



BRAINWARE UNIVERSITY

Term End Examination 2020 - 21

Programme – Bachelor of Technology in Computer Science & Engineering

Course Name – Management II

Course Code - HSMC(CSE)501

Semester / Year - Semester V

Time allotted : 85 Minutes

Full Marks : 70

[The figure in the margin indicates full marks. Candidates are required to give their answers in their own words as far as practicable.]

Group-A

(Multiple Choice Type Question)

1 x 70=70

1. *(Answer any Seventy)*

(i) OB's current state of investigation and study is best described as:

- | | |
|--|--|
| a) All of OB is based on universal truths proposed by academics, researchers and practitioners. Political forces have a tendency to influence the study of OB and, hence, skew resulting conclusions | b) There is little disagreement among OB researchers and scholars as to the current state. |
| c) OB is practically based on situational or contingency conditions driven by leadership style. | d) Cause-effect principles, which tend to apply to all situations, have been isolated. |

(ii) Which is the basic principle of a good communication?

- | | |
|---|---|
| a) Consider the total physical and human setting whenever you communicate | b) Examine the true purpose of each communication |
| c) Seek to clarify your ideas before communication | d) All of these |

(iii) You are working as an assistant to an OB specialist doing research on a project to determine relationships between certain variables and cause-effect situations. The specialist is attempting to determine when people are motivated by pay or salary and when they are motivated by recognition, support and encouragement. By examining the connection between rewards and incentives and motivation under various conditions, the specialist appears to be using which of the following approaches in research?

- a) open-systems approach
- b) contingency approach
- c) human resources approach
- d) observational approach

(iv) Which statement is correct?

- a) A project organisation is a temporary arrangement because it has only a one time task, but it involves fairly long period
- b) Product divisionalisation is called for when emphasis is to be placed on a product
- c) A functional structure often develops in small organisations around individual personalities who wish to give shape to their ambitions.
- d) All of these

(v) Which is not correct about the nature of leadership?

- a) Ideal Conduct
- b) Leadership is a personal quality
- c) Dynamic Process
- d) Unity of Accounting

(vi) Forces affecting organisational behaviour are

- a) People
- b) Environment
- c) Technology
- d) All of these

(vii) Which of the following represents correct sequencing of historical developments of Organisational Behaviour?

- a) Industrial revolution → Scientific management → Human relations movement → OB
- b) Industrial revolution → Human relations movement → Scientific management → OB
- c) Scientific management → Human relations movement → Industrial revolution → OB
- d) None of these.

(viii) Observe the following management principles and pick the odd one out. Justify your answer.

- a) Unity of command
- b) Unity of direction

c) Maximum output

d) Equity

(ix) How are principles of management formed?

a) In a laboratory

b) By experiences of management

c) By experiences of customers

d) By propagation of social scientists

(x) Which among the following is not a nature of Management principles?

a) Rigid

b) Universal

c) Relative

d) Leadership

(xi) Which of the following is not a function of management?

a) Planning

b) Staffing

c) profit earning

d) Budgeting

(xii) Top management is concerned with _____.

a) Carrying suggestions upwards

b) Maintaining liaison with the outside world

c) Transmitting orders downwards

d) None of these

(xiii) Administration is

a) Policy making

b) Active direction to get things done

c) Executing the policy

d) None of these

(xiv) Middle management

a) Consists of departmental managers

b) Motivates lower management

c) Both Consists of departmental managers and Motivates lower management

d) None of these

(xv) Which of the following is not true?

a) Management is a social process

b) Management is universal

c) Management is an art

d) Management is always bureaucratic

(xvi) Theory Y includes

- a) In general, for most people, the exercise of physical and mental effort in work is as natural in play or rest
- b) Man will exercise self control in those spheres where the objectives tally with his own
- c) The capacity for developing and utilising their capacities, knowledge and skill does exist in people
- d) All of these

(xvii) In Vroom's Expectancy theory, Expectancy indicates

- a) Probability of achieving that outcome
- b) Advancement
- c) Award
- d) Accounting

(xviii) Hygiene factors related to the work context includes

- a) Relations with supervisor
- b) Supervision
- c) Company Policy and Administration
- d) All of these

(xix) Motivation includes

- a) Job Enrichment
- b) Job Rotation
- c) Job Enlargement
- d) All of these

(xx) Which of the following is a content theory?

- a) Expectancy theory
- b) ERG Theory
- c) Equity theory
- d) none of these

(xxi) Which of the following is a need that motivates human behaviour as per the achievement motivation theory?

- a) Power
- b) Affiliation
- c) Achievement
- d) All of these

(xxii) Which of the following is a process theory?

- a) Achievement Motivation theory
- b) Performance - satisfaction model

c) ERG theory

d) Two factor theory

(xxiii) _____ and _____ came out with a comprehensive theory of motivation called the performance - satisfaction model.

a) Festinger and Heider

b) Jacques and Patchen

c) Porter and Lawler

d) Weick and Adams

(xxiv) _____ is the processes that account for an individual's intensity, direction, and persistence of effort toward attaining a goal.

a) Perception

b) Cooperation

c) Motivation

d) Affect

(xxv) Which of the following comments was made by a Theory X manager?

a) Employees dislike work.

b) Employees will exercise discretion.

c) The average person will seek responsibility.

d) Employees can view work as natural as rest or play.

(xxvi) According to _____ theory, allocating extrinsic rewards for behaviour that had been previously intrinsically rewarding tends to decrease the overall level of motivation.

a) Management by objectives

b) Goal- setting

c) Self-efficacy

d) Cognitive evaluation

(xxvii) The _____ effect is a form of self-fulfilling prophecy where believing something to be true can make it true.

a) Archimedes

b) Galatia

c) Icarus

d) Pygmalion

(xxviii) _____ justice is the perceived degree to which an individual is treated with dignity, concern, and respect.

a) Procedural

b) Equity

c) Interactional

d) Distributive

(xxix) According to Freud, the mind's three components are:

- a) ego, id, superego
- b) unconscious, moral, immoral
- c) oral, anal, phallic
- d) primary, secondary, tertiary

(xxx) The MMPI is used to measure:

- a) unconscious drives
- b) the Big Five traits
- c) personality and psychological disorders
- d) leadership potential

(xxxii) Which of the following is NOT one of the Big Five traits?

- a) sense of humour
- b) openness to experience
- c) conscientiousness
- d) extraversion

(xxxiii) The aim of behavioural genetics is to learn about:

- a) the extent to which geneticists can modify people's behaviour
- b) the possibility of eradicating behavioural problems in children
- c) the genetic and environmental influences on human behaviour
- d) the ability of animals to learn language

(xxxiv) The Barnum effect helps to explain people's belief in:

- a) fortune-telling
- b) astrology
- c) horoscopes
- d) all of these

(xxxv) Classical conditioning is associated with the work of:

- a) Skinner
- b) Pavlov
- c) Freud
- d) Thorndike

(xxxvi) Which statement is correct about the goal?

- a) The goal of manufacturing 20 cars per day is a tangible goal
- b) Developing effective foreign policy is an intangible goal
- c) Goals may be tangible or intangible
- d) all of these

(xxxvi) In operant conditioning an organism:

- a) Comes to pair a neutral stimulus with an unconditioned response.
- b) Receives reinforcement before exhibiting the desired behaviour as an inducement to behave in that way.
- c) receives reinforcement after behaving in the desired way.
- d) only learns to avoid punishment

(xxxvii) Social Learning Theory gives prominence to learning that occurs

- a) by imitation
- b) by modelling
- c) vicariously.
- d) all of these

(xxxviii) Learning can be in the form of

- a) Stimulus
- b) Motivation
- c) Objective-oriented
- d) All of these

(xxxix) According to Honey and Mumford (1992), Reflectors have a preference for:

- a) observing their experiences from many different perspectives
- b) experiencing things first hand
- c) planning
- d) Rational objectivity.

(xl) Dissonance can be described as:

- a) A motivational state
- b) A state of arousal
- c) neither A and B
- d) both A motivational state and A state of arousal

(xli) How can a person reduce dissonance?

- a) Add cognitions
- b) Subtract cognitions
- c) Reduce the importance of dissonant cognitions
- d) All of these

(xlii) The first stage in the perception process involves:

- a) Attention and meaning
- b) Attention and logic
- c) Selection and attention
- d) Stimulus and response

(xliii) The psychological or internal factors affecting perceptual selection are _____ and _____?

- a) Personality, learning, motives
- b) Learning, personality, ego
- c) Motives, personality, mental processes
- d) Personality, ego, mental processes

(xliv) The Gestalt School produced a series of principles. Some of the most significant principles include _____?

- a) Figure and ground; clusters; contrast
- b) Figure and ground; grouping; closure
- c) Figure and ground; grouping; clusters
- d) Grouping; clusters; contrast

(xlv) The process by which the perception of a person is formulated on the basis of a single favourable or unfavourable trait or impression, where other relevant characteristics of that person are dismissed is called:

- a) the angel effect
- b) the halo effect
- c) clouded judgment
- d) stereotyping

(xlvi) Teams occur when a number of people have _____ and recognise that their personal success is dependent on the success of others.

- a) A common goal
- b) A shared work environment
- c) The same manager
- d) Similar jobs

(xlvii) Boynton and Fisher noted that _____ teams can be formed specifically to initiate organisational change.

- a) Virtuoso
- b) Change
- c) Virtual
- d) Super

(xlviii) Reasons for the formation of groups include:

- a) The provision of guidelines on generally acceptable behaviour.
- b) The performance of certain tasks which can be performed only through combined

efforts of individuals working together

c) The provision of protection for its membership.

d) All of these

(xlix) In the Tuckman model, groups at the _____ stage develop guidelines and standards of acceptable behaviour.

a) Forming

b) Storming

c) Norming

d) Adjourning

(l) A potential disadvantage associated with cohesive groups is:

a) A tendency to see other groups as rivals

b) A tendency to focus on social activities which may reduce output

c) A tendency to develop attitudes which are hard to change

d) All of these

(li) A virtual team is a collection of people who are _____ separated but still _____ together closely.

a) Geographically; work

b) Geographically; decide

c) Physically; think Temporally; work

d) Locally, Decide

(lii) What affects listening badly?

a) Message overload-excess of listened material

b) High speed of speaking

c) A sizable hearing loss-physiological problem

d) All of these

(liii) All are the components of listening except _____.

a) Hearing

b) Attending-being attentive

c) Answering

d) Understanding and remembering

(liv) The most important aspect of communication- listening, can be improved by _____.

- a) Making the attention fully paid
- b) Making the communicated material novel-interesting and need based.
- c) Making voice effective and impressive
- d) All of these

(lv) Guiding and supervising the efforts of subordinates towards the attainment of the organization 's goals describes the function of :

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

(lvi) "Unity of Command " principle of effective direction means:

- a) Subordinates should be responsible to one superior
- b) There should be unity amongst subordinates
- c) There should be unity amongst superiors
- d) A superior can supervise a limited number of subordinates

(lvii) Leadership today is increasingly associated with the concept of _____?

- a) Getting others to follow
- b) Control
- c) Strategy
- d) Command

(lviii) Approaches to the study of leadership which emphasis the personality of the leader are termed _____.

- a) Contingency theories
- b) Inspirational theories
- c) Group theories
- d) Trait theories

(lix) Adair claims that the effectiveness of a leader is dependent upon meeting _____ areas of need within the work group.

- a) Two
- b) Four
- c) Three
- d) None of these

(lx) The Great Man theory is associated with which of the following approaches to studying leadership?

- a) skills
- b) intelligences
- c) styles
- d) traits

(lxi) Oshagbemi and Gill (2004) provide evidence to suggest that different leadership styles are needed across different hierarchical levels. Which of the following styles was found to remain equally important and used across lower, middle and senior managerial levels?

- a) delegative
- b) directive
- c) participative
- d) consultative

(lxii) According to Katz (1974), what are the three core skills required from managers at different hierarchical levels?

- a) technical, human, conceptual
- b) human, cognitive, technical
- c) cognitive, conceptual, technical
- d) economic, technical, conceptual

(lxiii) Which types of leadership remains underexplored through research?

- a) leadership of teams
- b) leadership in organisations
- c) leadership of organisations
- d) leadership at executive level

(lxiv) The ability to influence people through granting or withholding benefits that are of interest to them is called.

- a) reward power.
- b) coercive power.
- c) expert power.
- d) reference power.

(lxv) Coercive power may occur in which of the following organizations?

- a) service firm.
- b) non-profit organization.
- c) manufacturing firm.
- d) all of these

(lxvi) Mr. X is the only person in the company with expertise in the E-Commerce field. This source of power is called:

- a) reward power.
- b) knowledge power.
- c) reference power.
- d) none of these

(lxvii) The recognition that task-oriented and people-oriented behavioural styles are important and that people have different orientations that they bring to the management process is the result of the research of:

- a) Hersey & Blanchard.
- b) Fieldler
- c) Blake & McCanne
- d) none of the above

(lxviii) An approach to leadership in which the leader's behavior is first categorized on a scale from task orientation to people orientation, and efforts are made to find a work situation to which that particular style is best suited is called

- a) Hersey-Blanchard theory.
- b) Vroom-Jago model.
- c) Fielder's LPC theory.
- d) path goal theory.

(lxix) Which is the method of conflict management?

- a) Conflict Resolution Method
- b) Conflict Reduction Method
- c) Conflict Stimulation Method
- d) None of these

(lxx) Process which begins when one party perceives that the other has frustrated, or is about to frustrate, some concern of his, is known as

- a) Conflict
- b) Risk
- c) Uncertainty
- d) Poor management