
Section 1 - Module 8

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

- A) Flexibility, accuracy, timeliness and objectivity
 - B) Flexibility, measurability, timeliness and objectivity
 - C) Flexibility, accuracy, relevance and objectivity
 - D) Flexibility, accuracy, timeliness and relevance
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2) Team creativity can be promoted by:

- 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
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3) The level of management responsible for establishing a vision for the organization, developing broad plans and strategies, and directing subordinate managers:

- A) first level management
 - B) middle management
 - C) top level management
 - D) second level management
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4) Payment to faculty on per class/period of teaching or output per period/hour basis is called:

- A) Time rate method
 - B) Period rate method
 - C) Both (A) and(B)
 - D) None of the above
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5) One of the following is NOT the suggestion for improving individual's listening skills. Which is that?

- A) Empathizing with the speaker
- B) Maintain eye contact with the speaker
- C) Paraphrase the speaker
- D) Sympathizing with the speaker

6) Responsibility always flows from:

- A) Superior to subordinate
 - B) Subordinate to superior
 - C) Peer to peer
 - D) None of the above
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7) A typical confidential report comprises of following attributes of an individual:

- I) Leadership
- II) Ability to reason
- III) Integrity

- A) I & II
 - B) I & III
 - C) I, II & III
 - D) II & III
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8) A programme of one-to-one collaboration between an external expert and a manager for developing the leadership skills of the latter is called:

- A) Coaching
 - B) Mentoring
 - C) Orientation
 - D) None of these
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9) Transformational leadership has the following characteristics:

- A) Believe success arises from leaders and staff working together
- B) Takes the view that rewards and punishment motivate staff
- C) Seeks to involve staff in the decision making process
- D) Employs a clear chain of command

10) 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
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11) The most significant skill required for teamwork is:

- A) A need to be part of a team
 - B) A willingness to help and guide other employees
 - C) Respect for others
 - D) An employee that enjoys working alone
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12) Effective control depends on:

- A) Organisation structure
 - B) Proper direction
 - C) Flow of communication
 - D) All of these
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13) 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
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14) Identify the correct statement. Academic audit is:

- 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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15) Which of these is a consequence of pay dissatisfaction?

- A) Strikes
- B) Grievances
- C) Turnover
- D) Job dissatisfaction

16) Horizontal communication takes place between:

- A) Employees with same status
 - B) Subordinate to Superior
 - C) Superior to Subordinate
 - D) None of the above
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17) When verbal and non-verbal messages are contradictory, it is said most people believe in:

- A) Verbal messages
 - B) Non-verbal messages
 - C) Indeterminate messages
 - D) Don't believe in the message at all
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18) When a higher level job is assigned to an individual without increase in salary, it is called:

- A) Horizontal promotion
 - B) Vertical Promotion
 - C) Dry promotion
 - D) Diagonal promotion
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19) Criticism of Government means and includes (as per CCS Conduct Rules):

- A) Which has the effect of an adverse criticism of any current or recent policy or action of the Central Government or a State Government
 - B) Which is capable of embarrassing the relations between the Central Govt. and the Government of any State
 - C) Which is capable of embarrassing the relations between the central government and the Government of any foreign state
 - D) All the above
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20) 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

21) The theory of motivation where employees make comparison of the ratios of their job inputs to outcomes relative to those of others:

- A) Expectancy Theory
 - B) Equity Theory
 - C) Two Factor Theory
 - D) Need Hierarchy Theory
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22) The fundamental purpose of an institution's mission statement is to:

- A) Create a good human relations climate in the institution
 - B) Define the operational structure of the institution
 - C) Generate good public relations for the institution
 - D) Define the institution's purpose in society
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23) Which of the following is NOT true in respect of planning?

- A) Planning is an intellectual activity
 - B) Planning function is only performed at the lowest level of management
 - C) Planning is related to objectives
 - D) Planning is forward-looking
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24) The term used for the set of behaviours and tasks that a member of the team is expected to perform because he or she is its member:

- A) Team roles
 - B) Virtual teamwork
 - C) Synergy
 - D) Role making
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25) Innovation is:

- A) commercialization of a new product or process
 - B) invention of a new product or process
 - C) development of a new product or process idea
 - D) implementation of a new production method
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26) The best strategy(ies) for planning out your time effectively is/are:

- A) Delay any unnecessary work
- B) Prioritize all your tasks
- C) Ignore all the unexpected work
- D) All of the above

27) Development provides _____ and _____, which will be helpful to employees in higher positions.

- A) general knowledge, behaviour
 - B) general knowledge, specific skills
 - C) Specific skills, attitudes
 - D) general knowledge, attitudes
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28) All of these are the approaches to encourage creativity in an institution except:

- 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
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29) Fixed assets should be verified at least once in:

- A) Six months
 - B) one year
 - C) two years
 - D) three years
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30) The following steps are involved in the process of organising

1. Forming supportive objectives
2. Delegating to the head of each group the authority necessary to perform the activities
3. Establishing enterprise objectives
4. Identifying and classifying activities

The correct sequence of steps is :

- A) 3,1,2,4
- B) 3,1,4,2
- C) 1,3,4,2
- D) 1,3,2,4

31) Ravi is a type of manager who is concerned primarily with accomplishing goals and objectives and concentrates on the task itself. His behavioural style is called:

- A) authoritarian
- B) democratic
- C) task oriented
- D) people oriented.

32) The middle management is responsible for _____.

- A) Official Goals
- B) Operational Goals
- C) Operative Goals
- D) All of these

33) 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

34) If nothing is written about the accounting assumption to be followed, it is presumed that:

- A) They have not been followed
- B) They are followed to some extent
- C) They are fully followed
- D) None of the above

35) The simplest and most popular technique for appraising employee performance:

- A) Rating Scales
- B) Critical Incident
- C) Cost accounting
- D) BARS

36) 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

37) The skill which is equally important at all levels of management:

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

38) Which of the following is NOT a stage of team development?

- A) Forming
- B) Deciding
- C) Performing
- D) Storming

39) Which is NOT a true statement regarding academic audit?

- A) Leads to deeper acknowledgement to all internal processes and systems
- B) Enhances the involvement of individuals in identifying key performance indicators
- C) Provides the present status but does not identify the thrust areas for future growth & development
- D) Provides yardsticks for performance judgement

40) The following is/are an example(s) of mentoring behaviour:

- A) Coaching
- B) Counselling
- C) Giving reinforcement
- D) All of the above

41) The correct sequence of the components of Communication Process is:

- i. Decoding
- ii. Encoding
- iii. Feedback
- iv. Transmission

- A) i, ii, iii, iv
- B) i, iii, iv, ii
- C) ii, iii, i, iv
- D) ii, iv, i, iii

42) The team gathers for the monthly progress and problems' 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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43) Rearrange the following steps of recruitment:

- I. Searching
- II. Evaluation and control
- III. Planning
- IV. Screening
- V. Strategy development

- A) III, II, I, V, IV
 - B) III, V, I, IV, II
 - C) IV, V, III, I, II
 - D) II, I, IV, V, III
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44) 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) Assessment
 - B) Evaluation
 - C) Corrective action
 - D) Feedback
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45) The following is NOT the component of Attitude:

- A) Psycho-motor
- B) Cognition
- C) Behaviour
- D) Affect

46) 'Matrix organisation' refers to:

- A) Organisation where authority and responsibility coexist
 - B) Organisation in which two or more basic types of departments are combined
 - C) Mathematical arrangement of events in columns and rows.
 - D) None of the above
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47) Institutional Management is concerned with the administration of:

- A) Physical Assets
 - B) Financial Resources
 - C) Human Resources
 - D) All of the Above
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48) Control is the function of:

- A) Top level management
 - B) Lower level management
 - C) Middle level management
 - D) All levels of management
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49) As per Sec 3-C of CCS conduct Rules "sexual harassment" includes such unwelcome sexually determined behaviour whether directly or otherwise:

- A) Physical contact as advances
 - B) Demand or request for sexual favours
 - C) Sexually coloured remarks
 - D) All the these
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50) The curriculum drift means

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

51) Which of the following is NOT an indicator of a Motivated Workforce?

- A) High Productivity
- B) Ingenuity in the use of Resources
- C) High Employee Turnover
- D) Work conscious

52) The first basic step involved in institutional planning:

- A) Defining the present problem
 - B) Establishing goals and objectives
 - C) Developing a set of actions
 - D) Determining aids and barriers
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53) Which of the following is not the stage in Kurt Lewin's famous three-stage prescriptive model of change developed in the 1950s?

- A) Moving to a new level
 - B) Refreezing attitudes at the new level
 - C) Unfreezing current attitudes
 - D) Melting resistance
-

54) The appraisal made by superiors, peers, subordinates and clients is called:

- A) Peer appraisal
 - B) BARS
 - C) Self - appraisal
 - D) 360 degree feedback
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55) Economic uncertainty, regulatory requirements, and new competitors are examples of what type of factors that affect institutional management?

- A) intrapersonal factors
 - B) internal factors
 - C) interpersonal factors
 - D) external factors
-

56) Which of the following is not an element of strategic thinking?

- 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
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57) In line and staff organisation, the staff performs the function of:

- A) Management
- B) Advising the management
- C) Assigning responsibility
- D) None of the above

58) The outcomes from a study of the external environment are _____ and _____.

- A) Threats and Weaknesses
 - B) Strengths and Weaknesses
 - C) Strengths and Opportunities
 - D) Opportunities and Threats
-

59) _____ is any learning activity directed towards future needs rather than present needs.

- A) Training
 - B) Development
 - C) Education
 - D) Instruction
-

60) The following is NOT a barrier to effective communication:

- A) One-way communication
 - B) Mixed signal from sender
 - C) Feedback
 - D) Different interpretation of words
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61) Which strategic choices an institute needs to make before designing its orientation programme?

- A) Formal or informal
 - B) Individual or collective
 - C) Serial or disjunctive
 - D) All of the above
-

62) Which of the following is NOT true about strategic planning in an institution?

- A) Enhances an institution's capability to proactively anticipate change
- B) It is a top down approach of planning
- C) It realizes more on identifying and resolving issues
- D) Emphasizes on assessment of the environment inside and outside the institution

63) A plan prepared by an institution on the basis of its development and improvement is called:

- A) Educational plan
 - B) Institutional plan
 - C) Vision
 - D) Development plan
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64) One of the following is NOT a tip that manager can employ for increasing the employee acceptance and commitment to Goals, which is that?

- A) Convincing employees that goal attainment is within their capabilities
 - B) Providing managerial support
 - C) Explaining goal relevance to personal needs
 - D) Setting ambiguous standards
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65) According to Path Goal Theory, which of the following is NOT a Leadership Behaviour?

- A) directive behaviour
 - B) supportive behaviour
 - C) participative behaviour
 - D) none of the above
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66) 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
-

67) Which one of the following is NOT a characteristic of a team?

- A) Collective output
- B) Individual and collective responsibility
- C) Fluid dimension to roles and tasks
- D) Minimal and formal knowledge sharing

68) The questionable assumptions underpinning the prescriptive approach to strategic change:

- A) Change is unpredictable and discontinuous
 - B) Change is a continuous process
 - C) Change is predictable, sequential and controllable by management
 - D) Change is an organic and fundamentally about managing culture
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69) The three types of plans in an educational institution are:

- A) Operational, occupational and strategic
 - B) Top, middle and bottom
 - C) Strategic, tactical and operational
 - D) Headquarters, divisional and local
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70) Which of the following is NOT one of the task related functions within a team?

- A) Resource acquisition and management
 - B) Work distribution
 - C) Participation
 - D) Commonly accepted mission
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71) All of the following are traits and characteristics of effective leaders EXCEPT:

- A) Charisma
 - B) Strong motivation and high energy
 - C) Trustworthiness and character
 - D) Being so self-confident that they believe they can handle anything
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72) According to the principle of "Span of control", there is:

- A) A tendency of overload supervisors with too much of work
- B) A limit to the number of subordinates a supervisor can effectively supervise
- C) No limit to the number of subordinates a supervisor can supervise
- D) A limit to delegation of authority to the subordinate

73) Which of the following is not the objective of institutional management?

- 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
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74) The purpose of evaluation in institutional management is:

- A) Process directed
 - B) Program directed
 - C) Goal directed
 - D) Input directed
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75) Mr. X is the only person in the institution with expertise in the E-Commerce field. His source of power is called:

- A) reward power
 - B) knowledge power
 - C) reference power
 - D) none of the above
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76) The poor quality of selection will mean extra cost on _____ and supervision.

- A) Training
 - B) Recruitment
 - C) Work quality
 - D) None of the above
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77) Which of the following option is a component of remuneration?

- A) Fringe Benefits
 - B) Commitment
 - C) External equity
 - D) Motivation
-

78) Which of the following are short term milestones or benchmarks that an institution must attain in order to achieve its long term objectives?

- A) Vision
 - B) Mission
 - C) Plans
 - D) Goals
-

79) The weakest form of control is:

- A) Pre-control
 - B) Simultaneous control
 - C) Post-control
 - D) Dual control
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80) 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.
-

81) 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
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- 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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82) In the Hersey-Blanchard Situational Leadership Model, the right mix of leadership style is best found by focusing on which characteristic?

- A) Intelligence
 - B) motivation
 - C) confidence
 - D) maturity
-

83) A process where employees write down their ideas on slips of paper with no identification, exchange the slips and attempt to build on each other's ideas:

- A) Mind mapping
 - B) Brain writing
 - C) Forced relationship
 - D) Pattern breakers
-

84) The premise control is based on:

- A) Buildings
 - B) People
 - C) Resources
 - D) Assumptions
-

85) The starting point of strategic intent is/are:

- A) Objectives
 - B) Goals
 - C) Core competencies
 - D) Strategies
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86) All of the following increase team effectiveness EXCEPT:

- A) Understanding team timing
 - B) Ignoring ineffective team processes
 - C) Paying attention to team tasks
 - D) Developing, using and reinforcing effective group norms
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87) Work attitudes can be reflected in an institution through:

- A) Job Satisfaction
 - B) Organizational Commitment
 - C) Both (A) and (B)
 - D) Neither (A) nor (B)
-

88) 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
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89) The factors that are associated with conditions surrounding the job, according to Herzberg's two factor theory, are:

- A) Hygiene factors
- B) Economic factors
- C) Motivating factors
- D) Environmental factors

90) All the symptoms of poor time management except:

- A) Sub- par work quality
 - B) Not meeting deadlines
 - C) Too much on the plate
 - D) Getting organized
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91) For overcoming the resistance to change, the following strategy is Not appropriate:

- A) Communication and discussion
 - B) Involving those who resist in the change process
 - C) Bullying and harassing people into towing the line
 - D) Giving incentives
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92) 'No one in the institution should have more than one boss' is a statement of the principle of:

- A) Specialisation
 - B) Authority
 - C) Unity of command
 - D) Span of control
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93) 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
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94) The following is NOT the basic principle underlying an academic audit:

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

95) Age old system of administrative hierarchy, based on formal authorities, used to delegate orderly, fair and logical instructions to subordinates is:

- A) Bureaucracies
 - B) Mechanistic structure
 - C) Organisational Structure
 - D) Organic structure
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96) The first step in a control process is:

- A) Allocate resources
 - B) Choose key personnel for the task
 - C) Select a strategy
 - D) Set standards
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97) If no charge sheet is issued within 3 months of suspension of an employee, then:

- A) Suspension is to be revoked
 - B) Reasons for suspension are to be intimated to the employee
 - C) His monthly payment should be doubled
 - D) He should be transferred mandatorily from that place.
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98) 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
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99) Diwali advance given to an employee is:

- A) Revenue Expenditure
 - B) Capital Expenditure
 - C) Not an Expenditure
 - D) Deferred Revenue Expenditure
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100) The time limit for concluding major penalty proceeding is:

- A) Within 1 month
 - B) Within 3 months
 - C) Within 6 months
 - D) Within 18 months
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