Question Paper
Managerial Effectiveness – II (MB122): July 2008

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

<Answer>

1. Mrs. Kate, who is working for Jenny Consultancy for the past 20 years has contributed a lot in terms of increasing the clientele for the company and in turn in the increase of profits. She also introduced the concept of organization development and employee satisfaction. She thoroughly kept track of the human resource activities and looked for potential in them to enhance productivity. Mrs. Kate's contribution is evident in which of the following area(s)?

    I.   Direct results.
    II.   Establishing values.
    III. Developing tomorrow's managers.

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

<Answer>

2. Ethics has gained prominence in business as every manager faces ethical dilemmas at work. Business ethics refers to

    (a)   Organizational culture
    (b)   Ego strength
    (c)   Posteriotizing
    (d)   Heuristics
    (e)   Truth and justice.

<Answer>

3. According to Peter Drucker, which of the following are the basic practices that effective managers follow?

    I.   They know how they spend their time.
    II.   They focus on their contribution to the organization.
    III. They build on assumptions.
    IV.   They do multiple activities at a time to produce effective results.
    V.   They take decisions after a systematic analysis of facts and information.

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

<Answer>

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

    (a)   Franklin's rule
    (b)   Dawe's rule
    (c)   Lexographic method
    (d)   Louis rule
    (e)   Heuristics.

<Answer>

5. The intensity of the ethical issue plays a vital role in an individual's ethical behavior. Which of the following is **not** a condition for high intensity of an ethical issue?

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

<Answer>

6. Which of the following is/are **true** regarding multi-cultural communication skills?

    I.   Multi-cultural communication skills are about establishing communication with different cultures.
    II.   Multi-cultural communication skills are about respecting other cultures.
    III. Multi-cultural communication skills are about being sensitive to the values and beliefs of others cultures.
    IV.   Multi-cultural communication skills are about introducing different cultures into the organizations.

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

<Answer>

7. A team of employees generally comprise of members who are specialists in different functional areas. The communication in teams passes

(a)   Upwards
(b)   Downwards
(c)   Side ways
(d)   Diagonally
(e)   All directions.

<Answer>

8. Effective managers are effective communicators. Which of the following is **not** a component of an effective communication?

(a)   Content
(b)   Circumstances
(c)   Speaker's attire
(d)   Clarity
(e)   Feedback.

<Answer>

9. Managers have to communicate policies, procedures and strategies both at the organizational level and the individual level. In this context, identify the statements which are **true** with respect to communication at the organizational level.

I.   It uses reports, memos, meetings, notice boards, video-conferencing, and e-mails.
II.   It involves one-to-one communication to share ideas and exchange information on a day-to-day basis.
III.   It includes increasing the understanding, gaining support, and commitment of people.
IV.   It involves dealing with subordinates, giving instructions, and communicating responsibilities.

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

<Answer>

10. The subordinates may fail to understand the manager's instructions or may feel that the tasks he/she is expected to perform are unreasonable. This may affect a manager's relationship with the subordinates and, in turn, affect the quality of work. Effective managers overcome this situation by encouraging

(a)   Upward communication
(b)   Downward communication
(c)   Diagonal communication
(d)   Horizontal communication
(e)   Written communication.

<Answer>

11. Managers have to attend meetings regularly and give presentations and reports. These meetings absorb a lot of their time. Therefore, they should take care to contribute constructively at the meetings. Which of the following is/are the various things managers need to keep in mind while attending meetings?

I.   Managers must make sure they have all the relevant information and facts before attending the meeting.
II.   At the start of the meetings, managers must make clear its purpose and objectives to all the members.
III.   Managers must make sure that all the members make their presence felt during the meeting, even if it means diverting from the basic purpose.
IV.   Managers must end the meeting with a brainstorming session.

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

<Answer>

12. Mrs. Neeya's co-workers are not able to complete their assigned duties on time. Due to the superiors instructions and the approaching deadline, she is forced to take up some of their duties. She being under severe stress, is thinking of either resigning from the job or communicating her problems to superiors. In which stage of general adaptive syndrome model(s) is/are Mrs. Neeya in?

2

I. Alarm reaction stage.
II. Resistance stage.
III. Exhaustion stage.

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

13. Human beings have a tendency to worry about actions that may or may not take place. The stress that generally <Answer>
happens when individuals worry about things outside their control is known as

(a) External stress
(b) Internal stress
(c) Intra personal stress
(d) Inter personal stress
(e) Organizational stress.

14. Hens Selye, developed a model called the General Adaptation Syndrome model to explain the stress phenomenon <Answer>
and the stress levels. This model has three stages. Which of the following statements is/are **true** about the first
stage?

I. The first stage is the alarm reaction stage.
II. In this stage, the body prepares to either escape from the situation or to survive in it.
III. In this stage an individual is under eustress.

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

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

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

16. Stress in individuals is defined as anything that disrupts the normal person's physical or mental well-being. Which <Answer>
of the following types of stress is the result of environmental influence on an individual?

(a) Eustress
(b) Distress
(c) Psychological imbalance
(d) Internal stress
(e) External stress.

17. Burnout arises due to either the excessive demands thrust upon an individual by himself or by his environment. <Answer>
Which of the following is/are **true** regarding burnout?

I. Burnout results in mental and not physical fatigue.
II. Burnout is an impending danger and requires immediate attention.
III. Burnout is more critical, where a person feels his inner resources are inadequate to meet demands.
IV. Burnout is very common in employees in the Information Technology industry.

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

18. Which of the following at the workplace is defined as allowing every member of an organization, the time and <Answer>
resources to explore his inner self, desires, passions, ideas and purpose?

(a) Meditation
(b) Yoga
(c) Spirituality
(d) Exercise

(d) Exercise
(e) Relaxation.

<Answer>
19. Pari, HR personnel from a reputed MNC, is under rigorous stress over a continuous period of time due to the recruitment drive of the organization. Which of the following is the result of rigorous stress over a period of time?

(a) Crisis
(b) Burnout
(c) Strain
(d) Exhaustion
(e) Fatigue.

<Answer>
20. The stress that occurs due to the influence on an individual by his/her friends, colleagues, neighbors etc. is known as

(a) Family stress
(b) Health related stress
(c) Society related stress
(d) Organizational stress
(e) Job stress.

<Answer>
21. In which of following stages of burnout life cycle, employees may begin to feel that the job is tough and their earlier expectations were unrealistic?

(a) Awakening stage
(b) Honeymoon stage
(c) Brownout stage
(d) Burnout stage
(e) Recovery stage.

<Answer>
22. Mr. Wadha is suffering from a problem of lack of concentration. For instance, during official meetings, he is not able to listen attentively. This results in a confused state of mind, lack of information and dependence on others for information. Which of the following may help him to improve concentration?

(a) Spending time with family
(b) Undertake many things at one time
(c) Meditation
(d) Excessive talking
(e) Socializing.

<Answer>
23. Mr. Ramesh, a senior sales executive in Euro bank, was one of the 10 excellent performers for the year. The company had announced a financial reward for the best 3 out of these 10 people but had not disclosed their names. The names were to be announced at the company's anniversary celebration along with the reward. Ramesh was under extreme stress. He was relieved from the stress on the anniversary day, only after his name was declared as one of the rewardees. The kind of stress that Ramesh was experiencing is referred to as

(a) Psychological imbalance
(b) Internal stress
(c) Eustress
(d) Distress
(e) External stress.

<Answer>
24. Stress that occurs due to lack of resources or scarce resources at the work place is called job stress. Which of the following is **not** a job stressor?

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

<Answer>
25. Too much of stress spoils a person's health. If neglected, it can lead to serious health disorders at a later stage. Stress has both physical and psychological effects on an individual. Which of the following effects is **not** a physical effect?

(a) Feeling out of control and confused
(b) Frequent headaches, fatigue, and respiratory problems
(c) Reduced immunity to common colds and flu
(d) Ulcers and weak digestive system
(e) Sudden increase or decrease in weight.

26. The impact of globalization has fuelled many changes in the corporate world. The changes in the environment disturb the balance between domestic and work life of employees. The harmonic balance of work and domestic life is termed as

<Answer>

(a) Career balance
(b) Sad-life balance
(c) Happy-life balance
(d) Duty-life balance
(e) Work-life balance.

27. The time span plays a vital role in the planning process and it can be classified into various terms. In this context, which of the following statements is/are **true** about a short-term plan?

<Answer>

I. It provides a narrow perspective.
II. A short-term plan determines how the objectives are to be achieved.
III. Managers draw up short-term plans keeping in view their long-term objectives.

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

28. Mr. A.B Lal, a senior manager of Russell's Associates, has to do a lot of paper work. His table is always cluttered with numerous files and papers that he receives everyday. He spends most of the time finding a required document which delays his work and reduces his efficiency of taking timely decisions. Which of the following time-wasters is responsible for Mr. A.B Lal's problem?

<Answer>

(a) Personal disorientation
(b) Procrastination
(c) Poor communication
(d) Inefficiency
(e) Excessive socialization.

29. Mr. Vegas is always obsessed about deadlines and schedules. He thinks that meeting deadlines is the only way to manage time effectively and be successful in work. However, this obsession often affected the quality of work and so the work had to be re-done. Which of the following types of time abusers relates to Mr. Vegas obsession?

<Answer>

(a) People pleaser
(b) Proactive
(c) The analyzer
(d) Yes man
(e) The perfectionist.

30. Everyday, after lunch, Kuchu felt drowsy and could not concentrate on difficult tasks. To avoid waste of time, he did simple, routine tasks for about an hour post-lunch. Which of the following strategies for controlling time-wasters did Kuchu use?

<Answer>

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

31. The time management matrix designed by Stephen Covey, determines the managers' style of planning. The managers who spend too much time in quadrant of misconception tend to think they are doing vital activities when they are responding to immediate activities. Which of the following is/are **true** regarding quadrant of misconception?

<Answer>

I. It requires immediate attention.
II. It is vital but not immediate.
III. It is immediate but not vital.
IV. It is neither immediate nor vital.

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

(e) All (I), (II), (III) and (IV) above.

<Answer>

32. Delegation is the process of giving authority to a person to undertake activities or tasks on behalf of another person. In this regard, which of the following is/are **not true**?

   I. Managers must delegate insignificant, easy or unpleasant tasks to subordinates and keep the important task for themselves to handle it effectively.
   II. The manager must constantly monitor the delegated task to ensure that the work is being done according to the strict guidelines stipulated by him.
   III. Lateral delegation means to delegate work to colleagues.

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

<Answer>

33. Planning makes time management systematic and effective. Which of the following are the components of an ideal time plan?

   I. Time factor.
   II. Rewards.
   III. Time logs.
   IV. Group tasks.

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

<Answer>

34. A manager of GVK group of industries is preparing a schedule for the various tasks and activities to be performed by its workforce. What are the issues that need to be considered by the manager of GVK group while scheduling?

   I. Goals.
   II. Work time.
   III. Reviewing.
   IV. Missing deadlines.

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

<Answer>

35. In planning, a manager either focuses on short-term goals or long-term goals. In short term planning, the manager lacks long-term perspective. On the other hand, the manager focusing on the long-term perspective may overlook a crisis at hand. Which of the following types of planning may be considered ideal to overcome the problem?

   (a) Daily Plan
   (b) Weekly Plan
   (c) Monthly Plan
   (d) Yearly Plan
   (e) Five year Plan.

<Answer>

36. A goal is defined as a desired result. It specifies a performance, result, or outcome. Which of the following is **false** about goal setting?

   (a) A goal provides managers with regular feedback on their performance
   (b) A goal helps managers to identify the areas to which resources and efforts need to be channeled
   (c) Goal setting makes managers feel more responsible and accountable for their work and activities
   (d) Goal setting helps managers learn to overcome obstacles, develop strength, and discover new objectives in the process
   (e) Goal achievement makes a manager content so that he does not set higher goals in future.

<Answer>

37. Communication in writing is considered to be a best practice. Managers need to present guidelines to their subordinates in a written form in order to make the communication effective. This helps in

   I. Avoiding arguments.
   II. Avoiding trading accusations.

III. Avoid indulging in faultfinding.

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

<Answer>

38. Time-wasters are those activities which are not important or do not require immediate attention. They can be internal and external to a manager's control. In this regard, which of the following statements is/are **true**?

I. Frequent meetings interfere with the workflow and are a symptom of a poor organizational structure.
II. Too many meetings signify diluted responsibility and inadequate communication of information.
III. Some of the factors that contribute to the failure of a meeting are timing of the meeting, people reluctantly attending the meetings, long meetings etc.

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

<Answer>

39. To be creative, organizations need to develop creative and innovation oriented thinking at all levels. According to Pradip Khandwalla, in which of the following creativity techniques do individuals question each other's assumptions and share information and ideas?

(a) Information search techniques
(b) Ideating techniques
(c) Instigation techniques
(d) Fusion techniques
(e) Extremization techniques.

<Answer>

40. Which of the following techniques to enhance creativity invented by Fritz Zwicky, involves identifying attributes and tabulating a number of alternatives for each attribute and is used to generate a large number of solutions within a short time?

(a) Brainstorming
(b) Checklist technique
(c) Attribute changing or listing technique
(d) Morphological analysis
(e) Synectics.

<Answer>

41. Innovation is the process of developing a creative idea that can be put into practical use. Which of the following statements are **not true** regarding innovations?

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

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

<Answer>

42. To resolve a conflict in the organization, manager of Bright Technologies is gathering information from the employees about their experiences of similar conflicts in the past. In this regard, which of the following techniques should the manager use?

(a) Problem decomposition techniques
(b) Information search techniques
(c) Imaging techniques
(d) Ideating techniques
(e) Extremization techniques.

<Answer>

43. Mr. Singh working for PMR group of companies always prefers things to be clear and organized. When things get disorganized or uncertain, he begins to feel insecure and thus avoid such situations. He always resisted change and is comfortable with routine work, thus avoiding creativity. The situation Mr. Singh is under, results in which of

the following barriers to creative thinking?

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

<Answer>

44. A creative team should have a common purpose and values. Which of the following is **not** a core value of creativity?

- (a) Emotions
- (b) Adventure
- (c) Independence
- (d) Persistent efforts
- (e) Judgment.

<Answer>

45. Guided visualization is a graphical technique that helps a group to develop a common viewpoint. Which of the following is **not** a step in guided visualization?

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

<Answer>

46. In the six thinking hats technique, people wearing which of the following hats define the subject on which thinking is to be focused and determine the tasks to be performed?

- (a) White hat
- (b) Blue hat
- (c) Green hat
- (d) Black hat
- (e) Red hat.

<Answer>

47. Creativity in managers is the capability to discover new ways of handling a problem situation. Which of the following is/are **not true** about the creativity in managers?

- I. Managers who are confident of their own abilities will generally be more creative.
- II. A creative manager does not depend on any knowledge about the available course of action to a particular problem.
- III. Intellectual abilities play a significant role in the creative skills of managers.

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

<Answer>

48. Which of the following groups are used in advertising, in designing products, or in projects which require creative or innovative ideas?

- (a) Lateral groups
- (b) Parallel groups
- (c) Vertical groups
- (d) Linear groups
- (e) Stake holders council.

<Answer>

49. For business organizations to sustain themselves in the intensely competitive business environment, it is becoming necessary to be creative. Which of the following statements is/are **not true** regarding creativity?

- I. Creativity is the process which results in something new coming into existence.
- II. Creativity is being sensitive to problems, pitfalls, and changes.
- III. Creativity process involves looking only to internal resources for implementing ideas.

- (a) Only (I) above
- (b) Only (II) above
- (c) Only (III) above

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

50. Creative managers who view things from a new angle are very keen observers and make unusual observations. <Answer>
    Which of the following stages of the creative thinking process involves searching for a variety of tools,
    techniques, and methods that might help in out-of-box thinking?

    (a)   Exploring
    (b)   Inventing
    (c)   Selecting
    (d)   Implementing
    (e)   Feedback.

51. Goleman and Cary Cherniss have developed guidelines for conducting training programs for developing <Answer>
    Emotional Intelligence in organizations. These guidelines can be grouped into various stages. Which of the
    following activities do **not** come under the preparation stage?

    (a)   All the necessary steps for implementing Emotional Intelligence training are completed
    (b)   All the necessary competencies that need to be developed are identified
    (c)   A trainer is selected who can foster good relationship with the employees
    (d)   Each individual is evaluated according to specific competence required for his/ her job
    (e)   The strength and weakness of the individual is considered.

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

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

53. At the workplace, emotions play a crucial role. Which of the following, a manager should **not** do to maintain <Answer>
    emotional balance in the organization?

    (a)   Avoid giving advice or being critical
    (b)   Take responsibility for the feelings of the team members
    (c)   Show empathy toward people who are in difficult situations
    (d)   Avoid people who always make fun of or criticize others
    (e)   Predict the emotional outcomes in various organizational situations.

54. People with high Intelligence Quotient (IQ) are generally categorized as those with low Emotional Quotient <Answer>
    (EQ) and vice versa. Which of the following is **not** a characteristic feature of women with High EQ?

    (a)   They find meaning in life
    (b)   They are outgoing and gregarious
    (c)   They hesitate to express anger openly
    (d)   They feel positive about themselves
    (e)   They rarely feel nervous or guilty or sink into musing.

55. Emotional Intelligence can act as the binding force which connects the members of a group. Which of the <Answer>
    following is **not** a guideline that can be used to build emotionally intelligent teams?

    (a)   Before the team gets down to work, the members of the team should get to know each other
    (b)   Each one has to find out how the other team members are doing
    (c)   When the decision has to be taken, the opinion of each and every member has to be known
    (d)   Feedback from the members outside the team on the team's performance must be prohibited
    (e)   It has to be ensured that the goals of the team are in line with the organizational goals.

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

    (a)   It was developed as a 'theory of performance'
    (b)   It could be adapted to work situations to envisage leadership qualities and effectiveness in work situations
    (c)   It has more of practical application to work situations
    (d)   It described Emotional Intelligence as a capacity for recognizing an individual's own feelings and that of
    (e)   It defined the emotional centre of brain as neocortex and the intellectual centre as subcortex.

(e)   It defined the emotional centre of brain as neocortex and the intellectual centre as subcortex.

<Answer>

57. Emotional Intelligence has two major components, personal and social competence. Personal competence includes awareness of the self and social competence includes social awareness and management of relationships. Which of the following does **not** pertain to personal competence?

(a)   Awareness of self
(b)   Management of self
(c)   Management of relationships
(d)   Ability to deal with changing situations
(e)   Managing emotions and channel them in fruitful ways.

<Answer>

58. Emotional Intelligence is important for developing one's career. The career development of people depends on different qualities they possess. Which of the following is/are **true** with regard to Emotional Intelligence in career development?

I.   A person with high Emotional Intelligence at work implies a person with very volatile emotions.
II.   A person with high Emotional Intelligence will help to identify the needs of customers and to have better relationships.
III.   Lack of Emotional Intelligence can ruin one's career.

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

<Answer>

59. Positive emotions are conducive to the achievement of organizational goals while negative emotions act as a hindrance. Negative emotions cannot be eliminated all together but they can be

(a)   Influenced
(b)   Foremost
(c)   Important
(d)   Changed
(e)   Managed.

<Answer>

60. Modern organizations depend a lot on team work for accomplishing their objectives. In the light of the given statement, which of the following is/are **true**?

I.   The sum total of individual performances is always better than the combined strength of a team.
II.   Most often the distinguishing factor between efficient and inefficient teams is the Emotional Intelligence exhibited by the team.
III.   The Emotional Intelligence of a team consists of the combination of the emotional intelligence of individual members.

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

<Answer>

61. Which of the following pertains to the 'theory of performance' that can be adapted to the work situations to envisage leadership qualities and effectiveness in work situations?

(a)   Emotional Intelligence
(b)   Technical skills
(c)   Education
(d)   'Yes men' skills
(e)   Ethical values.

<Answer>

62. Which of the following does **not** help in improving Emotional Intelligence at personal level?

(a)   Paying attention to what others have to say, with empathy
(b)   Avoiding people who invalidate other's feelings
(c)   Getting negative outcome from various emotions
(d)   Understand and acknowledge the emotions and feelings of others by showing appropriate emotions
(e)   Making use of knowledge of emotions in taking decisions.

<Answer>

63. Ms. Welly is a marketing executive whose performance is extraordinary. Since, her team leader was on leave she was vested with the authority to set the target and to achieve it. She did the job to perfection and also found

10

acceptance by her team members. Which of the following describes the competency of Ms. Welly?

(a) Managing conflicts
(b) Developing assertiveness
(c) Accepting responsibility
(d) Control
(e) Self awareness.

<Answer>

64. The ability to control manpower is an important factor in interpersonal skills. It is important for the mangers to know if they are losing control over certain situations. In such cases which of the following is/are the measure(s) to be followed?

I. Go forward.
II. Step back a little.
III. Contemplate the situation.

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

<Answer>

65. The interactions between human beings consist of various transactions. Transactional Analysis (TA) deals with finding out the ego state from which a transactional stimulus and transactional response originate. The three ego states according to TA encompass which of the following?

(a) Individual's personality
(b) Group behavior
(c) Common attributes
(d) Physical personalities
(e) Growth stages.

<Answer>

66. During interpersonal interactions, the parties involved may sometimes have differences in objectives or interests. Such interactions can be fruitful only when the parties involved have which of the following type of objectives?

(a) Common
(b) Peculiar
(c) Uncertain
(d) Conflicting
(e) Different.

<Answer>

67. The interactions between human beings consist of various transactions. Each transaction has two constituents. Which of the following are the two constituents of a transaction?

(a) Speaker and listener
(b) Demand and supply
(c) Practical and experimental
(d) Stimulus and response
(e) Action and reaction.

<Answer>

68. Transactional Analysis helps to evaluate both the verbal and non-verbal messages in communication. Which of the following are **true** regarding communication rules in Transactional Analysis?

I. Communication will continue in principle, as long as transactions are complementary.
II. Communication will break down when a crossed transaction occurs.
III. The nature and content of transactions are important.
IV. All transactions can continue indefinitely.

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

<Answer>

69. An understanding of TA would be of immense help to managers in improving interpersonal skills. 'Kick me', 'See what you made me do', 'I'm only trying to help you', etc., are types of

(a) Strokes
(b) Games
(c) Payoffs
(d) Ego states

11

(d)   Ego states
(e)   Complimentary transactions.

<Answer>

70. The manager should exhibit determination and be able to guide the organization toward its goals, what ever be the situation. In this regard, determination is an important aspect of

(a)   Stress
(b)   Burnout
(c)   Motivation
(d)   Recreation
(e)   Relaxation.

<Answer>

71. Ms. Teny was doing the job assigned to her in addition to the job of Mr. Tony as he was on a month's long leave. She had heavy work load, as a result, she had no interpersonal interactions with her subordinates. As a result of the non-interaction, subsequently a lot of work had to be redone. Which of the following factors is hampering interpersonal interactions in this case?

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

<Answer>

72. A manager, who is in which of the following life positions will be self-doubting, will not like to mingle with others in the organization and he/she might not be too concerned about productivity hence keeping it often low?

(a)   I am not Ok, you're Ok
(b)   I'm not Ok, you're not Ok
(c)   I'm Ok, you're not Ok
(d)   I'm Ok, you're Ok
(e)   I'll be Ok, you're Ok.

<Answer>

73. Conflicts are inevitable in any organization. Personal conflict occurs in organizations which negatively affect the working conditions. Which of the following factors cause conflict in organization?

I.   Stress.
II.   Selfishness.
III. Poor working conditions.
IV.   Attainable work expectations.

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

<Answer>

74. In the collaborative approach, the needs of both the parties involved in the conflict are met. Which of the following is the basic assumption in this approach?

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

<Answer>

75. If a manager asks his subordinate, 'Do you need anyone to assist you in your work?'And in his mind, he may be thinking, 'Lazy fellow, he cannot finish that work on time', is an example of

(a)   Superior transaction
(b)   Crossed transaction
(c)   Complementary transaction
(d)   Parallel transaction
(e)   Ulterior transaction.

<Answer>

76. Interpersonal skills are the essential skills required for interacting and connecting with others. In this regard, which of the following is the unit of social intercourse?

(a)   Exhibit
(b)   Response
(c)   Transaction
(d)   Transfer

12

(d) Transfer
(e) Transmission.

<Answer>

77. Which of the following characteristics of a leader, has the ability to convey a strong sense of purpose and vision and makes him aware of the requirements of others?

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

<Answer>

78. Leaders have to know how to motivate people with different motivation levels and also in all kinds of situations. There are various ways by which they can motivate people. Which of the following is **not** among the general methods of motivation?

(a) Motivating by caring
(b) Motivating by cultivating passion
(c) Motivating by setting difficult goals
(d) Motivating by inspiring trust among people
(e) Motivating by not sharing risk.

<Answer>

79. Effective leaders try to identify people whose cooperation and compliance would be necessary in the future. Which of the following is/are questions that have to be clearly understood by leaders?

I. Where they themselves are headed?
II. What they intend to do?
III. Whose involvement is crucial to reach the intended goal?
IV. Which individuals could prove an obstacle to them in fulfilling their leadership responsibilities?

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

<Answer>

80. Good business leaders build a vision, communicate the vision, passionately own the vision, and persistently drive it to completion. Which of the following is/are **true** about the leaders' vision?

I. The vision of most leaders originate from their inner selves rather than from others.
II. The vision of some leaders develop from sources like history or from the ideas of great thinkers.
III. Many leaders spend a considerable part of their time interacting with a large number of people, both inside and outside the organization to gather ideas.

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

<Answer>

81. Which of the following is a form of communication that is aimed at making a person or a group accept as their own a product, person, idea, thing, or opinion that they would otherwise not support?

(a) Gestures
(b) Symbols
(c) Persuasion
(d) Inforcement
(e) Amendment.

<Answer>

82. Controllers can be described as detail-oriented, logical, objective, accurate,

(a) Emotional and sensible
(b) Dominant and objective
(c) Analytical and sensible
(d) Unemotional and persistent
(e) Objective and enthusiastic.

<Answer>

83. The number of crisis caused by employees is less than the number of crisis caused by

(a) Trade unions
(b) CEO

(b) CEO
(c) Managerial decisions
(d) Middle management
(e) Machinery.

84. In many organizations, the employees are not convinced about the necessity to take risks. Which of the following is/are the ways by which leaders can motivate people to take reasonably higher levels of risks?

I.   Frank discussion on the chances of success.
II.   Making roles and responsibilities clearer.
III. Spreading risk across the team and organization.
IV.   Supporting the initiatives irrespective of the chances of success.

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

85. The relationship with subordinates poses additional challenge for the leaders. Which of the following types of subordinates do not have any amount of power in relation to the leader?

(a) Subordinates who have unique or exclusive information or knowledge
(b) Subordinates who have skills, which are easy to replace
(c) Subordinates whose jobs are crucial and have a high impact on the performance of the boss
(d) Subordinates who maintain good relationships with their leaders
(e) Subordinates whose jobs are related to other important jobs in the organization.

86. Effective leaders understand that their relationship with their bosses is of mutual interest, that they are as much dependent on the bosses as the bosses are on them. Which of the following is/are **true** about effective leaders dealing with their superiors?

I.   They understand fully well that they and their bosses have different backgrounds.
II.   They realize that the responsibility of maintaining the relationship is only that of the superior.
III. They maintain a good relationship by providing information on what is happening.
IV.   They cannot understand their boss's goals.

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

87. Risk is measurable and hence, can be managed. Managers can identify a risk, measure it, and predict the extent of the risk. At the same time, managers can gather relevant data, assess them, and arrive at a conclusion to find out the potential benefits and costs. If you were a manager taking a decision, under which circumstance(s) will you take a risk?

I.   When the potential benefits are almost equal to potential costs.
II.   When the potential benefits are more than the potential costs.
III. When the potential benefits are less than the potential costs.

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

88. Assertive communication is the ability of a person to stand up for his/her rights without affecting the rights of the other person. Which of the following is **not true** regarding leaders communicating assertively at the time of a conflict?

(a) Leaders should think about their motives before making any verbal outburst
(b) Leaders should state what has happened in clear terms
(c) Leaders should attempt to guess the motives of the other party
(d) Leaders should explain the effect of the other persons' behavior on themselves and outline what they think needs to be changed
(e) Leaders should explain the possible benefits that can be derived from their suggestions.

89. Ms. Lenny wanted to leave her current job as she has got a much better career opportunity in California. But her <Answer> HR manager was not willing to relieve her. Hence, the HR manager tried to convince her by assuring her of good opportunities in future and challenged the job security she would have in the new job. She doubted the statements of her HR manager as she did not have any growth for the last two years. Which of the following should **not** have been used while persuading a skeptic such as Ms. Lenny?

(a) Suspicion
(b) Challenging
(c) Delicate talks
(d) Highlighting the common interests
(e) Correct information.

90. Which of the following should a peacekeeper do to be a successful leader? <Answer>

I. They have to become more sensitive to conflicts.
II. They have to monitor those who handle conflict efficiently in the organization.
III. They have to learn to deal directly with the reality of conflict.

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

91. Conflict management requires leaders to have four essential skills. Which of the following is **not** an essential skill <Answer> in conflict management?

(a) Assertive communication
(b) Active listening
(c) Business skills
(d) Problem solving
(e) Negotiation.

92. Whenever Mr. John had to make a decision, he immediately referred to past decisions made under similar <Answer> situations, especially those made by trusted executives. In which of the following decision making types can Mr. John be placed?

(a) Skeptic
(b) Charismatic
(c) Followers
(d) Controllers
(e) Thinkers.

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

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

94. When a person is eager to hear something, he sits with his feet under the chair, toes pressed to the ground, and <Answer> leans forward on the desk. The study of such movements can be best defined as

(a) Kinesics
(b) Proxemics
(c) Synectics
(d) Paralanguage
(e) Symbolism.

95. Stereotypes are certain basic characteristics that distinguish one culture from another. In this regard, which of the <Answer> following is/are the example(s) of stereotypes?

I. Latin Americans like those who do business with them and show consideration towards their family.
II. Human beings apply thoughts for their needs.
III. Public display of affection should be avoided in China.

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

96. The manager of Faraha Fashions Ltd., was given a task of accepting and answering messages and mails from <Answer> customers of all cultures. While answering a customer of a different culture, the manager made a simple mistake which affected the reputation of the organization. In which of the following should the manager have a clear idea before starting the given assignment?

(a) Cultural acceptance
(b) Cultural fluency
(c) Training and development
(d) Performance appraisal
(e) Uncertainty avoidance.

97. A single language can be spoken and interpreted differently by people of different cultures. For example, the <Answer> British way of speaking softly might be interpreted as secretive by Americans. This is an explanation for which of the following classification of non-verbal communication according to Argyle?

(a) Sub language
(b) Supra language
(c) Confidential language
(d) Paralanguage
(e) Symbolism.

98. New Rise Technologies is a leading Multi-National company with high number of women employees. With the <Answer> objective of improving the quality of work life, employees were given flexible work options depending upon the requirements. They were provided with the facility of being dropped at their residence upon staying late at work. Which of the following represents the dimension of understanding different cultures?

(a) Power distance
(b) Individualism
(c) Femininity
(d) Uncertainty avoidance
(e) Long term orientation.

99. The cultural adaptability of a firm plays an important role in its success in <Answer>

(a) Domestic markets
(b) Goods markets
(c) Foreign markets
(d) Wholesale markets
(e) Retailer markets.

100. When a same sort of crisis occurred in an American and Japanese company, the American company took the <Answer> responsibility and apologized publicly. The Japanese company decided to remain calm and composed and did not make any public appearance. Both the companies acted in the way they were expected to do in their countries. This difference is

(a) Perception difference
(b) Communication difference
(c) Cultural difference
(d) Leadership difference
(e) Industry difference.

| END OF QUESTION PAPER |

Suggested Answers
Managerial Effectiveness – II (MB122): July 2008

	Answer	Reason	
1.	E	An organization requires contribution by managers in three basic areas namely direct results, establishing values, developing mangers for tomorrow. They should contribute by producing results, establish appropriate values and commitment to	< TOP

organization. They have to contribute to organization by helping in the development of their subordinates and the other people in the organization.

2. E   Every manager faces ethical issues almost each day at work. Business ethics refers to truth and justice.

3. D   According to Peter Drucker, the basic practices that effective managers follow are:
    - They know how they spend their time.
    - They focus on their contribution to the organization.
    - They build on the strengths.
    - They concentrate on one activity at a time to produce effective results.
    - They take decisions after a systematic analysis of facts and information.

4. B   A manager who wants to set up a manufacturing plant selects two locations. Using Dawe's Rule he/she lists out the pros and cons for each of these locations and selects the location with the maximum number of number of pros.

5. D   The intensity of the ethical issue is greater in the following conditions:
    - Number of people affected is large
    - Everyone agrees that the action is unethical
    - There is greater probability of the action causing damage
    - The effect of the action can be seen immediately
    - The action has a serious effect on the victims.

6. C   Multi-cultural communication skills are about respecting other cultures and being sensitive to their values and beliefs.

    Hence option (c) is the answer

7. C   Team work is essential for enhanced organizational performance. A team of employees generally comprises members who are specialists in different functional areas. The communication in teams passes side ways rather than upward or downward.

8. C   The components of effective communication process are: content, circumstance, trust, clarity, feedback.

9. A   At organizational level of communication, reports, memos, meetings, notice boards, video conferences and e-mails are used. It includes increasing the understanding, gaining support, and commitment of people.

    At the individual level, one-to-one communication to share ideas and exchange information on a day-to-day basis is involved. It also includes dealing with subordinates, giving instructions, and communicating responsibilities.

10. A   The subordinates may fail to understand the manager's instructions or may feel that the tasks he/she is expected to perform are unreasonable. This may affect a manager's relationship with the subordinate and, in turn, affect the quality of work. Effective managers overcome this situation by leaving room for upward communication.

11. B   The various things that managers have to keep in mind while attending the meetings are:
    - Managers must make sure they have all the relevant information and facts before attending the meeting.
    - At the start of the meetings, managers must make clear its purpose and objectives to all the members.
    - Managers should make sure that all the members participate in the meeting and that they stick to the basic purpose of the meeting.
    - At the end of the meeting, the managers must summarize the objectives and purpose with the conclusion of the meeting.

12. B   Resistance stage involves resisting and reacting to the situation. In this situation, the body prepares to either escape from the situation or to survive in it. She too tried to

either adapt to the situation or leave the job due to her inability to perform.

13. **B** Human beings have a tendency to worry about actions that may or may not take place. Internal stress generally happens when individuals worry about things outside their control.

14. **D** In the General Adaptive Syndrome model the first stage, which is the alarm reaction stage, involves the body's response to or familiarizing itself with the new situation or stressor. In this stage, an individual is under eustress. The body prepares to either escape from the situation or to survive in if in the second stage of model.

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

16. **E** External stress is the result of environmental influence on an individual.

17. **E** Burnout usually results in physical and mental fatigue. It arises due to either the excessive demands thrust upon an individual by himself or by his environment. Burnout occurs over the long term. Burnout is an impending danger and requires immediate attention. Burnout is more critical where a person feels his inner resources are inadequate to meet demands. Burnout is very common in employees in the information technology industry. As they face tight deadlines and ever changing technologies.

Hence the option (E) is the answer.

18. **C** Spirituality at the workplace is defined as allowing every member of an organization the time and resources to explore his inner self, desires, passions, ideas and purpose.

19. **B** Rigorous stress over a period of time results in burnout.

20. **C** The stress that occurs due to the influence of the society on an individual that is from her friends, colleagues, and neighbours etc. is known as Society related stress.

21. **A** In the awakening stage employees begin to get the real picture. They may begin to feel that their expectations were unrealistic. The job may seem tough and the organization and colleagues not so good. The employees may feel that their worth is not being recognized. They start showing the initial symptoms of burnout like stress, dissatisfaction, confusion etc.

22. **C** Meditation is a technique to achieve a thoughtless or mindless state and improve concentration.

23. **C** Eustress has temporary effects only. In this situation, Mr. Ramesh was facing stress only till he got the reward. After getting that reward he was relieved from the stress and was very happy.

24. **E** Job insecurity is a stressor related to organizational stress. Organizational stress result from the conflict of organizational goals with personal goals. The common job stressors are:

- Difficult superiors
- Personal inadequacy
- Setting high goals
- Role conflicts
- Overwork and deadline.

25. **A** Feeling out of control and confused is a psychological affect.

26. **E** Work – life balance means a harmonious balance of work and domestic life. It allows an employee to fulfill all the roles in his/her life effectively and efficiently. Researches have proved that employees are at their best when they are contented

and motivated both at work and at home.

| 27. | D | I. It provides a narrow perspective. | |

II. A long-term plan determines how the objectives are to be achieved.

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

28. A Personal disorientation. Habits are reflected in the way managers organize their work, decks, cabins, file cabinets, etc. This can result in wastage of time.

29. B The Preemptive/Proactive: Preemptive people are always ahead of schedule. They finish assignments before time and always seem to be in control of time. They are obsessed with deadlines and schedules. They believe that meeting deadlines is the only way to manage time effectively and be successful at work. However, this obsession with deadlines often affects the quality of work and so the work needs to be redone. This results in wastage of time. The preemptive person must be taught the importance of quality of work.

30. E People's body clock determines the time at which they work at their best and the time when they are at their dullest. Manager should identify their best work hours and work on difficult tasks at that time. The dull hours of the day could be used to work on pleasant or easy tasks.

31. B Quadrant III is immediate but not vital. It is called the Quadrant of Misconception. Managers who spend too much time in this quadrant tend to think they are doing vital activities when they are responding to immediate activities. These immediate activities may not be important and are often based on the priorities of others.

32. D
- Manager should delegate work after considering the capabilities of the subordinate and not based on the significance or pleasantness of the work.
- The managers should give reasonable amount of freedom to the subordinate to get the work done. Constantly monitoring a delegated task is a waste of both, their own time and that of their subordinate.
- Lateral delegation means delegate work to colleagues. It occurs generally between different departments.

33. C The components of an ideal plan are: time factor, rewards and group tasks.

34. E The process of preparing a workable schedule is very important in managing time. Some of the issues to be considered while preparing a schedule are:
- Work time
- Reviewing
- Missing deadlines.

35. B A week is an ideal time span for planning, as it has both workdays and weekends. It provides a balanced view of the long-term, short-term, and daily plans. A weekly plan is dynamic and flexible. It allows managers to renew plans both on a weekly basis as well as daily. Managers need to renew plans at regular intervals and ensure that their objectives are achieved. The ultimate objectives of the manager plays a vital role in weekly plans. The manager can modify a weekly plan, depending upon any changes in the environment, so as to help in meeting organizational goals.

36. E Goal setting can improve the performance of managers for a number of reasons. A goal provides managers with regular feedback on their performance. It enables them to work better. They can identify the areas to which resources and efforts need to be channeled. Goals setting makes managers feel more responsible and accountable for their work and activities. Achieving the goals acts as a motivator for the managers to set still higher goals and achieve them.

A goal is a powerful tool to focus energy and resources. Goals play a vital role in the time management process. Manager learns to overcome obstacles, develop strength, and discover new objectives in the process.

37. E The communication of a manager to his subordinates regarding the guidelines of a project though done effectively in a meeting needs to be made clear by sending the instructions in a written or printed form to avoid arguments, trading accusations, and

indulging in faultfinding.

| 38. | E | All the three statements are true. | |

| 39. | C | Mutual stimulation/instigation techniques: These techniques involve information sharing about unusual ideas among individuals, and individuals question each other's assumptions and share information and ideas. | |

| 40. | D | Morphological analysis is an extension of attribute changing, in which selected alternatives for each chosen attribute are tabulated. Morphological analysis is used to generate a large number of solutions within a short time. This approach provides all possible solutions to any given problem. The most suitable of these are selected and analyzed further. | |

| 41. | C | Too many revolutionary ideas bring chaos in the work environment and too many evolutionary ideas kill creativity. Innovations can be both scientific and managerial. Innovation is the process where the result is defined. | |

| 42. | B | Information search technique includes finding information by discussing with employees, and gathering information about the same situation in the past. This technique is more related to past experience. | |

| 43. | B | Anxiety is a barrier to creativity. Some managers prefer things to be clear and organized. Some managers are resistant to change. When things get disorganized or uncertain they become insecure and avoid these situations. Any change in the scenario makes them anxious. So they prefer to stick to the conventional approach and avoid creativity. | |

| 44. | A | The core values of creativity are curiosity, sensitivity, adventure, judgment, independence, persistent efforts, etc. | |

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

| 46. | B | Blue hat involves an overview of the proposal. People wearing the blue hat define the subject on which thinking is to be focused. It determines the tasks to be performed. | |

| 47. | B | Intellectual abilities play a significant role in the creative skills of managers. These include the ability to view problems or situations from different angles and the ability to avoid conventional thinking. | |

Creativity does not emerge from ignorance. For managers to be creative, they must have adequate knowledge about the available courses of action to a particular problem.

Confidence is vital for being creative. Managers who are confident of their own abilities will generally be more creative.

| 48. | B | Parallel groups are used to bring in different viewpoints or designs for a particular situation. These kinds of groups are used in advertising, in designing products, or in projects which require creative or innovative ideas. | |

| 49. | C | The process of creativity involves looking for solutions and ideas in the external environment. | |

| 50. | B | Inventing: This stage involves searching for a variety of tools, techniques, and methods that might help in out-of-box thinking. | |

Exploring: This stage involves identifying possible courses of action for a given problem or a situation. The managers should identify what they have and what they want.

Selecting: This stage involves the analysis of accumulated ideas and information. The managers screen all ideas in this stage.

Implementing: Managers decide how to put an idea into practice in this stage.

Feedback: This is the process of feedback after implementation.

| 51. | C | **STAGE I, ' Preparation'** : All necessary steps for implementing emotional intelligence training is completed, all necessary competencies that need to be | |

intelligence training is completed, all necessary competencies that need to be developed are identified, each individual is evaluated according to specific competence required for his/ her job, the strength and weakness of the individual is also considered.

In Stage II, 'Training' A trainer is selected who can foster good relationship with the employees.

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

53. A Managers should not avoid giving advice or being critical. All other options are true about what managers should do for emotional balance in an organization.

54. C **High EQ:** Find Meaning in Life,

Outgoing and Gregarious,

Express their Feelings Appropriately rather than in outbursts which later they regret.

Sociable,

Comfortable with them,

Spontaneous and open to Sensual Experience

Rarely Feel Nervous or Guilty or Sink into Musing,

Serf-Confident and Express Feelings Openly,

Feel Positive about themselves

High IQ: Thoughtful, Anxious; Rumination and Guilt, **Hesitate to Express Anger Openly,**

55. D Mentioned here are some guidelines that can be useful in building emotionally intelligent teams-

- Before the team gets down to work, the members of the team should get to know each other.
- Each one has to find out how the other team members are doing.
- If there is any negative behavior, the reason for that has to be probed. This can be done by asking questions and listening instead of giving any negative credits.
- When a decision is to be taken, the opinion of each and every member has to be known.
- Feedback from members outside the team on the team's performance can be solicited.
- It has to be ensured that the goals of the team are in line with the organizational goals.

56. E The statement "It defined emotional centre of brain as neocortex and the intellectual centre as subcortex" is false. Rather, as per Goleman's emotional intelligence model, the emotional centre of the brain is the subcortex, which is the lower part of the brain and the intellectual centre is the neocortex, which is the upper part of the brain.

All other options are true with regard to Goleman's emotional intelligence model.

57. C Management of relationships pertains to social competence.

All other options belong to personal competence component of emotional intelligence.

58. D The following are **true** with regard to emotional intelligence in career development:

- A person with high emotional intelligence will help to identify the needs of customers and to have better relationships.
- Lack emotional intelligence can ruin one's career.

59. E Negative emotions cannot be eliminated all together, but they can be managed. They can be identified at the earliest and steps can be taken to manage them.

60. E The combined strength of a team is in most cases, better than the sum total of individual performances. Most often the distinguishing factor between efficient and

individual performances. Most often the distinguishing factor between efficient and inefficient teams is the emotional intelligence exhibited by the team. The emotional intelligence of a team consists of the combination of the emotional intelligence of individual members. In a team, each member contributes to its emotional intelligence and normally more influence is exerted by the team leader. Emotional intelligence can act as the binding force which connects the members of a group.

61. A   In the workplace, emotional intelligence is twice as important as analytical and technical sills combined.

62. C   For an individual, emotional intelligence can be recognized, appraised and improved. One of the suggestions for this is that one should try to get a positive outcome from various emotions.

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

64. D   It is important for the managers to know if they are losing control over certain situations. In such cases, it is important for them to step back a little, contemplate the situation and see if they have behaved in an extreme manner.

65. A   The three ego states- Parent ego state, Adult ego state and child ego state encompass an individual's personality.

66. A   In interpersonal interactions, the parties involved may sometimes have differences in objectives or interests. Such interactions can be fruitful only when the parties involved have common objectives.

67. D   The interactions between human beings consist of various transactions. Each transaction has two constituents- a stimulus and a response.

68. A   There are two important rules of communication in TA. The first is that as long as transactions are complementary, the communication will, in principle, proceed without ending. The nature and content of the transactions are not important for this rule.

69. B   There are various types of games and they are given peculiar names like 'Kick me', 'See what you made me do', 'I'm only trying to help you', 'Why don't you-yes but', 'if it weren't for you', etc.

70. C   Determination is an important aspect of motivation.

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

72. B   **I am not ok, you're not ok**
A person in this life position will not give or get praise of doing a job well. He/she will not even maintain any contact with co-workers. If any particular situation arises in the workplace, he/she will go only by procedure and the set of laws existing in the organization. A manager who is in this life position will be self-doubting and will not like to mingle with others in the organization. The person may not be too concerned about productivity and a manager's productivity in this life position is often low.

73. C   Sometimes personal conflicts occur in organizations and these are often detrimental to the proper functioning of the organization. Such conflicts can occur as a result of factors like stress, depression, miscommunication, selfishness, poor working conditions, unattainable work expectations, etc.

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

75. E   Ulterior transactions have a hidden meaning which is different from what is actually said. In other words, there is a difference between what is said and what is meant as

the meaning is concealed in the words spoken. Such transactions are not easy to understand and evaluate. The verbal meaning may indicate a different ego state, but gestures and facial expressions may convey a different story. For example, a manager may ask his subordinate, 'Do you need anyone to assist in your work?' In his mind, he may be thinking, 'Lazy fellow, he cannot finish that work on time.'

76. C   The unit of social intercourse is called a transaction.

77. D   A charismatic leader has the ability to convey a strong sense of purpose and vision and it enables him to be aware of the requirements of others.

78. E   Along with the other motivating factors sharing the burden of risk can also motivate employees. They should be convinced about the positive outcomes of taking such risk.

79. E   All statements are correct. The questions that have to be clearly understood by leaders are as follows:

- Where they themselves are headed?

- What they intend to do?

- Whose involvement is crucial to reach the intended goal?

- Which individuals could prove an obstacle to them in fulfilling their leadership responsibilities?

80. E   The vision of most leaders originates from others rather than from their inner selves.

Some leaders develop a vision from sources like history or from the ideas of great thinkers.

Many leaders spend a considerable part of their time interacting with a large number of people, both inside and outside the organization. In the process, they set up formal and informal channels of communication and from these, they gather ideas.

81. C   Persuasion is a form of communication which is aimed at making a person or a group accept as their own a product, person, idea, thing, or opinion that they would otherwise not support.

82. C   Controllers are more interested in facts and the logic of arguments and hate uncertainty and ambiguity.

83. C   Most of the crises in an organization take place as a result of flawed decisions taken by management. Therefore, crisis caused due to managerial decisions are more.

84. E   The ways by which leaders can motivate people to take reasonably higher levels of risks are as follows:

- Frank discussion on the chances of success.

- Making roles and responsibilities clearer.

- Spreading risk across the team and organization.

- Supporting the initiatives irrespective of the chances of success.

85. B   Subordinates who have skills, which are difficult to replace are the type of subordinates who have certain amount of power in relation to the leader.

86. B   Effective leaders understand fully well that they and their bosses have different backgrounds. They maintain a good relationship by providing information on what is happening. Hence statements (I) and (III) are true.

Statements (II) and (IV) are not true since leaders realize that the responsibility of maintaining the relationship is not only that of the superior and that wisdom and maturity are not the prerogative of the bosses and effective leaders understand their boss's goals, the pressures on him/her, his/her strengths and weaknesses and his/her working style.

87. B   Managers can gather relevant data, assess them, and arrive at a conclusion to find out if the potential benefits are more than the potential cost. These findings can be used to arrive at decisions. When the potential benefits are more than the costs

involved, risk can be taken.

88. C Following are some tips which would help leaders to communicate assertively at the time of a conflict:

- Before making any verbal outburst, they should think about their motives.
- They should state what has happened in clear terms. Generalized accusations like 'You always fail to meet deadlines' should not be used.
- They should be objective and not attempt to guess the motives of the other party.
- They should explain the effect of the other person's behavior on themselves and outline what they think needs to be changed.
- They should explain the possible benefits that can be derived from their suggestions.

89. B Persuader should never challenge a skeptic as they accept ideas only if they come from people whom they trusts. They usually race ahead with revolutionary ideas. < TOP >

90. D If peacekeepers want to be successful as leaders, they have to become less sensitive to conflicts and develop skills to handle them. This they can do mainly by following two approaches. < TOP >

The first involves monitoring all those who handle conflicts in the organization efficiently. This will help them get information about how these people handle conflicts and to become less sensitive to conflicts. The peacekeepers are then equipped to deal with the reason for the conflict.

The second approach involves dealing directly with the reality of conflict. For example, after a verbal conflict, the peacekeeper can directly approach the person with whom the conflict occurred and ask him/her not to take things personally. The peacekeeper can then point out the differences in their stands

91. C Conflict management requires leaders to have four essential skills: < TOP >

- Assertive communication
- Active listening
- Problem-solving
- Negotiation.

92. C In making decisions, followers rely on past decisions made under similar circumstances. Their decision making also depends on how other trusted executives made decisions in the past. Followers are afraid of making the wrong choice and are never early adopters. < TOP >

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

94. A The study of such body movements can be best defined as kinesics. < TOP >

95. D Examples for stereotypes are: < TOP >

'Treat the business cards given by Japanese with respect', 'Latin Americans like those who do business with them to show consideration toward their family', 'Public display of affection should be avoided in China'.

In the statement 'Human beings apply thoughts for their needs' nothing specific about any culture in particular is mentioned.

96. B Not having a clear idea about cultural fluency is one of the reason why many businesses fail. Not having cultural fluency results in wrong messages being received and sent which can cause misunderstandings and later end in spoiled business relationships. < TOP >

97. D Para linguistics is also subject to cross-cultural interpretations. For example talking loud is interpreted in Europe as aggressive or as a sign of uncultured behavior. Similarly, the British way of speaking softly might be interpreted as secretive by Americans. < TOP >

98.	C	Assertiveness and competitiveness are considered as male values, whereas solidarity and quality of life are regarded as feminine values. In feminine values, work culture is different. Flexible work hours and facilities to employees come under feminine values.	< TOP >
99.	C	The cultural adaptability of a firm plays an important role in its success in **foreign markets**.	< TOP >
100.	C	Culture is the collective programming of the mind which distinguishes the members of one group from another.	< TOP >

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