

Sikkim Manipal University

Subject: Management Process and Organisational Behaviour

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Question Paper Code:

Time: 3 hours

Max.Marks:140

PART A – 1 MARK QUESTIONS

Answer all questions. Each question carries 1 mark

50 * 1= 50 Marks

1. An organisation is a _____ system of people who are structured and meet specified goals.
 - a. Geographical
 - b. Social
 - c. Private
 - d. Specified

2. Building a vision involves the joint efforts of the owner and _____ of the organisation.
 - a. Employees
 - b. Stakeholders
 - c. Competitors
 - d. Vendors

3. When a company has many business operations running out of different centres, the plan made by the head office/ headquarter to achieve the organisational vision, is known to be _____.
 - a. Corporate strategy
 - b. Functional strategy
 - c. Business strategy
 - d. Organisational strategy

4. Peter Drucker is known for the modern management thought of _____.
 - a. Improving quality
 - b. Higher productivity
 - c. Management by objective
 - d. Customer orientation

5. When major tasks and activities of the organisation are divided and carried out by different people in the organisation, it is called _____.
 - a. Co-existence of authority and responsibility
 - b. Division of labour
 - c. Unity of command
 - d. Unity of direction

6. When the workers are encouraged to do things which are not defined but add to productivity, it is called as _____.

- a. Equity
- b. Order
- c. Initiative
- d. Overtime

7. Planning should always end in _____ because that is the purpose of planning.

- a. Structuring
- b. Decision
- c. Profits
- d. Staffing

8. Planning implies goal setting for the organisation keeping in mind the constraints, _____ and threats.

- a. Opportunities
- b. Strengths
- c. Weaknesses
- d. Deadlines

9. A plan that is important and future oriented and forms the hub of fulfilling the vision is called _____.

- a. Corporate plan
- b. Operational plan
- c. Short-term plan
- d. Strategic plan

10. Organising is centred on the concept of _____ and division of work.

- a. Efficiency
- b. Specialisation
- c. Planning
- d. Combination

11. Social groups existing within the overall organisational structure can be called as _____ organisations. Here relationship is built on likes, dislikes, feelings, and emotions.

- a. Matrix
- b. Formal
- c. Informal
- d. Strategic Business Unit

12. Usually in an organisation, a manager may have seven to ten sub-ordinates working under him. This however, depends on the _____ and technology level.

- a. Structure within the organisation
- b. Span of control
- c. Complexities in an organisation
- d. Nature of industry

13. Controlling can be defined as _____ and _____ of performance to achieve the organisational goals

- a. Analysing, measuring
- b. Correcting, measuring
- c. Measuring, correcting
- d. Analysing, correcting

14. In order to create a feed-forward system, which of the following is required first?

- a. Input variable
- b. Development of the model system
- c. Business vision
- d. Revenue target

15. If a control has to be effective, it must also control the _____ at the critical point.

- a. Direction
- b. Exception
- c. Output
- d. Feedback

16. Which approach is concerned with the growth and development of people towards higher levels of competency, creativity and fulfilment?

- a. Productivity
- b. System
- c. Contingency
- d. Human Resources

17. _____ is an important factor while planning because it impacts the way threat and opportunities are seen by people.

- a. Perception
- b. Company's Profits
- c. Previous Year's Productivity
- d. Working Condition

18. By _____, we mean looking at relationships and attempting to attribute causes and effects and drawing conclusions based on scientific evidence.

- a. Organisational Citizenship
- b. Systematic Study
- c. Productivity
- d. Absenteeism

19. Traits like temperament, intelligence, reflexes, etc. are generally referred to describe the influence of _____ in developing personality.

- a. Environment
- b. Culture
- c. Situation
- d. Heredity

20. According to Catell's 16 PF model, if a person likes people on the high range as against impersonal, which personality factor does he / she possess?

- a. Emotional stability
- b. Reasoning
- c. Warmth

d. Liveliness

21. The MBTI classifies human beings into four categories of opposite pairs (dichotomies). Identify the correct one from the following.

- a. Thinking or feeling
- b. Extroverted or judging
- c. Perceiving or thinking
- d. Sensing or thinking

22. _____ are the outcome of evaluative statements or judgments we make on objects, people and events.

- a. Attitudes
- b. Values
- c. Behaviour
- d. Emotions

23. _____ enables a person to manage his own self, customers and other stake holders, peers, subordinates and superiors alike.

- a. Knowledge
- b. Intelligence
- c. Emotional Intelligence
- d. Behaviour

24. _____ are also called as important and enduring beliefs or ideals shared by the members of a culture, whether national, local or organisational.

- a. Goals
- b. Values
- c. Attitude
- d. Disposition

25. _____ is used to create safety and security amongst employees.

- a. Promotions
- b. Basic pay
- c. Performance pay
- d. Spot prizes

26 _____ emphasises participative set goals that are tangible, verifiable and measurable.

- a. Employee Recognition Programs
- b. Employee Involvement Programme
- c. Management by Objective
- d. Participative Management

27 _____ is concerned with how hard a person tries. This is the element most of us focus on when we talk about motivation.

- a. Persistence
- b. Direction
- c. Immediacy
- d. Intensity

28 A/an _____ is a relatively permanent informal group that involves intense friendship for a narrow (often negative) goal.

- a. Interest group
- b. Reference group
- c. Membership group
- d. Clique

29 In the group process, if the personal relations function is 'testing and dependence', what would be its task function?

- a. Orientation
- b. Organising to get work done
- c. Information-flow
- d. Problem-solving

30 _____ can be defined as 'acceptable standards of behaviour that are shared by the group members'.

- a. Conformity
- b. Norms
- c. Groupthink
- d. Social loafing

31 A team can be defined as a group of people operating with complementary skills and a high degree of _____ and accountability.

- a. Authority
- b. Interdependence
- c. Influence
- d. Independence

32 Teams brainstorm because the destiny in terms of the objective is so strong that they brainstorm all possible solutions which bring forth diversity of ideas. Which benefit of a 'team' does this point echo?

- a. Accomplish targets
- b. Detect flaws in solution
- c. Creative solutions and better decisions
- d. Increase in information sharing amongst team members

33 _____ allows group members to benefit from the knowledge, experience, emotional support, energy and tools/equipment possessed by other group members.

- a. Willingness to share
- b. Clear roles and assignments
- c. Informal relations
- d. Style diversity

34 Nelson and Quick defines _____ as "a style of leadership in which the leader fails to accept the responsibilities of the position".

- a. Authoritarian
- b. Democratic
- c. Consultative
- d. Laissez Faire

35 Psychodynamic theory is also known as _____.

- a. Managerial Grid
- b. Bernard Bass Model
- c. Contingency Model
- d. LMX Theory

36 One of the types of Transformational Leadership that speaks about building confidence and trust and being a role model through setting examples is _____

- a. Inspirational motivation
- b. Intellectual stimulation
- c. Idealised influence
- d. Individualised consideration

37 _____ power comes because of the position and the belief that some things are supposed to be done when told by a person in that position.

- a. Expert
- b. Referent
- c. Information
- d. Legitimate

38 In which negotiation, the strategy adopted focuses on creating a win-win solution?

- a. Integrative bargaining
- b. Distributive bargaining
- c. Trade-off
- d. Pre-conditioned bargaining

39 _____ defines the laws in which people work in an organisation.

- a. Location
- b. Culture
- c. Competence
- d. Goals

40 If the organisational culture is strong, it is possible for it to be _____.

- a. Resistant to change
- b. Irreversible
- c. Change-oriented
- d. Frequently changeable

41. When the information flow takes place in all directions inside the organisation and it is considered to be the organisation structure of the future, which structure are we referring to?

- a. Matrix
- b. Adhocracy
- c. Hierarchical
- d. Team

42. Experiments have proved that good working relationship with the supervisor and colleagues and the idea of challenge accounted for higher productivity. This is supported by which management theory?

- a. Operational management theory

- b. Behavioural science theory
- c. Systems theory
- d. Scientific management theory

43. Which of the following is not a step in Planning?

- a. Establishing objectives
- b. Developing premises
- c. Determining the course as per staffing
- d. Evaluating alternate course

44. The most fundamental authority that exists within an organisation is _____.

- a. Line authority
- b. Functional authority
- c. Staff authority
- d. Manager/ supervisor

45. Capturing the mind space of the stakeholders implies _____ .

- a. Alignment
- b. Direction setting
- c. Engagement
- d. Directing

46. Which of the following is a term used in PERT and CPM methods of project management?

- a. Critical path
- b. Critical control point
- c. Balanced scorecard
- d. Overall performance control

47. By _____, we mean looking at relationships and attempting to attribute causes and effects and drawing conclusions based on scientific evidence.

- a. Organisational Citizenship
- b. Systematic Study
- c. Productivity
- d. Absenteeism

48. _____ is the term that some social and personality psychologists use to describe a person's tendency to deceive and manipulate others for personal gain.

- a. Self-monitoring
- b. Self-esteem
- c. Locus of control
- d. Machiavellianism

49. What is referred to as 'frames of reference'?

- a. Attitude
- b. Values
- c. Behaviour
- d. Emotional Intelligence

50. _____ is caused by the lack of any consequence following a behaviour.

- a. Shaping
- b. Extinction
- c. Avoidance learning
- d. Chaining

Section-B

Answer all questions. Each question carries 2 marks

25 * 2 = 50 Marks

41 (i) When one can communicate to his boss as well as others laterally; the structure is called as _____ . (ii) When one belongs to one of the basic pillars on which the business is built but report to another head, the structure is called as _____ .

- a. Flat, matrix
- b. Hierarchical, team
- c. Simple, adhocracy
- d. Adhocracy, bureaucracy

42. Organisations are ongoing and the structure determines the relationship between the _____ and _____ .

- a. Departments, jobs
- b. Functions, positions
- c. Team, responsibilities
- d. Hierarchy, roles

43. (i). The system takes its own feedback and uses it and other resources to _____. (ii) Any change or modification required to correct a problem would start by looking at the _____ ."

- a. (i)-Modify, (ii)--Highest level
- b. (i)--Change, (ii)--Source
- c. (i)--Self-rejuvenate, (ii)--Lowest level
- d. (i)--Improve efficiency, (ii)--Highest level

44. The management functions that figure in management process include _____, organising, staffing, controlling and _____ .

- a. Recruiting, planning
- b. Authorising, directing
- c. Planning, analysing
- d. Planning, leading

45. (i) _____ is the start point for creative decision making. (ii). When a decision is taken after verifying the insight and checking its viability, it is called _____ .

- a. (i) - Incubation, (ii) - Logical formulation

- b. (i) - Insight, (ii) - Verification
- c. (i) - Intuition, (ii) - Rational decision
- d. (i) - Logical formulation, (ii) - Programmed decision

46. (i) The strategy which talks about using it's strength and entering untouched opportunity areas, is called _____.(ii) Porter's five forces suggest that companies have to make a strategic choice by choosing to be a _____, or differentiator or follower of focus strategy.

- a. (i)- Red Ocean, (ii)- Cost center
- b. (i)- Blue Ocean, (ii)- Resource leader
- c. (i)- Blue Ocean, (ii)- Cost leader
- d. (i)- Red Ocean, (ii)- Knowledge center

47. Consider the following statements with respect to decision making and its model:

(i) Taking a decision which is not entirely rational because of lack of information on issues, is called 'Bounded Rationality'.(ii) The segments/ products and services not served by a business is termed as Red Ocean."

State True or False.

- a. (i)- True, (ii)- False
- b. (i)- True, (ii)- True
- c. (i)- False, (ii)- False
- d. (i)- False, (ii)- True

48. (i). Organising means providing co-ordination horizontally and vertically by creating a/an _____.(ii). Organising can be described as _____ and classifying required activities.

- a. (i)-Order, (ii)- identifying
- b. (i)-Communication, (ii)- grouping
- c. (i)-Tasks, (ii)- allocating
- d. (i)-Roles, (ii)- specifying

49. Consider the following statements with respect to the types of organisations:

- i. In formal organisations, the relationships, roles, norms and responsibilities are defined but the outcome of achieving or not achieving the goal is not defined.
- ii. Informal organisation refers to a network of personal and social relationships which originate within the formal set up.

State True or False:

- a. (i)- True, (ii)- True
- b. (i)- False, (ii)- False
- c. (i)- False, (ii)- True

d. (i)- True, (ii)- False

50. Consider the following statements with respect to an advantage of implementing PERT methodology in an organisation:

- i. It enables managers to aim reports and builds pressure for action at the right spot.
- ii. It forces the managers to plan since they have to make a time event chart.

State true or false.

a. (i)- True, (ii)- True

b. (i)- True, (ii)- False

c. (i)- False, (ii)- False

d. (i)- False, (ii)- True

51. The requirement for _____ control is to review _____ to see whether the input variables are identified and their inter-relationships continue to represent realities.

a. Feed-forward, regularly

b. Real time information, quarterly

c. Feed-backward, annually

d. Critical Control Points, regularly

52. Consider the following statements with respect to the relation between organisational behaviour and Human Resource Management in an organisation:

- i. In HR, we learn about learning, personality, perception, attitude, emotions and motivation.
- ii. Humans can vary their production, qualitatively and quantitatively or reasons such as time of day, mood, interest, motivation. Besides great pay, they need motivation and meaningful work

Which of them is True?

a. (i)-True, (ii)-True

b. (i)-True, (ii)-False

c. (i)-False, (ii)-False

d. (i)-False, (ii)-True

53. Consider the following statements with respect to organisational behaviour:

- i. It tries to integrate both individual and organisational objectives so that both are achieved simultaneously.
- ii. It addresses issues of workplace motivation or conflict which are oriented towards organisational objectives.

State true or false.

- a. (i)-True, (ii)-True
- b. (i)-True, (ii)-False
- c. (i)-False, (ii)-False
- d. (i)-False, (ii)-True

54. Personality influences his/her interactions with and adaptations to _____ and _____ environments.

- a. Positive, negative
- b. Physical, social
- c. Situational factor, social
- d. Individual personality, work

55. (i). Values which define modes of socially acceptable conduct and therefore social sanction may make us make adjustments in our values are called as _____.(ii). _____ is impacted by individual values as well as that of others and hence the need to achieve value congruence in organisations.

- a. (i). Espoused, (ii). Behaviour
- b. (i). In-use, (ii). Task outcome
- c. (i). Terminal values, (ii). Perception
- d. (i). Instrumental values, (ii). Performance

56. (i)The social learning theory was proposed by _____. It explains human behaviour in terms of continuous reciprocal interaction between_____, behavioural and environmental influences.

- a. (i)Pavlov (ii) unconditioned stimulus
- b. (i)Munn N.L (ii)conditioned stimulus
- c. (i)Bandura (ii)cognitive
- d. (i)Vroom (ii)emotional

57. Size, interaction, _____ and _____ are the key ingredients of a group.

- a. Deadlines, roles
- b. Influence, goal
- c. Safety, security
- d. Power, status

58. Consider the following statements with respect to designing teams based on functions:

- i. Teams should be large enough to be diverse and creative and small enough for easy communication and cohesion.
- ii. Every team has seventeen functions to work on to be successful.

State True or False:

- a. (i)- True, (ii)- True
- b. (i)- False, (ii)- True
- c. (i)- True, (ii)- False
- d. (i)- False, (ii)- False

59. Bernard Bass suggests that there are five different styles namely directive style or telling, _____ participative, negotiative or selling and _____.

- a. Orientation, bureaucrat
- b. Authoritarian, democratic
- c. Delegative, consultative
- d. Developer, executive

60. (i) _____ is a process in which two or more parties exchange goods or services and attempt to agree upon the exchange rate for them. (ii) One way to assess _____ is to begin by identifying the best and worst possible outcomes, next, specify what impact it will have on these outcomes.

- a. (i) Negotiation, (ii) exhaustion
- b. (i) Conflict, (ii) bottleneck
- c. (i) Negotiation, (ii) trade-offs
- d. (i) Stress, (ii) arbitrator

61. Consider the following statements:

- (i). Status is a socially defined position or rank given to groups or group members by others.
- (ii). Conformity can be defined as “acceptable standards of behaviour that are shared by the group members

State True or False:

- a. (i). - True, (ii) - True
- b. (i). - False, (ii) - False
- c. (i). - False, (ii) - True
- d. (i). - True, (ii) - False

62. Consider the following statements with respect to team:

- (i). Cross-functional team is a group of people who gradually assume responsibility for self-direction in all aspects of work.
- (ii) A team is any group of people organised to work together interdependently and cooperatively to meet a purpose or a goal.

State True or False:

- a. (i). True, (ii) - True
- b. (i). False, (ii) - True
- c. (i). True, (ii) - False
- d. (i). False, (ii) – False

63. Bernard Bass suggests that there are five different styles namely directive style or telling, _____ participative, negotiative or selling and _____.

- a. Orientation, bureaucrat
- b. Authoritarian, democratic
- c. Delegative, consultative
- d. Developer, executive

64. Consider the following statements with respect to power to influence people in an organisation:

- i. In inspirational appeals, the person seeks your participation in making a decision or planning how to implement a proposed policy, strategy, or change.
- ii. In ingratiation, the person seeks to get you in a good mood or to think favourably of him or her before asking you to do something.

State True or False:

- a. (i) - False, 2- True
- b. (i) - False, 2- False
- c. (i) - True, 2- True
- d. (i) - True, 2- False

65. Consider the following statements with respect to the basic model of change:

- i. The three steps involved in the basic model of change are freezing, change and unfreezing.
- ii. At the unfreezing stage, the forces, which maintain the status quo in the organisational behaviour, are reduced by refuting the present attitude and behaviour to create a perceived need for something new.

State True or False:

- a. (i) - False, (ii) - True
- b. (i) - False, (ii) - False
- c. (i) - True, (ii) - False
- d. (i) - True, (ii) - True

Section-C

Answer all the following questions. (Descriptive questions to be answered in not more than 200 words) 10Marks x 2 = 20Marks

Sl. No.	Questions	Marks
1.	Explain the following Management thoughts and name the person(s) who propounded these theories: a) Scientific Management theory b) Operational Management theory	10 Marks)
2.	Ms. Shyama is the Accounts Manager of ANC company. She has 6 accounts officers reporting to her. Recently, she found that her team is losing on its unity and there were also instances where team members were seen talking to each other angrily and walking out of the cabin. What are the conflict management styles available for managers? Which style would you suggest Ms. Shyama to adopt to manage conflict in her team?	(10 Marks)

Read the following case study thoroughly and answer the following questions:

Ravi Kiran works as a Medical Representative for the city branch of a leading pharmaceutical company. He is hard working and has a very pleasing personality that impresses most of the doctors and customers that he meets. The company set the monthly targets for each medical representative in terms of the number of new customers and the total volume of sales to be achieved. Representatives who achieve the monthly targets are eligible for the special sales incentives, the only lucrative monetary benefit offered by the company. Ravi was lagging behind his targets for the past seven months. Although Ravi has achieved 97% of the target set this month, he knew that he would cut a sorry figure and the Regional Manager would not take him at face value. The last time round he had committed to the Regional Manager that he would ensure that the targets were met.

Mr. Rishikesh, Regional Manager, liked to be in total control of any situation. He considered himself to be very knowledgeable and does not entertain suggestions and ideas from his team members. He believed in issuing instructions to the subordinates and expected them to follow his instructions. He kept an eye on the performance of his 12-member team of sales representatives throughout the twelve-odd hours that they work. He expected his team members to keep him informed about their progress on any target on an hourly basis even when they were on the field. The targets, in terms of the volumes and number of contacts were scaled up consistently and were so high that achieving them seemed a difficult task.

After mailing the monthly reports, Ravi went into Rishikesh's room only to be given a strong warning that if the achievement of targets for the month ahead was also below expectations, it would cost him his job. Most of his colleagues too had a similar experience to narrate after they had submitted their monthly report.

The next day Rishikesh called for a meeting, where he described in detail how he had worked when he was in their position such as carrying as many medical flashcards of the new products as possible and carrying most of the samples and so forth. The team members who had listen to the same strategies many times before, suggested some new ideas such as carrying a tablet pc that has all the information of medicines stored in different folders based on specializations so that they can quickly display the latest products based on the specialization and interest of the doctors and offering a sample dispenser box with the company logo to the doctors that can be placed on their table which will serve as a strong reminder of their products. However, as usual Rishikesh ignored these suggestions and went ahead with his strategies. The team felt demotivated and dejected after the meeting.

3	a) Describe the leadership style that followed by Mr. Rishikesh. (5 marks) b) Also discuss the effects of such a leadership style on an organization. (5 marks)	(10 Marks)
4	c) If you were in Mr. Rishikesh's position what leadership style would you adopt? (5 marks) d) From the case given, describe the importance of leadership in organisations. (5marks).	(10 Marks)

