



## QUESTION BANK

**Name of the Department : Master of Business Administration**

**Subject Code & Name : BA5017& Managerial Behaviour and Effectiveness**

**Year & Semester : II & III**

### UNIT I DEFINING THE MANAGERIAL JOB

#### PART-A

##### Unit – I

**1. Define manager?** Manager is a person who plans, organizes directs & controls the allocation of human, material, financial& information resources in pursuit of the organization goals.

**2. What is meant by Managerial Job?**

A managerial job should be based on a task that has to be done to attain the company's objectives. It should always a real job- one that makes a visible if possible measurable contribution to the success of the organization.

**3. Define Work Effectiveness.**

Manager is a capable person to produce some favorable results.

**4. List out the different kinds of effectiveness.**

Apparent effectiveness, personal effectiveness, Leadership effectiveness, Team effectiveness, Organizational effectiveness, Managerial effectiveness.

**5. List out the types of managers?** Functional, General, Administrative, Entrepreneurs small business owners, Team leaders.

**6. What are the Roles of manager regarding decision making?**

Entrepreneurship role, Disturbance handling role, Resource allocation role, Negotiation role.

**7. How to improve decision making?**

1. Brain storming
2. Nominal group technique
3. Electronic meeting

**8. What are the Types of control?**

1. Feed forward control
2. Concurrent control
3. feed back control

**9. What are the Methods of control?**

Mechanistic, Organic, Market, Finance of accounting, Automation based control.



## 10. What you mean by Time Management?

Time management is the act or process of planning and exercising conscious control over the amount of time spent on specific activities, especially to increase effectiveness, efficiency or productivity.

## 11. Equation for effective time management?

Effective time management = Right motivation+Right frame of mind+right teaching.

## 12. Define Job Description.

A job description is a list that a person might use for general tasks, or functions, and responsibilities of a position. It may often include to whom the position reports, specifications such as the qualifications or skills needed by the person in the job, or a salary range.

## 13. What is Job Related Behavior?

Work behavior is the behavior one uses in employment and is normally more formal than other types of human behavior. This varies from profession to profession, as some are far more casual than others. For example, a computer programmer would usually have far more leeway in their work behavior than a lawyer.

## 14. Who is a Trainee?

A trainee is commonly known as an individual taking part in a trainee program or a graduate program within a company after having graduated from university or college. A trainee is an official employee of the firm that is being trained to the job he/she was originally hired for.

## 15. What is Talent?

Talent means the skill that someone has quite naturally to do something that is hard. Someone who has talent is able to do something without trying hard. It is an ability that someone is born with. It is a high degree of ability or of aptitudes. People may have talent for music, dancing, acting, sport or other skills.

## 16. Define Transfer.

A transfer may involve an exchange of funds when it involves a change in ownership, such as when an investor sells a real estate holding.

## 17. What Is Delegation?

Delegation is the assignment of responsibility or authority to another person (normally from a manager to a subordinate) to carry out specific activities. It is one of the core concepts of management leadership. However, the person who delegated the work remains accountable for the outcome of the delegated work.

## 18. What are the Functional Dimensions of Henri Fayol?

- Production
- Marketing
- Human Resource
- Finance



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### 19. What you mean by Liaison Role?

Managers act as liaisons when making contacts with people outside of their area of responsibility, both inside their organization and outside in the world at large. 3

### 20. List out the three Laws of Time and Effort Management.

1. The Law for Planning our time
2. The Law for applying our effort
3. The Law for Investing our Talent

## PART- B QUESTIONS

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1. Discuss the General Dimensions of Managerial Jobs.
2. What are the Major areas that help in Management of Time?
3. Briefly explain about the Managerial Job Model and Model of Managerial Effectiveness.
4. How an Effective Manager will be an Optimizer? Explain.
5. What is the Effective Job Behavior Skills Required for Manager ?
6. Discuss about Henry Mintzberg's Role Dimensions.
7. Explain the Principles of Time Management.
8. Briefly explain Effective and Ineffective Job Behavior with Examples.
9. Functional Level Difference in Managerial Job Behavior
10. Explain about Talent cycle.
11. Write a notes on Two Factor Theory.

## UNIT-II – DESIGNING THE MANAGERIAL JOB

### PART-A

#### 1. What is Talent?

According to the Industrial Disputes Act, 1947, Section 2(k); —Industrial Disputes mean any dispute or difference between employers and employees, or between employers and workmen or between workmen and workmen, which is connected with the employment or non – employment or term of employment or with the conditions of labour of any person.

#### 2. What is meant by Recruitment?

Recruitment refers to the overall process of attracting, selecting and appointing suitable candidates for jobs within an organisation, either permanent or temporary.

#### 3. What is meant by Motivation?

Motivation is a theoretical construct, used to explain behavior. It is the scientific word used to represent the reasons for our actions, our desires, our needs, etc. Motives are hypothetical constructs, used to explain why people do what they do.

#### 4. What is Executive Development?

Executive development is the whole of activities aimed at developing the skills and



competencies of those that (will) have executive positions in organisations.

## 5. What is meant by Selection?

A selection test is a systematic and standardized procedure of sampling human behavior in order to obtain qualified applicants for organizational activities.

## 6. Classify the talents?

Striving, Thinking, Related talents.

## 7. What is Striving talents?

It explains why a personal is motivated to push of pull.

- Stamina for physical Endure
- Vision to picturise the future events

## 8. What is Related talents?

It explains whom he is the persons whom he trust, with whom he build relationship, with whom he confront and ignore.

## 9. What are the Managerial ability?

Supervisor ability, Intelligence , Initative, Interactomg ability, Organisation ability.

## 10. Identification of Managerial talents?

Performance appraisal, Job enlargement, Decentralisation & delegation, Participation of consultative management, Based on productivity, Orgn image, Orgn position in business setup, Public relations, Services provided, Product quality, Employees stability

## 11. What are the Internal sources of recruitment?

Orgn database, Job postings, Promotion, Transfer, Deputation, Current employee references, recruiting.

## 12. What are the External sources of recruitment?

Campus recruitment, Advertisement, Employment, Professional associates, Modern recruitment.

## 13. What are the Managerial skills?

Conceptual skills, Human skills, Technical skills.

## 14. What are the Factors Affecting Managerial Compensation?

Jobsize, Individual managerial characteristics, Managerial labour market, Product market conditions& employer's cost structure, Remuneration philosophy of the company, Job evaluation.

## 15. What are the Types of Managerial Compensation?

Merit pay, Performance based pay, Job competency pay method, Remuneration & Quality culture.



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## 16. List out the Methods of Performance Appraisal?

Alphabetical/Numerical method, Trait rating scale, Behaviourly anchored rating scales, Forced Distribution ratings, Ranking, Paired Comparison, MBO, Work std Approach, Written report/Narrative Essay, Critical incidents method.

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## 17. Explain the Importance of motivation.

Productive use of Resources, Increase Efficiency & output, Achievements of Goals, Development of Friendly Relationship, Motivational Factors.

## 18. What are the Types of Rewards?

Incentive Bonus, Executive stock option, referred compensation, Executive Insurance, Executive prerequisites.

## 19. What are the Managerial career stage?

Trial stage, Establishment stage, Maintenance stage, Decline stage.

## 20. How to Identify Talent?

- Discover your strongest traits to find an ideal career path.
- Know what natural talents you possess
- Recognize and overcome negative character traits
- Assess your successful and failed jobs
- Envision your ideal career path

## PART- B QUESTIONS

1. Discuss the Sources of Recruitment.
2. Explain Maslow's Need Theory?
3. Explain the Steps involved in Selection.
4. What are the important methods of Executive Development?
5. Explain Performance appraisal Process?
6. Explain the Contingent pay schemes.
7. Explain Roles in career management?
8. Discuss about 360 degree feedback.
9. What are the Types of Pay?
10. Briefly explain Measures of Performance appraisal with examples.
11. Explain Career management process.
12. Perspectives of balanced scorecard



## Unit – III- THE CONCEPT OF MANAGERIAL EFFECTIVENESS

### PART-A

#### 1. Who is an Effective Manager?

An –effectivell manager takes responsibility for ensuring that each individual within his department succeeds and that the team or business unit achieves results.

#### 2. What is managerial effectiveness?

Managerial effectiveness is a leader's ability to achieve desired results. How well he applies his skills and abilities in guiding and directing others determines whether he can effectively meet those results. If he can, his achievements are poised to help the organization gain a competitive edge against rival organizations heading into the future.

#### 3. Define PPP approach?

An effective managerial is one who is positive in his personality i.e, what type of person bais his managerial process product inter dependent of together they make managerial effectiveness.

#### 4. What are Descriptive effective Managerials quality?

Decisive, Aggressive/Assertive, Determined, /energetic, Intelligent.

#### 5. What are Least Descriptive effective managers quality

Amicable, Confirming, Agreeable, conservative, Modest.

#### 6. What are the Important Behaviours of managers?

To set goal realistically, Delegate frequently & effectively, Communicate effectively, Express hostility tactfully.

#### 7. Define product/result?

Open efficiency, High productivity, profit maximisation, organisation growth, Leadership, organisation stability, Employee welfare, Social welfare.

#### 8. What are the Methods of measuring managerial effectiveness?

By casual variables, Intervening variables, Output variables.

#### 9. What you meant by casual variables?

Leadership strategies, Skill & styles, Management decisions, Organisation philosophies objective, policy & structure, Available Technology.

#### 10. What you meant Intervening variable?

Commitment to objectives, Motivation & morale of employees, Communication, Conflict resolution, Decision making & problem solving.



**11. What you meant Output variables?**

Production output, Cost, Sales, Profit-earnings, Management-union relations, Turnover.

**12. What are the Factors affecting managerial effectiveness?**

Economic factor, Govt policies, Political & legal factor, Technological factor, Infra structural factor, Market factor, International factor.

**13. What are the Economic Factors in managerial effectiveness?**

Fiscal policy, Monetary policy, Prices of income trends, Nature of economic system at work, National economic plan, Balance of payment.

**14. What are the Govt policies in managerial effectiveness?**

Exim policy, Industrial incentives, Credit policy of RBI, Policies regarding Foreign investment, Corporate tax policy, subsidy to various sector and Industrial licensing policy.

**15. What are the Political & legal factor in managerial effectiveness?**

Form of factor, Ideology of ruling party, Strength of oppositions, political stability, socio – economic legislations, political legal institutions.

**16. What are the Technological factor in managerial effectiveness?**

Availability of appropriate technology/technique, Cost of technique transfer, Adoption for foreign technology, R & D facilities, Product & innovational opportunities.

**17. What are the Infrastructural factors in managerial effectiveness?**

Availability of sources of raw materials, Prices of input, Availability of power, Availability of manpower, Communication channel.

**18. What are the Market factors in managerial effectiveness?**

Business strategy, Consumer Behaviour, Demand & supply, Strength of competitions, Marketing intermediaries, Population growth, Ad & sales promotion, Entry of new competitors.

**19. What are the International factors in managerial effectiveness?**

World wide technological trend, Balance of payment, Relationship with neighbouring countries, Stability of rate of dollars.

**20. What is Efficiency?**

Do things right, Solve problems, Safe guard resources, follow duties, lower cost.

**21. What is Effectiveness?**

Do right things, produce creative alternatives, Optimised resource utilisation,



obtain results, Increases profit.

## 22. What is Approaches of Managerial effectiveness?

Person, process, product approach, Structure approach, Behavioural approach, Personal effectiveness approach.

### PART- B QUESTIONS

1. How effective managers lead to business success? Discuss.
2. Explain the essentials for effective management.
3. Briefly explain about the current industrial and government practices in management of
4. Discuss the model of Managerial Effectiveness.
5. Explain the term Effective manager as an optimizer.
6. Explain bridging the gap in managerial effectiveness.
7. Write notes on current practices in designing managerial job.

## UNIT- IV – ENVIRONMENTAL ISSUES IN MANAGERIAL EFFECTIVENESS

### PART-A

#### 1. What is meant by Organization?

An organization is a group of people who work together, like a neighborhood association, a charity, a union, or a corporation. Organization is also the act of forming or establishing something (like an organization). It can also refer to a system of arrangement or order, or a structure for classifying things.

#### 2. How situation is affecting Leadership?

Leader may change their leadership style based on situation.

#### 3. Who is a Leader?

A leader is "a person who influences a group of people towards the achievement of a goal".

#### 4. Define Group.

Group is defined as something related to a collection or a number of people or things.

#### 5. What is competition?

It means the activity or condition of striving to gain or win something by defeating or establishing superiority over others.

#### 6. Define Organization as a Process.

Organizational process assets enable consistent process performance across the organization and provide a basis for cumulative, long-term benefits to the organization



## 7. What is Organizational Climate?

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Organizational climate (sometimes known as Corporate Climate) is the process of quantifying the –culturell of an organization, it precedes the notion of organizational culture.

## 8. What you meant by Leadership?

It means the action of leading a group of people or an organization, or the ability to do this.

## 9. Define Job Challenge?

Challenging job is Employee take any job as a challenge one. It should have more difficulties and opportunities in the job.

## 10. What are Eight steps Organizational Processes?

Organisation goals or objectives, task requirements, Division of tasks, Integration of jobs, Selection of personnel, Assignment of work positions, Granting the authority, Determination of superior subordinate relationships.

## 11. What are the features of Organization?

1. An organisation always refers to people.
2. The organisation is composed of people who interact among themselves.
3. The interactions are specified by some sort of structure.
4. The interactions are means to achieves some sort of object.

## 12. What are the activities in Organizational Processes?

Identifying the work, Grouping the work, Establishing relationships, measurement evaluations & control, Delegation of authority & responsibility, Empowerment, Decentralisation.

## 13. What are the Element of organisation?

Departmentation. Linking department, Delegating authority & responsibility, Preserving authority relationship.

## 14. What is organisation climate?

The organisation climate comprises all those factors which influence behaviour in an organisation & which are common to essentially unrelated positions in that organisation.

## 15. What are the Four basic types of organisation climate?

Systems, People, Production, Team.

## 16. What Influence on organisation climate?

Top person style, Founder style, Dominant group, Dominant family, Technology.

## 17. What is task orientation?



## 18. What is Relationship orientation?

It emphasizes people as evidenced by listening trusting & encouraging.

## 19. What is System climate?

Little personal communication reletify organisation rather than individual intellent is valued by senior management.

## 20. What is People climate?

Recognition of the individual There is usually a good linkage up and down the organisation & across it. Usually they are team members superiors & subordinates.

## 21. What is Production climate?

- It tends to give dominance to the work process.
- It identify with superiors and with the technical system of the organisation.

## 22. What is Team climate?

Integrate indociduaal with organisation/technology The climate leads to judge people on their willingness to join & work with the team & their general skill in team work.

## 23. What is Input oriented cliamte?

Stagnant, Acquirescent, Authoritarian, Ambivalent.

## 24. What is Output oriented climate?

Conforming, Humanize, Dedicated, Achievement.

## PART- B QUESTIONS

1. What are the Environmental Issues in Managerial Effectiveness?
2. Explain the Importance of Organization?
3. Discuss the model of Group Effectiveness.
4. Explain on Organizational Processes?
5. Discuss the factors affecting Organizational Climate.
6. Briefly explain the Approaches to Leadership.
7. What are the Types of Groups?
8. What are the Job challenges faced by Managers?
9. Mention the Styles of Managers.

## UNIT – V – DEVELOPING THE WINNING EDGE

### PART-A

#### 1. What you meant by Negotiation?

Negotiation is a dialogue between two or more people or parties intended to reach an understanding, resolve points of difference, to gain advantage for an individual or collective, or to craft outcomes to satisfy various interests.



## 2. Write a note on Development of Competitive Spirit?

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When a firm is implementing a value creating strategy not simultaneously being implemented by any current or potential competitors, then we can say the firm has a Competitive advantage.

## 3. What is meant by Innovation?

The process of translating an idea or invention into a good or service that creates value or for which customers will pay.

## 4. Define Brain Storming.

Brainstorming is a group or individual creativity technique by which efforts are made to find a conclusion for a specific problem by gathering a list of ideas spontaneously contributed by its member(s).

## 5. What you meant by Integrative Bargaining?

Integrative bargaining (also called "interest-based bargaining," "win-win bargaining") is a negotiation strategy in which parties collaborate to find a "win-win" solution to their dispute.

## 6. What are the factors influencing Negotiation?

- Disagreement
- Argument
- Clash of goals, interests and perceptions
- Difficulty in making a decision
- Inadequate or poor communication
- Incompatible personalities

## 7. Make a note on Self Development?

Self development is taking steps to better yourself, such as by learning new skills or overcoming bad habits.

## 8. What is meant by Knowledge?

Knowledge is a familiarity, awareness or understanding of someone or something, such as facts, information, descriptions, or skills, which is acquired through experience or education by perceiving, discovering, or learning.

## 9. Define Creativity?

Creativity is a phenomenon whereby something new and in some way valuable is created

(such as an idea, a joke, a literary work, painting or musical composition, a solution, an invention etc).



## 10. What is Mind-Mapping?

A mind map is a diagram used to visually organise information. A mind map is often created around a single concept, drawn as an image in the center of a blank landscape page, to which associated representations of ideas such as images, words and parts of words are added.

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## 11. What you meant by Paradigm Innovation?

Paradigm-based innovations relate to the mental models which shape what an organisation or business is about. Henry Ford provides a pithy quote, when talking about the development of the Model T motor car: 'If I asked people what they wanted, they would have asked for a five-legged horse'.

## 12. What is creativity?

Creativity is the ability to visualize, generate and implement new ideas. Creative thinking increases the quality of solutions to many types of problems. It helps stimulate motivation, revitalizes motivation & commitment by challenging individuals and serves as a catalyst for effective team performance.

## 13. Mention Five inter connected stages of creative process.

Preparation, Concentration, Incubation, Illumination, Verification.

## 14. What is Preparation?

Investigating an issue or problem to ensure that all its aspects have been identified & understood. This stage involves searching for & collecting facts and ideas.

## 15. What is Concentration?

Focusing energies and resources on identifying & solving an issue or problems. A commitment must be made at this stage to implement a solution.

## PART- B QUESTIONS

1. Briefly explain about Knowledge Management.
2. Explain Stages of Self Development?
3. Explain the Techniques for Improving Creativity.
4. What are the top management roles in organizational success?
5. Explain the benefits of creativity.
6. How to foster Innovation in Organization.
7. Explain Negotiation Skills.
8. Explain the process of Negotiation skills.