

20. Contents of Communication should be of ................. to the sender and the receiver.

(a) encoding

(b) mutual interest
(c) decoding  
(d) All of these

**Answers for Self Assessment Questions**

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1. Motivation is defined as the level and persistence of ____________.
   (a) effort
   (b) performance
   (c) need satisfaction
   (d) performance instrumentalities

2. A content theory of motivation is most likely to focus on ____________.
   (a) organizational justice
   (b) instrumentalities
   (c) equities
   (d) individual needs

3. A process theory of motivation is most likely to focus on ____________.
   (a) frustration-regression
   (b) expectancies regarding work outcomes
   (c) lower-order needs
   (d) higher-order needs

4. According to McClelland, a person high in need achievement will be ____________.
   (a) guaranteed success in top management
   (b) motivated to control and influence other people
   (c) motivated by teamwork and collective responsibility
   (d) motivated by challenging but achievable goals

5. In Alderfer’s ERG theory, the ____________ needs best correspond with Maslow’s higher-order needs of esteem and self-actualization.
   (a) existence
6. Improvements in job satisfaction are most likely under Herzberg’s two-factor theory when ____________ are improved.

(a) working conditions
(b) base salary
(c) co-worker relationships
(d) opportunities for responsibility

7. In Herzberg’s two-factor theory ____________ factors are found in job context.

(a) motivator
(b) satisfier
(c) hygiene
(d) enrichment

8. In equity theory, the ____________ is a key issue.

(a) social comparison of rewards and efforts
(b) equality of rewards
(c) equality of efforts
(d) absolute value of rewards

9. In equity motivation theory, felt negative inequity ____________.

(a) is not a motivating state
(b) is a stronger motivating state than felt positive inequity
(c) can be as strong a motivating state as felt positive inequity
(d) does not operate as a motivating state
10. A manager’s failure to enforce a late-to-work policy the same way for all employees is a violation of __________ justice.
   (a) interactional
   (b) moral
   (c) distributive
   (d) procedural

11. In expectancy theory, __________ is the probability that a given level of performance will lead to a particular work outcome.
   (a) expectancy
   (b) instrumentality
   (c) motivation
   (d) valence

12. In expectancy theory, __________ is the perceived value of a reward.
   (a) expectancy
   (b) instrumentality
   (c) motivation
   (d) valence

13. Expectancy theory posits that __________.
   (a) motivation is a result of rational calculation
   (b) work expectancies are irrelevant
   (c) need satisfaction is critical
   (d) valence is the probability that a given level of task performance will lead to various work outcomes.

14. Which goals tend to be more motivating?
   (a) challenging goals
   (b) easy goals
15. The MBO process emphasizes __________ as a way of building worker commitment to goal accomplishment.

(a) authority
(b) joint goal setting
(c) infrequent feedback
(d) rewards

16. Theory X suggests that employees:

a. Dislike work
b. Like their manager
c. Dislike their manager
d. None of the above

17. What three words define motivation?

a. Desire, persistence, fairness
b. Ambition, direction, intensity
c. Persistence, fairness, ambition
d. Intensity, direction, persistence

18. The theory that individuals act depending upon their evaluation of whether their effort will lead to good performance, whether good performance will be followed by a reward, and whether that reward is attractive to them, is called:

a. Expectancy Theory
b. Motivational Theory
c. Equity Theory
d. Empirical Theory

19. Which answer corresponds to a person's internal desire to do something, due to such things as interest, challenge and personal satisfaction?

a. Theory Z
b. Extrinsic motivators
c. Theory X
d. Intrinsic motivators
20. Equity theory of motivation focuses on:

   a. The fact that people are influenced by the expected results of their actions.
   b. People’s perception of how they should perform in a given situation at work
   c. The motivational force involved in a person’s actions at work
   d. People’s expectation of the different outcomes for a given action

Answers for Self Assessment Questions

1. (a)  2. (d)  3. (b)  4. (d)  5. (d)
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16. (a) 17.(d) 18.(a) 19.(d) 20.(a)
Chapter-9: Staffing

Self Assessment Questions

1. ………….is a term that refers to the management of employee schedules.
   a. Directing
   b. Staffing
   c. Controlling
   d. None of these

2. Staffing is also affected by the future growth plans of the organization.
   a. True
   b. False

3. Manpower planning can be either short-term or long-term
   a. True
   b. False

4. …………………is the generating of applications or applicants for specific positions.
   a. Directing
   b. Staffing
   c. Controlling
   d. Recruitment

5. ………………. is one of the manager or supervisors most effective tools for fostering on-the-job motivation.
   a. Directing
   b. Staffing
   c. Controlling
   d. Recruitment

6. Job rotation at junior and middle level executives may be pivoted around their strengths and attributes and the future roles expected of them
   a. True
   b. False
7. …………has become a ritual at best, without any focus on the outcomes that can be achieved through a little planning and implementation effort.
   a. Directing  
   b. Job rotation  
   c. Controlling  
   d. Recruitment

8. ………………..is a process that seeks to optimize an organization’s usage of its human resources.
   a. Directing  
   b. Job rotation  
   c. Manpower development  
   d. Recruitment

9. ………………..is a systematic evaluation of personnel by supervisors or others familiar with their performance because employers are interested in knowing about employee performance.
   a. Performance appraisal  
   b. Job rotation  
   c. Manpower development  
   d. Recruitment

10. The final process of a job analysis is the preparation of two statements, namely,
    a. job observation and job description
    b. job specification and job observation
    c. job description and job specification
    d. None of the above

11. The written statement of the findings of job analysis is called
    a. job design
    b. job classification
    c. job description
    d. job evaluation

12. Which of the following is not a component of job design?
    a. job enrichment
    b. job rotation
    c. job reengineering
    d. job outsourcing

13. Job analysis is the process of studying jobs in order to gather, analyze, synthesize, and report information about job requirements.
    a. True  
    b. False
14. Competency based job analysis seeks to identify and describe the specific tasks, KSAOs, and job context for a particular job.

a. True  
b. False

15. Traditional job design is marked by formal organization charts, clear and precise job descriptions and specifications, and well-defined relationships between jobs.

a. True  
b. False

16. A job description is best defined as _____.

a. the organization’s framework for AA compliance  
b. the organization’s indicator of tasks required for each job  
c. the organization’s principle job training tool  
d. the organization’s performance appraisal instrument

17. Job analysis is a primary input and support activity for most functional staffing activities.

a. True  
b. False

18. When a job analysis is likely to be legally, technically or politically scrutinized, it is best to use an internal person to do the analysis, rather than an external consultant.

a. True  
b. False

19. The best approach to job analysis for traditional or evolving jobs is _____.

a. job requirements job analysis  
b. competency based job analysis  
c. team-based job analysis  
d. functional job analysis

20. Competency based job analysis is a way to facilitate increased staffing flexibility.

a. True  
b. False
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Chapter-10: Co-ordination

Self Assessment Questions

1. .................is ensured by top management through delegation of authority.
   a. Vertical co-ordination.
   b. Vertical communication and coordination.
   c. Horizontal and vertical communication.
   d. Vertical communication and coordination.

2. Co-ordination is not a function of management.
   a. True  b. False

3. Mutual adjustment relies on _______ to coordinate tasks.
   a. downward communication
   b. formal communication
   c. horizontal communication
   d. informal communication

4. Co-ordination is the “Plus value of the group”.
   a. True  b. False

5. Which method of coordination provides the most amount of worker discretion?
   a. Standardization of work processes
   b. Mutual adjustment
   c. Standardization of outputs
   d. Standardization of skills

6. Coordination can be achieved more easily in early stages of planning and policy-making.
   a. True  b. False
7. Integration is the integration of several parts into an orderly whole to achieve the purpose of understanding.
   a. A more mechanistic structure.
   b. Coordination.
   c. A more organic structure.
   d. Mutual influence.

8. Coordination must start at an early stage in the management process.
   a. True
   b. False

9. Coordination is possible in a climate of dedication and mutual cooperation.
   a. Self-co-ordination.
   b. Voluntary co-ordination.
   c. Both a and b.
   d. None of these.

10. Integration is an activity by companies that specialize in bringing different manufacturers’ products together into a smoothly working system.
    a. companies
    b. task
    c. organization
    d. None of these

11. Co-ordination helps to improve team spirit and morale of employees.
    a. True
    b. False

12. Which of the following is most accurate about the effects of downsizing?
    a. It does not result in cost reductions in the long-run or improvements in productivity.
    b. It does result in cost reductions in the long-run and improvements in productivity.
    c. It does result in cost reductions in the long-run but not improvements in productivity.
    d. It does not result in cost reductions in the short-run or improvements in productivity.

13. A price-skimming strategy involves charging high prices for a product, particularly during the introductory phase.
    a. True
    b. False
14. When faced with serious decline, organizations have a tendency to become
   a. less organic.
   b. more mechanistic.
   c. more organic.
   d. less mechanistic.

15. A question for business level strategy would be:
   a) Which industries do we want to be in?
   b) How should the businesses be related?
   c) How should the business compete in its market?
   d) How should resources be shared amongst the businesses?

16. Which of Porter’s generic strategies is Easyjet following?
   a) Differentiation
   b) Cost leadership
   c) Cost focus
   d) Hybrid

17. A differentiation strategy offers:
   a) A broad segment something unique
   b) A narrow segment something unique
   c) A broad segment something more expensive
   d) A narrow segment something more expensive

18. .......................refers to co-ordination between an organization and its external environment customers, investors.
   a) Internal co-ordination
   b) External co-ordination
c) Co-ordination

d) None of these

19. Co-ordination between the different units of an organization is known as........

   a. Horizontal integration   b. Vertical integration
   c. Internal co-ordination   d. None of these

20. ....................... simply means a strategy to increase your market share by taking over a similar company.

   a. Horizontal integration   b. Vertical integration
   c. Organization            d. None of these

Answers for Self Assessment Questions

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Chapter-11: Decision-making

Self Assessment Questions
1. After a preferred course of action has been implemented, the next step in the decision-making process is to ____________.
   a. recycle the process
   b. look for additional problems or opportunities
   c. evaluate results
   d. document the reasons

2. The ____________ decision model views individuals as making optimizing decisions, whereas the ____________ decision model views them as making satisficing decisions.
   (a) behavioural/judgmental heuristics
   (b) classical/behavioural
   (c) judgmental heuristics/ethical
   (d) crisis/routine

3. A common mistake by managers facing crisis situations is ____________.
   (a) trying to get too much information before responding
   (b) relying too much on team decision making
   (c) isolating themselves to make the decision alone
   (d) forgetting to use their crisis management plan

4. Which model views the main components of the choice process—problems, solutions, participants, and choice situations—as all mixed up together in a dynamic and shifting field of organizational forces?
   (a) the garbage can model
   (b) the behavioural model
   (c) the turbulence model
   (d) the classical model

5. The ____________ bases a decision on similarities between the situation at hand and stereotypes of similar occurrences.
   (a) representativeness heuristic
(b) anchoring and adjustment heuristic
(c) confirmation trap
(d) hindsight trap

6. The ____________ bases a decision on incremental adjustments to an initial value determined by historical precedent or some reference point.

(a) representativeness heuristic
(b) anchoring and adjustment heuristic
(c) confirmation trap
(d) hindsight trap

7. The ____________ is the tendency to seek confirmation for what is already thought to be true and not to search for disconfirming information.

(a) representativeness heuristic
(b) anchoring and adjustment heuristic
(c) confirmation trap
(d) hindsight trap

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

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

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

a. Deciding which candidate to appoint
b. Identifying the need for a new member of staff
c. Agreeing the job specification
d. All of the above
10. A manager who is helping a customer return some shoes they purchased last week is dealing with what type of decision?

   a. Uncertainty
   b. Bounded rationality
   c. Programmed decision
   d. Non-programmed decision

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

   a. Non-programmed decision
   b. Bounded rationality
   c. Uncertainty
   d. Programmed decision

12. As a manager moves to higher positions in an organisation the ability to make ______ becomes ______ important.

   a. Non-programmed; more
   b. Non-programmed; less
   c. Programmed; more
   d. Programmed; much more

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

   a. Certainty to uncertainty to risk
   b. Uncertainty to certainty to risk
   c. Certainty to risk to uncertainty
   d. Certainty to risk to uncertainty to ambiguity

14. When a manager knows little about the intended goals of a decision and the outcomes of the options are unclear, what type of situation are they in?

   a. Risk
   b. Uncertainty
   c. Certainty
   d. Ambiguity

15. If a manager at Wipro wants to award a contract for printing the company’s promotional literature and has obtained quotations from several printers, the manager can select a printer and know with ______ what the printing should cost.

   a. Risk
16. In Herbert Simon’s theory, a manager who accepts the first satisfactory solution to a problem has made a ______ decision, while a manager who continues to search for the best possible solution is seeking to find a ______ decision

   a. Maximizing; minimizing
   b. Minimizing; maximizing
   c. Maximizing; satisficing
   d. Satisfying; maximizing

17. The decision making model which emphasizes that organizations contain diverse interest groups who will bargain about goals and alternative actions, often with incomplete information is known as the:

   a. Computational or rational model
   b. Inspirational or garbage can model
   c. Political model
   d. Administrative or incremental model

18. ……………involves the selection of a course of action from among two or more possible alternatives in order to arrive at a solution for a given problem.

   (a) Decision-making
   (b) Programmed Decisions
   (c) Operational Decisions
   (d) Strategic Decisions

19. ……………are decisions that were already identified but are set aside until the conditions are approved and met.

   (a) Decisions Whether
   (b) Contingent Decisions
   (c) Decisions Which
20. ......................................are short-term decisions (also called administrative decisions) about how to implement the tactics e.g. which firm to use to make deliveries.

(a) Tactical Decisions
(b) Programmed Decisions
(c) Operational Decisions
(d) Strategic Decisions

Answers for Self Assessment Questions

1. (c)  2. (a)  3. (c)  4. (b)  5. (a)
6. (b)  7. (c)  8. (c)  9. (d)  10. (c)
11. (a) 12. (a) 13. (d) 14. (d) 15. (c)
16. (d) 17. (c) 18. (a) 19. (b) 20. (c)
Chapter-12: Directing

Self Assessment Questions

1. ………………means giving instructions, guiding, and counselling, motivating and leading the staff in an organization in doing work to achieve Organizational goals.
   a. Staffing  
   b. Directing  
   c. Planning  
   d. None of these

2. Directing is a continuous process initiated at top level and flows to the bottom through…………...
   a. organizational function  
   b. organizational hierarchy  
   c. organizational goals  
   d. None of these

3. Communication is a basic organizational function.
   a. True  
   b. False

4. ……………….refers to the direction and flow of official communication amongst members of an organization.
   a. Informal communication  
   b. Formal communication  
   c. Communication  
   d. None of these

5. Informal flow of communication takes place on the basis of friendship, likes and dislikes, and social interaction amongst the members of an organization.
   a. True  
   b. False

6. ……………..is supported by non verbal communication such as facial expressions and body gestures.
   a. Communication  
   b. Non verbal communication  
   c. Verbal communication  
   d. None of these
7. Directing involves ……………that essentially helps in creating appropriate work environment and build up team spirit.
   a. Staffing  
   b. Leadership  
   c. Planning  
   d. None of these

8. Directing is a key managerial function to be performed by the manager along with planning, organizing, staffing and……………..
   a. Controlling  
   b. Leadership  
   c. Planning  
   d. None of these

9. Which of the following statements about leadership is false?
   a. Leadership does not necessarily take place within a hierarchical structure of an organization.  
   b. Not every leader is a manager.  
   c. When people operate as leaders their role is always clearly established and defined.  
   d. All the above.

10. The functional approach to leadership emphasizes that…………..
    a. leadership resides in a particular person and not in the functions  
    b. the various functions of leadership cannot be shared among members of a group  
    c. both of the above  
    d. neither of the above

11. Adair claims that the effectiveness of a leader is dependent upon meeting _______areas of need within the work group.
    a. four  
    b. two  
    c. three  
    d. none of the above

12. Needs such as training the group, setting standards and maintaining discipline, and appointing sub- leaders may be called....
13. Leaders of teams find themselves in a role of:
   a. autocrat.
   b. director.
   c. high power.
   d. coach.

14. The ______________ style of leadership is where the focus of power is with the manager. The manager alone exercises decision-making, authority and the control of rewards or punishments.
   a. authoritarian
   b. democratic
   c. laissez-faire
   d. None of the above

15. Contingency theories of leadership are based on the belief that…..
   a. there is a single style of leadership appropriate to all managers
   b. there is a single style of leadership appropriate to all situations
   c. there is no single style of leadership appropriate to all situations
   d. none of the above

16. Vroom and Yetton’s contingency model of leadership is based on certain aspects of a leader’s decision, they are…..
   a. decision acceptance
   b. decision quality
   c. both of the above
   d. neither of the above

17. Another contingency model of leadership is the path-goal theory. This suggests that subordinates will see leadership behavior as a motivating influence if.
   a. path-goal relationships are clarified
   b. their effective performance will satisfy their needs
   c. the necessary direction, guidance, training and support is provided
   d. all the above
18. Hersey and Blanchard present a form of situational leadership based on the _________ of the people the leader is attempting to influence.

   a. readiness  
   b. personality  
   c. motivation  
   d. intelligence

19. The two dimensions of leader behavior explained in the Ohio State studies are:

   a. coercion and motivation.  
   b. employee-oriented and production-oriented.  
   c. initiating structure and consideration.  
   d. power and influence.

20. The leadership behaviors identified by the path-goal theory are:

   a. supportive, achievement-oriented.  
   b. participative, goal-oriented, supportive.  
   c. participative, directive.  
   d. supportive, directive, participative, achievement-oriented.

**Answers for Self Assessment Questions**

1. (b)   2. (b)   3. (a)   4. (b)   5. (a)   
6. (c)   7. (b)   8. (a)   9. (c)   10. (d)  
11. (c)  12. (b)  13. (d)  14. (a)  15. (c)  
16. (c)  17. (d)  18. (a)  19. (c)  20. (d)