

Section 1 - Module 8 Institutional Management and Administrative Procedures

1) Strategic mission

- A) Is an internally focused affirmations of an institution's societal and ethical goals
 - B) Is developed by an institution before it develops its strategic intent
 - C) Do not limit the institution in specifying the environment in which it intends to compete
 - D) Is a statement of institution's unique purpose and scope of operations
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2) One of the following deals with one-to-one collaboration between an external expert and a manager for developing the leadership skills of the later, which is that:

- A) Coaching
 - B) Mentoring
 - C) Orientation
 - D) None of these
-

3) Strategic planning is _____ in nature.

- A) Descriptive
 - B) Theoretical
 - C) Creative
 - D) Analytical
-

4) Pick the incorrect one

- A) Sample physical verification at intervals of not more than five years should be done in case of libraries having more than 50000 volumes. In case such verification reveals unusual or unreasonable shortages, complete verification shall be done
 - B) Loss of five volumes per 1000 volumes of books issued/consulted in a year may be taken as reasonable provided such losses are not attributable to dishonesty or negligence. However, loss of a book of a value exceeding Rs. 1,000/- (Rupees One thousand only) and rare books irrespective of value shall invariably be investigated and appropriate action taken.
 - C) For libraries having more than 20000 volumes and up to 50000 volumes, such verification should be done at least once in three years.
 - D) Complete physical verification of books should be done every year in case of libraries having not more than 20000 volumes
-

5) Which of the following is INCORRECT?

- A) Outstanding expenses -current asset
- B) Good will- intangible asset
- C) Sundry debtors -current asset
- D) Loose tools -tangible fixed asset

6) In institutional management, the function of planning is ____?

- A) Preparing for future for desired goals
 - B) Financial planning
 - C) To appoint staff
 - D) None of these
-

7) The pattern in which every person has someone " on each side of him " with whom he can communicate is the:

- A) Circular pattern
 - B) Chain pattern
 - C) Centralised pattern
 - D) Y pattern
-

8) Matrix organizations are really a combination of the:

- A) Product and process bases
 - B) Process and geographic bases
 - C) Customer and functional bases
 - D) Functional and product bases
-

9) Identifying the ----- candidates and ---- them to apply for the job is called recruitment.

- A) Available , insisting
 - B) Available, making
 - C) Potential, insisting
 - D) Potential, attracting
-

10) The main characteristics of an effective control system are:

- A) Flexibility, measurability, timeliness and objectivity
 - B) Flexibility, accuracy, timeliness and objectivity
 - C) Flexibility, accuracy, timeliness and relevance
 - D) Flexibility, accuracy, relevance and objectivity
-

11) 'No one on the organisation should have more than one boss' is a statement of principle of:

- A) Specialisation
 - B) Authority
 - C) Unity of command
 - D) Span of control
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12) Which of the following is NOT a method used for changing the attitude on an employee?

- A) Use of fear
 - B) Providing new information
 - C) Giving feedback
 - D) Performance appraisal
-

13) A systematic and planned introduction of employees to their jobs, their co-workers and the institution is called:

- A) Job evaluation
 - B) Investiture orientation
 - C) Orientation
 - D) Placement
-

14) The final activity for time management before moving out of work is:

- A) Beware of time wasters
 - B) Optimize work environment
 - C) Prioritise all your tasks
 - D) See what all you set out to accomplish and what all did you actually finish
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15) For fostering team creativity, which is an appropriate way an institution may use:

- A) Establishing a competitive environment to promote creative ideas
 - B) Establishing challenges for the team
 - C) Evaluating ideas during the idea generation stage
 - D) Stressing deadlines to encourage intensity and focus
-

16) All of the following are dangers inherent in over control except:

- A) Accenting short run results and ignoring long run outcomes
 - B) The reduction of personal freedom and independence at work
 - C) The creation of anxiety and stress among workers
 - D) A tendency toward increased flexibility
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17) Which of the following leave is admissible to an employee under suspension?

- A) Study leave
- B) Half pay leave
- C) Extra ordinary leave
- D) None of these

18) Which of the following theories of motivation deal with the basic components of effort, performance and outcomes?

- A) Expectancy Theory
 - B) Equity Theory
 - C) Goal Setting Theory
 - D) Reinforcement Theory
-

19) Which of the following is the correct sequence in the process of motivation?

- 1. Action
 - 2. Need
 - 3. Relief
 - 4. Tension
- A) 1, 2, 3, 4
 - B) 2, 4, 1, 3
 - C) 4, 3, 2, 1
 - D) 2, 1, 4, 3
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20) For best management, controlling should be

- A) Profit-oriented
 - B) Cost-oriented
 - C) Objective-oriented
 - D) Man-oriented.
-

21) The proper sequence of elements in the expanded communication model is :

- A) Sender-message-transmission-recipient-meaning
 - B) Message-sender-signal-receiver-decode
 - C) Sender-transmission-message-decode-meaning
 - D) Message- transmission- encode-receiver-decode
-

22) The descriptive word most clearly associated with the organic approach to structure is :

- A) Static
- B) Rigid
- C) Bureaucratic
- D) Dynamic.

23) The situational theory of leadership emphasis is:

- A) Environment
 - B) Events
 - C) Personality traits
 - D) Political situation
-

24) The ideas which interfere with the solution of the problem fade away during _____ of creativity process.

- A) Preparation phase
 - B) Evaluation phase
 - C) Idea generation phase
 - D) Incubation phase
-

25) The style of leadership which represents the extreme of centralised decision making authority:

- A) Bureaucratic
 - B) Authoritarian
 - C) Laissez faire
 - D) Democratic
-

26) Members of a _____ team have been cross trained so that each person is able to perform the duties of all other members.

- A) Functional
 - B) Cross functional
 - C) Multi-functional
 - D) Self directed
-

27) Which of the following is NOT a road block to team progress in an institution?

- A) Lack of management support
 - B) Project objectives are significant
 - C) No time to do improvement
 - D) Project scope too large
-

28) Diwali advance given to an employee is:

- A) Revenue Expenditure
- B) Capital Expenditure
- C) Not an Expenditure
- D) Deferred Revenue Expenditure

29) Who propounded "Motivation-Maintenance Theory?"

- A) A.H. Maslow
 - B) Douglas Mc Gregor
 - C) Frederick Herzberg
 - D) F.W. Taylor
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30) The major weakness of the forced distribution method is:

- A) Assumes that employee performance levels always conform to a normal distribution
 - B) Work is reliable
 - C) The error of central tendency
 - D) None of the above
-

31) Which one of the following is the aim of Counseling?

- A) Ensuring that clients are on the correct medication
 - B) Promoting personal growth and productivity
 - C) Providing a successful diagnosis in psychopathology
 - D) Solely addressing the behaviour
-

32) The test of the adequacy of any wage level is in the:

- A) Real wages
 - B) Time wages
 - C) Money wages
 - D) None of these
-

33) If controls are to be effective, they must be specially tailored to:

- A) Plans and positions
 - B) Individual managers and their personalities
 - C) Needs for efficiency and effectiveness
 - D) All of these.
-

34) The traditional method of appraisal whereby the appraiser lists the employees according to their level of performance is called the:

- A) Ranking method
- B) Critical incident method
- C) Graphic scales method
- D) Forced distribution method.

35) One of the following is not the basic principle underlying an academic audit, which is that:

- A) Base decisions on evidence
 - B) Define quality in terms of inputs
 - C) Learn from best practices
 - D) Make continuous improvement a priority
-

36) Which of the following leader behaviours, feature in Hersey and Blanchard's (1971) Situational leadership theory?

- A) Delegating and supportive behaviours
 - B) Directive and consultative behaviours
 - C) Supportive and directive behaviours
 - D) Supportive and participative behaviours
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37) A virtual team is a collection of people who are _____ separated but still _____ together closely.

- A) Temporally; work
 - B) Geographically; work
 - C) Geographically; decide
 - D) Physically; think
-

38) A manager who shows consistency between his or her words and actions develops a reputation for:

- A) Self-confidence
 - B) Walking the talk
 - C) Emotionally intelligent
 - D) Highly energetic
-

39) One of the following is not an element of strategic thinking, which is that?

- A) Judgement of what strategic changes to make
 - B) Realisation of what needs to change
 - C) Understanding of current strategic positions
 - D) Management of institutional resources and competencies
-

40) All are the advantages of institutional planning, except:

- A) Helps in channelizing the energies of teachers towards goal achievement
 - B) Helps in preserving uniqueness of an educational institution
 - C) Enhances emphasis on the direction of expenditure
 - D) Provides ample opportunities to individuals to experiment and innovate
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41) Which of the following is an on the job training method?

- A) Vestibule training
 - B) Position rotation or job rotation
 - C) Conference and seminars
 - D) Lecture method
-

42) Which of the following would be considered as using the time management technique of “getting off a good start”?

- A) Tackle easy items first to build momentum
 - B) Leave after the morning rush is over to avoid traffic jams on the freeway
 - C) Tackle the tough task first because this is usually your peak energy time
 - D) Begin the day by talking to co-workers to find out what are the hot agendas items for the day.
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43) All of the following are true about strategic planning in an institution Except:

- A) It is a top down approach of planning
 - B) Enhances an institution's capability to proactively anticipate change
 - C) It realizes more on identifying and resolving issues
 - D) Emphasizes on assessment of the environment inside and outside the institution
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44) Regulatory requirements, Economic uncertainty, technological innovations, and new competitors are examples of what type of factors that affect institutional management?

- A) Internal factors
 - B) Intra-personal factors
 - C) External factors
 - D) Inter-personal factors
-

45) The systematic collection and interpretation of evidence, leading as part of the process, to a judgement of value with a view to action is called:

- A) Feedback
 - B) Evaluation
 - C) Corrective action
 - D) Assessment
-

46) Effective control depends on:

- A) Organisation structure
 - B) Proper direction
 - C) Flow of communication
 - D) All of these
-

47) The five stages of the coping cycle are (in order):

- A) Denial, defence, discarding, adaptation, internalization
 - B) Defence, denial, discarding, adaptation, internalization
 - C) Denial, resistance, discarding, adaptation, internalization
 - D) Denial, defence, resistance, adaptation, internalization
-

48) Fixed assets should be verified at least once in:

- A) Six months
 - B) One year
 - C) Two years
 - D) Three years
-

49) The following is/are associated with successful strategies:

- A) Creating superior value to customers
 - B) Exploitation of key success factors
 - C) Creating and maintaining strategic fit
 - D) All of the above
-

50) Out of the following identify the reasons "Why individuals might resist organisational change?"

- i) Lack of interest.
 - ii) Pessimism.
 - iii) Anxiety.
 - iv) Irritation.
 - v) Opposing strategy proposals.
 - vi) Personal ambitions.
- A) All of these
 - B) ii), iii), v) and vi)
 - C) i), ii), and iv)
 - D) ii), iv), v) and vi)
-

51) Which of these is an internal factor influencing remuneration?

- A) Cost of living
 - B) Legislations
 - C) Institutional Business strategy
 - D) Society
-

52) The level of managers, responsible for establishing a vision for the institution, developing broad plans and strategies, and directing subordinate staff, is:

- A) First level managers
 - B) Middle managers
 - C) Top level managers
 - D) Second level managers
-

53) "The person who was a good performer in distant past is assured to be okay at present also". This is an example of _____ in performance appraisal

- A) Halo effect
 - B) Central Tendency
 - C) Spill over effect
 - D) Horn effect
-

54) One of the following is NOT an appropriate way that manager can employ for increasing the employee acceptance and commitment to Goals, which is that:

- A) Explaining goal relevance to personal needs
 - B) Convincing employees that goal attainment is within their capabilities
 - C) Providing managerial support
 - D) Setting ambiguous standards
-

55) Which of the following skills is equally important at all levels of management?

- A) Technical skill
 - B) Human relation skill
 - C) Conceptual skill
 - D) All of the above
-

56) The curriculum drift means:

- A) Identifying obsolete content
 - B) Identifying missing content in the curriculum
 - C) Identifying inappropriate content
 - D) All of these
-

57) The team gathers for the monthly progress and problem report about reaching individual and departmental objectives. Which of the following statements reflect effective team meeting?

- A) Only a few team members seem to be concerned about the impact of their presentation; they attempt to build allies within the team
- B) There is an open and realistic sharing of both progress and problems

- C) Some team members seem to be playing the political game, while others do not
 - D) One clique exists within this team and their presentations sound about the same-politically safe
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58) Which one of the following is not a characteristic of strategic planning that makes it different from other types of planning?

- A) It is inter-disciplinary
 - B) It concerns the present direction of the institution
 - C) It has an external focus
 - D) It has an internal focus
-

59) What is the time limit for completing the inquiry and submit report by Inquiring Authority?

- A) 3 months
 - B) 6 months
 - C) 9 months
 - D) 12 months
-

60) Transformational change is often carried out:

- A) By middle managers
 - B) Top down
 - C) Bottom up
 - D) After extensive consultation
-

61) The tendency that listeners arrive at judgement before all relevant information has been received is called:

- A) Filtering
 - B) Premature evaluation
 - C) Psychological distance
 - D) Pressure of time
-

62) The managerial function of organizing is to:

- A) Review and adjust plan in the light of changing conditions
- B) Establish a program for the accomplishment of objectives
- C) Create a structure of functions and duties to be performed by a group of people
- D) Get things done through and with the help of people

63) Line function are concerned with those activities which are connected with the discharge of direct responsibility for:

- A) Accomplishing the subsidiary objectives of the institution
 - B) Accomplishing the main objectives of the institution
 - C) Taking and implementing all decisions
 - D) None of these
-

64) The area of behavioural science research that focuses on the personal factors underlying high productivity, as well as high morale, is the area of employee:

- A) Communication
 - B) Motivation
 - C) Leadership
 - D) Economic development
-

65) The three types of plans in an educational institution are:

- A) Top, middle and bottom
 - B) Operational, occupational and strategic
 - C) Strategic, tactical and operational
 - D) Corporate, divisional and local
-

66) In institutional management, the process of evaluation is:

- A) Input directed
 - B) Process directed
 - C) Program directed
 - D) Goal directed
-

67) _____ involves the perceived fairness of pay differentials.

- A) Individual equity
 - B) External equity
 - C) Internal equity
 - D) All of these
-

68) Process of collecting and analysing information about the duties, responsibilities and conditions of a specific work assignment is:

- A) Job analysis
- B) Job evaluation
- C) Activity analysis
- D) Occupation analysis

69) Contingency theories of leadership are based on the belief that there is:

- A) A single style of leadership appropriate to all managers
 - B) A single style of leadership appropriate to all situations
 - C) No single style of leadership appropriate to all situations
 - D) None of the above
-

70) ----- is a selection test, which evaluate the emotional ability which will help to judge an individual's working in group

- A) Intelligence test
 - B) Personality test
 - C) Mental ability test
 - D) Aptitude test
-

71) According to Fiedler's LPC scale, leaders with a low LPC score will gain satisfaction from:

- A) Achieving objectives
 - B) Developing team relationships
 - C) Both A) and B)
 - D) Neither A) nor B)
-

72) Which of the following is a correct statement with regards to Academic audit:

- A) A framework for finding fault with a system or individual faculty and staff
 - B) An externally directed surprise spot checks
 - C) An arid collection of awkward questions lacking a philosophy and coherence with the purpose of institute
 - D) A tool whereby adequacy of academic inputs in an educational institution are measured
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73) In institutional evaluation, "Adequacy" means to:

- A) Check whether the goals or targets set by an institution were met or not
 - B) Check whether the institute has attained the expected goals
 - C) Determine the true effect of an intervention on the indicators of interests
 - D) Determine the success of programme's activities and outcomes
-

74) A material shall generally be considered surplus if it remains in stock for over_____ unless adequate reasons to treat it otherwise exist.

- A) One year
 - B) Two years
 - C) Three years
 - D) Four years
-

75) Which of the following is not a characteristic of an effective work group?

- A) A belief in shared aims and objectives.
 - B) The resolution of conflict by members themselves.
 - C) A sense of commitment by individual member's to their own goals and objectives.
 - D) The open expression of feelings and disagreements.
-

76) The synchronous, interactive, real time exchange of message via a mediated source is:

- A) Blogs
 - B) E-mail
 - C) Online chat
 - D) Social networking sites
-

77) The actual performance of an individual is measured in terms of his_____.

- A) Input and output
 - B) Returns to the organisation
 - C) Business earned by him
 - D) Efficiency and effectiveness
-

78) For achieving organizational goals effectively, the manager and subordinate should NOT jointly:

- A) Identify common goals
 - B) Indulge in negative criticism of each other
 - C) Define each individual's major areas of responsibility
 - D) Assess the contribution of each of its members
-

79) Which of the following is NOT a recommended approach to encourage creativity?

- A) Tolerating failures
 - B) Offering recognition for good effort and performance
 - C) Restricting on-the-job interaction in order encourage individual excellence
 - D) Encouraging experimentation among employees
-

80) CCS Conduct Rules came into force on

- A) 1956
 - B) 1964
 - C) 1966
 - D) 1971
-

81) According to "Scalar Principle of Organization"

- A) A manager can directly supervise a limited number of people
 - B) The line of authority must be clearly defined
 - C) Exceptionally complex problems are referred to higher levels of management
 - D) Each subordinate should have one superior
-

82) Thinking in term of phases in planning helps to:

- A) Reduce the plan to a simple series of actions
 - B) Keep the planned efforts on schedule
 - C) Co-ordinate the separate activities within the plan
 - D) All of these
-

83) The evidence available to auditor is _____ in nature, rather _____ in nature.

- A) Conclusive, pervasive
 - B) Pervasive, conclusive
 - C) Limited, unlimited
 - D) None of these
-

84) Institutional Administration is the process of:

- A) Utilizing appropriate resources for development of Human qualities
 - B) Managing activities of educational institutions
 - C) Planning, organizing, directing and controlling human resources in educational setting
 - D) None of the above.
-

85) As per CCS conduct rules the following omissions of a Government servant amount to misconduct :-

- (i) Wilful insubordination or disobedience, whether alone or in combination with others, to any lawful and reasonable order of a superior
- (ii) Habitual late attendance
- (iii) Habitual absence without permission and overstaying leave
- (iv) Conviction by a criminal court

- A) Only (i), (ii) & (iii)
 - B) Only (ii), (iii) & (iv)
 - C) Only (i), (iii) & (iv)
 - D) All (i), (ii), (iii) & (iv)
-

86) Training refers to the process of imparting _____ skills

- A) General
 - B) Important
-

- C) Specific
 - D) Overall
-

87) Match the following components of remuneration with their inclusions -

- | | | |
|--------------------|-------|-------------------------------------|
| I. Fringe Benefits | ----- | A. Stock option |
| II. Job Context | ----- | B. Challenging job responsibilities |
| III. Perquisites | ----- | C. Group Plans |
| IV. Incentives | ----- | D. Medical Care |

- A) I-D, II-B, III-A, IV-C
 - B) I-B, II-A, III-C, IV-D
 - C) I-A, II-C, III-D, IV-B
 - D) I-C, II-B, III-D, IV-A
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88) All of the following are the objectives of institutional management EXCEPT one, which is that:

- A) Achievement of institutional objectives
 - B) Improvement in planning, organising and implementation of institutional programmes and activities
 - C) Enhancing productivity of industry
 - D) Enhance employees' job satisfaction
-

89) The statement "I am going to apologise for my mistakes" is an example of _____ component of attitude

- A) Psycho-motor
 - B) Cognitive
 - C) Behavioural
 - D) Affective
-

90) Referent power is based on the subordinate's perception that the leader has a right to exercise influence because of the leader's:

- A) Ability to punish or reward
 - B) Position within an organization
 - C) Both (A) and (B)
 - D) Personal charisma
-

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

- A) Adjourning
 - B) Norming
 - C) Forming
 - D) Storming
-

92) Control systems typically focus on all but which of the following factors:

- A) Quality of the product
 - B) Resources consumed
 - C) Employee performance
 - D) Quality of planning process
-

93) Which of the following represents heart of the institutional management process?

- A) Communication
 - B) Leadership
 - C) Organisation
 - D) Control
-

94) The major value creating skills, capabilities and resources that determine an institution's competitive weapons are:

- A) Strengths
 - B) Opportunities
 - C) Core competencies
 - D) Strategies
-

95) Which of the following is NOT the part of the forming stage of team development in an institution?

- A) Team's purpose
 - B) Hostilities and personal needs
 - C) Members roles
 - D) Acceptance of roles
-

96) Moving your head, face, and eyes away from another person while communicating is often interpreted as a lack of self-:

- A) Respect
 - B) Esteem
 - C) Confidence
 - D) Control
-

97) In an organization, the probability of message reception can be enhanced by:

- A) Using high decibel audio tools
- B) Increasing the information load
- C) Exposing the ignorance of co-workers
- D) Establishing a view point

98) With reference to power and authority, we may conclude all but which one of the following:

- A) Authority is only one source of influence among many
 - B) Supervisor should never have to rely on coercive power to obtain results
 - C) Constant reliance on authority indicates a potential supervisory problem
 - D) Group acceptance of authority is necessary for it to become useful influence
-

99) A change agent is the individual who:

- A) Supports change
 - B) Opposes change
 - C) Initiates change
 - D) Helps implement change
-

100) Assignment of a higher level job to an individual without increase in salary is called:

- A) Diagonal promotion
- B) Horizontal promotion
- C) Vertical Promotion
- D) Dry promotion