

## Sikkim Manipal University M.B.A Management Process and Organizational Behavior

Section A-Question No. 1-40- 1 marks Question

Section B-Question No. 41 to 60- 2 marks Question

Section C- Question No. 61 to 75 -4 marks Question.

1 Which of the following consists of planning and decision making?

- (a) Organizing communication
- (b) Directing traditional management
- (c) Planning human resource management
- (d) Controlling networking

2 \_\_\_\_\_ entails supervising, disciplining, evaluating, and managing the change of the four managerial resources.

- (a) Controlling
- (b) Organizing
- (c) Planning
- (d) Directing

3 Fredrick Taylor stressed on \_\_\_\_\_

- a) Selecting the right people for the job
- b) Division of labor
- c) Unity of command
- d) Unity of direction

4 Organizations create \_\_\_\_\_ to standardize employee behavior

- a) Terms
- b) Informal practices
- c) Values
- d) Formal regulations

5 T-group is also referred as \_\_\_\_\_.

- a) Team training
- b) Sensitivity training
- c) Survey feedback
- d) QWL

6 \_\_\_\_\_ creates both barriers and opportunities for work group interaction

- a) Performance evaluation
- b) Formal regulations
- c) Authority
- d) Physical work setting

7 Attributes that have a positive connotation in our culture tend to be positively related to group productivity. They include

- a) Authoritarianism
- b) Dominance
- c) Sociability
- d) Unconventionality

8 Fayol suggested that organizations can be subdivided into \_\_\_\_\_ main areas of activity?

- a) 12
- b) 14

c) 4

d) 6

9 \_\_\_\_\_ is important to play one's role effectively in the group. It is about one view at how one is supposed to act in a given situation

a) Formal leadership

b) Job description

c) Role perception

(e) Role conflict

10 The extent to which a manager can use extrinsic and intrinsic rewards to control other people is called:

(a) Influence

(b) Reward power

(c) Coercive power

(d) Legitimate power

11 Gardner developed the theory of \_\_\_\_\_.

a) Learning

b) Memory

c) Multiple intelligence

d) Dreams

12 \_\_\_\_\_ is associated with participative management background.

a) Lewin

b) Likert

c) Eric

d) Leavitt

13 The ability to control another's behavior because the individual wants to identify with the power source is:

(a) Referent power

(b) Expert power

(c) Influence

(d) Reward power

14 An informal group that attempts to influence people outside the group by pooling the resources and power of its members is known as

(a) A coalition

(b) An upward appeal

(c) An ingratiation group

(d) An impression management group

15 Who conducted the learning experiment on dogs- "To teach dogs to salivate in response to the ringing of bell"

a) Skinner

b) Pavlov

c) Bandore

d) Sheldon

16 A neutral third party who facilitates a negotiated solution by using reasoning, persuasion, and suggestions for alternatives is called a/an :

a. Advisor

b. Mediator

c. Negotiator

d. Conciliator

17 When one party is willing to be self-sacrificing in order that the

relationship can be maintained, which conflict-handling intention will be used?

- a. Avoiding
- b. Compromising
- c. Problem solving
- d. Yielding

18 Eustress is considered as \_\_\_\_\_

- a) Good
- b) Bad
- c) Harmful
- d) Fatal

19 Change may bring some potential \_\_\_\_\_ to the organizational power to some people.

- a) Barriers
- b) Opportunity
- c) Threat
- d) Benefit

20 The responses the change depend upon the employee's \_\_\_\_\_ about the change.

- a) Attitude
- b) Experience
- c) Perception
- d) Motivation

21 Classical condition is a form of \_\_\_\_\_ learning process

- a) Manipulation
- b) Memory bored
- c) Dissociative
- d) Associative

22 The term used for the workers who entered the workforce from the early 1940's through the early- 1960's

- a) Baby boomers
- b) Capitalists
- c) Veterans
- d) Laborers

23 According to \_\_\_\_\_ theory brain produces the emotion and corresponding physiological behaviors at the same time

- a) James-Lange Theory
- b) Lazarus' appraisal Theory
- c) Cannon Bard Theory
- d) Schechter-singer Theory

24 \_\_\_\_\_ influence the behavior of a person in the early stages of life.

- a) Situation
- b) Family
- c) Environment
- d) Heredity

25 \_\_\_\_\_ propounded the cognitive dissonance theory.

- a) Blake
- b) Festinger

c) Trompenaars

d) Turner

26 Bodily involvement is the basis for inclusion of the basic emotions.

Fear, grief, love, rage. Who is associated with this finding?

a) Gray

b) Izard

c) James

d) Watson

27 Which is not one of the big five personality traits?

a) Agreeableness

b) Negative affectivity

c) Introversion

d) Openness to experience

28 When we judge someone on the basis of our perception of the group to which he or she belongs, we are using the shortcut called:

a) Stereotyping

b) Contrasting

c) Categorizing

d) Projecting

29 \_\_\_\_\_ is a cognitive process that enables us to interpret and understand our surroundings.

a) Cognition

b) Perception

c) Schema

d) Semantic memory

30 Motivational concepts that focus on the perceived internal needs and outcomes of individuals are referred to as:

(a) Process theories

(b) Motivational theories

(c) Content theories

(d) Internal theories

31 Decision making occurs as a reaction to a

a) Argument

b) Problem

c) Perception

d) Expectation

32 Food, drink, sleep, oxygen, and an acceptable temperature are all examples of :

(a) Physiologic needs

(b) Safety needs

(c) Competence needs

(d) Social needs

33 Two mechanisms by which the perception process takes place include internal processes and \_\_\_\_\_.

a) external influences

b) central tendencies

c) skill assessment

d) process intensity

34 Who is credited with having developed the concept of a priority or

hierarchy of needs?

- (a) F.W. Taylor
- (b) F.U.Herzberg
- (c) A.H. Maslow
- (d) T.P.Trumph

35 \_\_\_\_\_ emphasizes on 'social ties or bonds' between individuals.

- a) Individualism
- b) Femininity
- c) Collectivism
- d) Masculinity

36 Top level managers engage chiefly in \_\_\_\_\_ planning or long range planning.

- (a) Human resource planning
- (b) Financial Planning
- (c) Strategic Planning
- (d) Succession Planning

37 Training starts with :

- (a) organization analysis
- (b) Introduction
- (c) Selection
- (d) Planning

38 GLOBE project identified \_\_\_\_\_ cultural dimensions.

- a) Five
- b) Nine
- c) Twelve
- d) Four

39 To be people smart \_\_\_\_\_ intelligence is required.

- a) High
- b) Spiritual
- c) Interpersonal
- d) Intrapersonal

40 The creative process model includes preparation, incubation, insight and \_\_\_\_\_

- a) Verification
- b) Thinking
- c) Achievement
- d) Creativity

2 Marks Question

41 The ability is to apply specialized knowledge or expertise. All jobs require some specialized expertise, and many people develop their technical skills on the job. \_\_\_\_\_ programs can be used to develop this type of skill.

- (a) Sensitivity Training
- (b) Vocational and on-the-job training
- (c) Mentoring
- (d) Coaching

42 \_\_\_\_\_ focus on operations before they begin.

- (a) Feedback Controls
- (b) Feed Forward Controls
- (c) Concurrent Controls

(d) Decisional Controls

43 What pattern of behavior in temporary groups consists of a first meeting, a phase characterized by inertia, a transition resulting in major change, another phase of inertia, and finally accelerated activity at an end meeting?

- a) The punctuated-Balanced model
- b) The punctuated –Equilibrium model
- c) The inertia Effect
- d) The shortened-Balanced model

44 The keys to empowerment may be \_\_\_\_\_ to understand but they are \_\_\_\_\_ to implement

- (a) Easy; easy
- (b) Easy; hard
- (c) Hard; easy
- (d) Hard; hard

45 Which of the following is political tactic?

- (a) Creating an unfavorable image
- (b) Associating with influential people
- (c) Creating information
- (d) None of the above

46 When one party perceives its interests are being opposed or set back by another party, this is known as :

- a. Competition
- b. Conflict
- c. Dysfunctional conflict
- d. Equity

47 Which of the following situations tend to produce either functional or dysfunctional conflict?

- a. Unclear policies, standards or rules
- b. Inadequate communication
- c. Unclear job boundaries
- d. All of the above

48 \_\_\_\_\_ and \_\_\_\_\_ are two types of locus of control.

- a) Internal / external
- b) Social / political
- c) Mental / physical
- d) Emotional / social

49 \_\_\_\_\_ and \_\_\_\_\_ may help to overcome resistance to change.

- a) Power and politics
- b) Authority and threat
- c) Education and communication
- d) Social and political pressure

50 In this situation people generally get more committed towards the change. They are directly involved in the change process.

- a) Education and communication
- b) Facilitation and support
- c) Participation and involvement
- d) Negotiation and agreement

51 Consultative system is characterized by increased \_\_\_\_\_ and

\_\_\_\_\_.

- a) Open communication , Leadership
- b) Open communication , Decision making
- c) Absenteeism , Turnover
- d) Feedback , Group interaction

52 Taylor insisted on the use of \_\_\_\_\_ and \_\_\_\_\_ study as a means of standardizing work activities.

- a) Individual and organizational
- b) Teams and groups
- c) Labor and Company
- d) Time and Motion

53 \_\_\_\_\_ and \_\_\_\_\_ ability is part of verbal communication.

- a) Singing , listing
- b) Read , Write
- c) Speak , Tell
- d) Write and Calculate

54 Values have both \_\_\_\_\_ and \_\_\_\_\_ attributes

- a) Moral & social
- b) Political & moral
- c) Content & intensity
- d) Religious & personal

55 Social boldness is described by \_\_\_\_\_ and \_\_\_\_\_ descriptors.

- a) Expedient , Conforming
- b) Shy , Venturesome
- c) Concrete Thinking , Adaptive
- d) Aggressive , Obedient

56 Identify the tertiary emotion for disappointment

- a) Shame, regret
- b) Dismay, displeasure
- c) Pity, sympathy
- d) Agony, hurt

57 Emotional intelligence is an aggregate of individuals' cognition of own and others' \_\_\_\_\_, \_\_\_\_\_, \_\_\_\_\_, and \_\_\_\_\_ as per environmental demand

- a) Intelligence, experience , learning and emotions
- b) Feelings, intelligence, experience and emotions
- c) Emotions, feeling, interpretation, and action
- d) Perception, stress, intelligence and feeling

58 Causal attributions are made using information on three dimensions of behaviour, which are

- a) Consistency, external factors and managerial implications
- b) Consensus, conformity and internal factors
- c) Internal factors, external factors, and conformity
- d) Consensus, distinctiveness, and consistency

59 Attribution theory says that when we observe behaviour, we attempt to determine whether its cause is:

- a) Typical or unusual
- b) Individual or external

- c) Internal or external
- d) Distinctive or normal

60 What are the psychological or internal factors affecting perceptual selection.

- a) Personality, Learning, motives
- b) Mental processes, Motives , Personality
- c) Learning , Ego, personality
- d) Ego, personality of mental processes

4 Marks Questions

61 Find the Correct title for the following stages of Controlling:

Step 1. Standards are created when objectives are set during the planning process. A standard is any guideline established as the basis for measurement.

Step 2. Supervisors collect data to measure actual performance to determine variation from standard. Written data might include time cards, production tallies, inspection reports, and sales tickets.

Step 3-Comparing results with standards determine variation. Some variation can be expected in all activities and the range of variation - the acceptable variance - has to be established.

Step 4.. The supervisor must find the cause of deviation from standard. Then, he or she takes action to remove or minimize the cause. If the source of variation in work performance is from a deficit in activity, then a supervisor can take immediate corrective action and get performance back on track.

Match with Correct option:

- (a) 1- Take Corrective Action
- 2- Establish Performance Standards.
- 3-.Compare Measured Performance Against Established Standards.
- 4- Measure Actual Performance.

- (b) 1-Take Corrective Action
- 2-.Compare Measured Performance Against Established Standards
- 3- Measure Actual Performance.
- 4- Establish Performance Standards.

- (c) 1- Measure Actual Performance
- 2 Take Corrective Action
- 3 Compare Measured Performance Against Established Standards
- 4 Establish Performance Standards.

- (d) 1- Establish Performance Standards.
- 2- Measure Actual Performance.
- 3- Compare Measured Performance Against Established Standards
- 4- Take Corrective Action.

62 Yogesh is the manager of a food snack producing unit.

Her department works well together and they consistently produce High-quality food on a timely basis and little wastage.

Which of the following statements best describes Yogesh's group situation?

- (a) The group has effective task performance but ineffective human resource maintenance.
- (b) The group has only effective human resource maintenance .
- (c) It is an effective group.
- (d) The group is ineffective.

63 Match the correct power tactic:

1. Use of facts & data to make a logical rational presentation of ideas
2. Use of negotiation through exchange of benefits and favors
3. Use of flattery , creation of goodwill
4. Use of direct and forceful approach such as demanding compliance

(a) 1. Assertiveness 2. Friendliness 3. bargaining 4. Reason

(b) 1. Bargaining 2. Friendliness 3. Assertiveness 4. Reason

(c) 1. Reason 2. Bargaining 3. friendliness 4. Assertiveness

(d) 1. Friendliness 2. Assertiveness 3. Bargaining 4. Reason

64 Prime time communication is an advertising company. On the afternoon of 11th September, 2006, a sudden attack occurred causing a great loss in terms of physical property and this also badly affected the business. This has led to a situation of crisis. Identify the type of crisis.

- a) Perceptual crisis
- b) Smoldering crisis
- c) Sudden crisis
- d) Emotional crisis

65 "Jan-Patrika" is famous and old family magazine. They have planned a change to redefine their policies and work culture. To start implementing it they usually call meetings of employees, have formed groups at different levels to suggest the problems, modifications. They also hold Round-Table sessions to clarify doubts and explain the perspective of change for organizing.

All this is being done to overcome the resistance to change. What approach is followed here?

- a) Facilitation
- b) Education
- c) Employee participation and involvement
- d) Negotiation and Agreement

66 Arjun is a general manager, having a people centric approach. The organization has to undergo a change. He is trying to find a method for responding to resistance to change that offers the advantages of building a commitment to the change and allowing valuable information to be obtained.

Suggest him the most suitable method fulfilling his concerns.

- a) Manipulation/cooperation
- b) Negotiation/agreements
- c) Facilitation/support
- d) Involvement/participation

67 Identify the correct sequence of steps in the OD process.

I Reinforcement and follow up

II Problem identification , Diagnosis

III Monitoring and Evaluation

IV Planning

- a) (I), (II), (IV), (III)
- b) (II), (IV), (I), (III)
- c) (I), (IV), (III), (II)
- d) (II), (I), (III), (IV)

67 Vinod is a very successful sales executive. His manager is a very caring

boss, who keeps motivating him and gives him responsibility. He appreciates him and also tries to understand the difficulty.

What assumption is applicable here?

- a) Theory X
- b) Need hierarchy
- c) Theory Y
- d) Classical conditioning

68 Sheela is the owner of Quick Glow Cosmetics Company. Since, past 2-3 months she is facing problems of employee discipline. They come late, enter into arguments. Sometimes destroying or wasting the Organizational resources. She is looking towards a short term solution for dealing with problem behaviors.

What actions she may take?

- a) Redefining the rules
- b) Terminating employees
- c) Rewarding good behaviors
- d) Oral reprimands, written warnings, temporary suspensions

69 Match the cohorts with their respective time frames.

- a) Veterans
- b) Boomers
- c) Xers
- d) Nexters

Choose correct option

- a) 1) Most recent, 2) 1940 , 3) Mid 1980 ,4) 1960 to 1980
- b) 1) 1940, 2) 1960 to 1980, 3) Mid 1980, 4) Most recent
- c) 1) 1960 to 1980, 2) Most recent, 3) 1960 to 1980, 4) Mid 1980
- d) 1) Mid 1980, 2) 1960 to 1980, 3) Most recent, 4) 1940

70 Super silks are fashion house. Recently they have decided to bring in some changes in their policies and work environment. the team of experts have recommended that

- 1 flexible work arrangements shall be provided
- 2 enhance the job security
- 3 creating task variety
- 4 exploring and creating career opportunities

What is their main purpose behind doing all this?

- a) Organization change
- b) Enhance job satisfaction
- c) Introducing new value system
- d) Managing stress

71 The personality factors of “ the Big Five Model “ are :

- a) Extraversion, agreeableness, conscientiousness, emotional stability, openness to experience
- b) Visionary, conscientiousness, agreeableness, emotional stability. Organizational.
- c) Visionary, agreeableness, courteousness, emotional stability, openness to experience.
- d) Extraversion, agreeableness, conscientiousness, emotional stability.

72 Meera’s mother is wondering at her behavior. She is Melancholic, Unhappy, and Gloomy, Hopelessness is reflected when she tries to talk

to her.

What type of emotion may be dominant here?

- a) Anger
- b) Sadness
- c) Fear
- d) Love

73 Jaya is a self-confident, ambitious and energetic person. She prefers the verbal activities, to influence others and attain power. Her mother wishes that she may learn music and become a musician while the father wants her to become an economist.

You are a career counselor. What congruent occupation you may suggest. What is the personality type you identify, referring to the Holland's classifications?

- a) Social – Teacher, Counselor
- b) Enterprising – Lawyer, Public Relations Specialist
- c) Artistic – Painter Musician
- d) Realistic – Mechanic, Farmer

74 Nitin thinks that Bala. The foreman at Tuff metal works is a poor performer. He regularly checks the work and closely supervise, He do not trust the competency of Bala. He has low expectations from Bala and this has resulted to the decrease in Bala's performance. What effect is evident here?

- a) Halo effect
- b) Pygmalion effect
- c) Golem effect
- d) Contrast effect

75 Shweta gets an average salary with a company; The company offers high levels of job security. She has many friends on the job. What motivational needs are satisfied here?

- (a) Belonging
- (b) Status/self-Esteem
- (c) Physiologic
- (d) Safety