

# **BA7031 MANAGERIAL BEHAVIOR AND EFFECTIVENESS**

**ANNA UNIVERSITY, CHENNAI**

## **REGULATION 2013**

**PROF. I. ARUL EDISON ANTHONY RAJ**, MBA, M.Phil, PGDIB, ADHRM

**Page 1**

Department of Management Studies

## **QUESTION BANK WITH ANSWER KEY**

### **TWO MARK QUESTIONS WITH ANSWER KEY**

#### **1. What do you mean by managerial effectiveness?**

Managerial Effectiveness has to be in terms of output rather than input, by what a manager achieves rather than by

what he does.

#### **2. List out the descriptive dimension of managerial jobs.**

Planning

Organizing

Directing

Controlling.

#### **3. Abbreviate POSDCORB.**

✓ Planning

✓ Organizing

✓ Directing

✓ Controlling

#### **4. What are the models in managerial jobs?**

❖ Informational job model

❖ Interpersonal job model

❖ Decisional job model

#### **5. Differentiate efficiency and effectiveness.**

Sl. No

Efficiency

Effectiveness

1. Do things right

Do right things

2. Solve problems

Produce creative alternatives

3. Safeguard resources

Optimize resource utilization

4. Follow duties

Obtain results

**6. Mention the three managerial skills.**

❖ Technical Skills

---

Page 2

## **BA7031 MANAGERIAL BEHAVIOR AND EFFECTIVENESS**

**ANNA UNIVERSITY, CHENNAI**

**REGULATION 2013**

**PROF. I. ARUL EDISON ANTHONY RAJ**, MBA, M.Phil, PGDIB, ADHRM

**Page 2**

Department of Management Studies

❖ Human Skills

❖ Conceptual Skills

**7. What is meant by integrated style?**

Both task to be done and relationship with other people could be used together.

**8. Write any four types of written test.**

❖ Intelligence test

❖ Aptitude test

❖ Ability test

❖ Interest test

### **9. What do you mean Group Discussion?**

Group Discussion means share the information or message or ideas or thoughts to one person to another.

### **10. What are the types of GD?**

✓ Normal Group Discussion

✓ Case study Group Discussion

✓ Role Play Group Discussion

### **11. What is Interview?**

It is a conversation between an applicant and interviewer who is representing the employer.

### **12. Write the types of interview.**

✓ Structured interview

✓ Unstructured interview

### **13. Mention some of the uses of Physical examination.**

➤ It may help the organization to know the candidates potential.

➤ History of previous health

### **14. What is called reward?**

Reward is tangible one such as bonus, gain sharing, commission, incentives, that the management shows acknowledgement of an employees' outstanding performance.

## **BA7031 MANAGERIAL BEHAVIOR AND EFFECTIVENESS**

**ANNA UNIVERSITY, CHENNAI**

**REGULATION 2013**

**PROF. I. ARUL EDISON ANTHONY RAJ**, MBA, M.Phil, PGDIB, ADHRM

Page 3

Department of Management Studies

### **15. What are the classifications of reward?**

- ✓ Intrinsic Versus Extrinsic
- ✓ Financial Versus Non-financial
- ✓ Performance Versus Membership based.

**16. Explain Authority and Responsibility.**

Authority is the power given to a person to get the work done from his subordinates.

Responsibility is the kind and amount of work expected of from a person by his or her superior.

**17. Define career management.**

The process of designing and implementing plans to enable the organization to satisfy employee needs and allow

individuals to achieve their career goals.

**18. Write the objectives of career planning.**

- To attract and retain the right type of persons in organization.
- Trained and developed for higher positions.
- Better use of human resources
- To improve employee morale and motivation.

**19. Define career planning.**

Career planning is a deliberate process through which a person becomes aware of personal career.

**20. What is product approach?**

Effective managers and effective management will lead to inevitably to good things, that is, the achievement of goals

for which they are working in the organization. Thus, what will be the outcome depends upon the types of organizations they are

working for.

**21. Mention the least descriptive characters of effective manager.**

- Amiable
- Conforming
- Neat
- Agreeable

# **BA7031 MANAGERIAL BEHAVIOR AND EFFECTIVENESS**

**ANNA UNIVERSITY, CHENNAI**

**REGULATION 2013**

**PROF. I. ARUL EDISON ANTHONY RAJ**, MBA, M.Phil, PGDIB, ADHRM

**Page 4**

Department of Management Studies

**22. What are the most descriptive characters of effective manager?**

- Decisive
- Aggressive
- Self-starting
- Productivity

**23. List out some of the variables which measures managerial effectiveness.**

- ❖ Adaptability/ flexibility
- ❖ Productivity
- ❖ Satisfaction
- ❖ Efficiency
- ❖ Growth

**24. What is meant by employee retention?**

It refers to the ability of an organization to retain its employees.

**25. What is balance scorecard?**

The Balanced Scorecard (BSC) is a strategic [performance management](#) tool - a semi-standard structured report,

supported by proven design methods and automation tools, that can be used by managers to keep track of the execution of

activities by the staff within their control and to monitor the consequences arising from these actions.

**26. What do you mean by feedback?**

The feedback is the opinion given to the employee about his appraisal and his performance.

**27. Mention the stages in career development.**

- ❖ Exploration

- ❖ Establishment
- ❖ Mid career
- ❖ Late career
- ❖ Decline

**28. What are the duties of an effective manager?**

- > Guiding
- > Establishing

**BA7031 MANAGERIAL BEHAVIOR AND EFFECTIVENESS**  
**ANNA UNIVERSITY, CHENNAI**

**REGULATION 2013**

**PROF. I. ARUL EDISON ANTHONY RAJ**, MBA, M.Phil, PGDIB, ADHRM

Page 5

Department of Management Studies

- > Persuading
- > Entrusting

**29. Differentiate leader and manager.**

**S.No.**

**Leader**

**Manager**

1.

Leader leads people

Manager manages things

2.

Create a vision and inspire other to achieve

this vision

Managers achieve results by directing the activities

of others

3.

Leader possesses non-sanctioned influencing ability

Manager enjoys formal designated authority

4.

Leader can use his informal influence

Managers hold formal positions.

**30. List out the functions of leader.**

- Developing team work
- Counseling the work men
- Managing time
- Using proper power

**31. Write down the managerial styles.**

- Authoritative style
- Participative style
- Free-rein style

**32. Define managerial motivation.**

It means a process of stimulating people to accomplish desired managerial goals.

**33. Define negotiation.**

It is a process for resolving conflict between two or more parties where by both or all modify their demands to achieve

a mutually acceptable compromise.

**34. What are the phases in negotiation?**

- ✓ Prepare
- ✓ Debate
- ✓ Propose

# **BA7031 MANAGERIAL BEHAVIOR AND EFFECTIVENESS**

**ANNA UNIVERSITY, CHENNAI**

**REGULATION 2013**

**PROF. I. ARUL EDISON ANTHONY RAJ**, MBA, M.Phil, PGDIB, ADHRM

**Page 6**

Department of Management Studies

✓ Bargain

## **35. Define creativity.**

Creativity can be defined as “Socially recognized achievement in which there are novel products to which one can point

as evidence such as inventions, theories, buildings, published writings, paintings and sculptures and films, laws, institutions,

medical and surgical treatments and so on”.

## **36. List out the tools and techniques used for fostering creativity.**

❖ Ideation

❖ Brain storming etc.,

## **37. Define knowledge management.**

Knowledge management is the collection of processes that govern the creation, dissemination and utilization of

knowledge.

## **38. What is meant by organizational climate?**

It consist of set of characteristics that describe an organization, distinguish it from other organizations and are

relatively enduring overtime and influence the behavior of people in it.

## **39. Define competition.**

It is nothing but rivalry in business to reach first position.

## **40. What is meant by division of work?**

The work of every person in an organization should be limited as far as possible to the performance, of a single leading

function.

---



# **BA7031 MANAGERIAL BEHAVIOR AND EFFECTIVENESS**

**ANNA UNIVERSITY, CHENNAI**

**REGULATION 2013**

**PROF. I. ARUL EDISON ANTHONY RAJ**, MBA, M.Phil, PGDIB, ADHRM

**Page 7**

Department of Management Studies

**ESSAY TYPE QUESTIONS**

**UNIT I**

**1. Describe about the various descriptive dimensions of managerial jobs.**

- ❖ Planning (4)
- ❖ Organizing (4)
- ❖ Directing (4)
- ❖ Controlling (4)

**2. Enumerate methods and models of Managerial jobs.**

**Methods: (8)**

- ❖ Functions of top level management
- ❖ Functions of middle level management
- ❖ Functions of lower level management

**Models: (8)**

- ✓ Informational
- ✓ Interpersonal
- ✓ Decisional

**3. Explain the importance of Time management in managerial jobs.**

**Methods to have effective time management (10)**

- ❖ Develop personal sense of time
- ❖ Planning
- ❖ Prioritization

- ❖ Clear objective
- ❖ Delegation
- ❖ Avoiding waste of time

### **Effect of Time management (3)**

- ✓ Career planning
- ✓ Relaxing
- ✓ Thinking

## **BA7031 MANAGERIAL BEHAVIOR AND EFFECTIVENESS**

**ANNA UNIVERSITY, CHENNAI**

### **REGULATION 2013**

**PROF. I. ARUL EDISON ANTHONY RAJ**, MBA, M.Phil, PGDIB, ADHRM

Page 8

Department of Management Studies

### **Importance: (3)**

- ✓ Necessity
- ✓ Appropriateness
- ✓ Efficiency

### **4. Explain the concept of measuring effectiveness and ineffectiveness job behavior.**

#### **Meaning (1)**

Effectiveness means doing the right thing.

#### **Casual variables (5)**

Those factors that influence the course of developments within an organization and its results its accomplishments.

- ✓ Leadership strategy
- ✓ Skills and behavior
- ✓ Management decision

- ✓ Policies
- ✓ Structure of organization

### **Intervening Variables (5)**

Representing the current condition of the internal state of the organization.

- Commitment to objectives
- Motivation
- Morale of members
- Leadership skill
- Communication

### **End-result variables (5)**

These are the dependent variables that reflect the achievements of the organization.

- Profit centre
- Performance
- Maximum output
- Market share
- Conflict resolution and problem solving

## **BA7031 MANAGERIAL BEHAVIOR AND EFFECTIVENESS**

**ANNA UNIVERSITY, CHENNAI**

**REGULATION 2013**

**PROF. I. ARUL EDISON ANTHONY RAJ**, MBA, M.Phil, PGDIB, ADHRM

**Page 9**

Department of Management Studies

**5. Elaborate the level and functional differences in managerial job behavior.**

- Executive level (3)
- Managerial level (3)
- Supervisory level (3)

➤ Non-supervisory level (3)

**Skills (4)**

Technical skills

Human skills

Conceptual skills

**UNIT II**

**1. Explain about Recruitment and selection of Managerial Talent.**

**Recruitment (2)**

“A process to discover the source of managers to meet the requirements of staffing, scheduling and to employ

effective measures for attracting the managers in adequate numbers to facilitate effective”.

**Sources (4)**

✓ Internal

✓ External

**Selection process (10)**

✓ Application blank

✓ Selection test

✓ Group discussion

✓ Business games

✓ Interview

✓ Physical examination

**2. Describe about managerial skill development and Rewards.**

**Need of MSD (8)**

Provide aids to improve the technical performance

By good supervision and leadership at each level

## **REGULATION 2013**

**PROF. I. ARUL EDISON ANTHONY RAJ**, MBA, M.Phil, PGDIB, ADHRM

**Page 10**

Department of Management Studies

- Through inter-departmental co-operation
- Highlighting an individual's weakness
- Facilitating sound promotion
- Creating reserves in management ranks.

### **Benefits of MSD (8)**

- o To develop managers to perform on their present assignments.
- o To prepare them for higher assignments
- o To help the managers to grow fast
- o To prevent obsolescence of managers.
- o To replace elderly executives
- o To create conditions and climate which contribute to the growth process.

### **3. Describe about effective management criteria. (16)**

- Division of work technical as well as managerial position
- Authority and responsibility
- Discipline
- Unity of command
- Unity of direction
- Subordination of individual interests
- Remuneration of personnel
- Centralization
- Scalar chain of command
- Order
- Equity
- Stability of tenure of personnel

#### **4. Elaborate the concept of managerial motivation.**

##### **Meaning (2)**

Motivation may be defined as an inner state of our mind that activates and directs our behaviour.

##### **Nature Of Motivation (2)**

Ⓜ Motivation is internal to man.

## **BA7031 MANAGERIAL BEHAVIOR AND EFFECTIVENESS**

**ANNA UNIVERSITY, CHENNAI**

### **REGULATION 2013**

**PROF. I. ARUL EDISON ANTHONY RAJ**, MBA, M.Phil, PGDIB, ADHRM

#### **Page 11**

Department of Management Studies

- Ⓜ A single motive can cause different behaviour.
- Ⓜ Different motives may result in single behaviour.
- Ⓜ Motives come and go.
- Ⓜ Motives interact with the environment.

#### **Need For Motivation (2)**

- Ⓜ Motivated employees are more productive and quality conscious.
- Ⓜ It enables managers to understand why people behave as they behave.
- Ⓜ An appreciation of motivation helps the managers how to motivate their employees.

#### **Theories Of Motivation (10)**

- Ⓜ Theories based on human needs
  - Maslow's need hierarchy theory
  - Herzberg's two factor theory
  - McClelland's need theory
- Ⓜ Theories based on human nature
  - Mc Gregor's participation theory
  - Urwick's Z theory

- Argyris's theory
- ® Theories based on human expectancy
- Vrooms expectancy theory
- Proter and Lawler's expectancy theory

**5. Explain Performance appraisal with balance scorecard method.**

**Definition (2)**

According to Flippo, "Performance Appraisal is the systematic, periodic and an impartial rating of an employee's job

related attributes, behaviours and outcomes".

**Performance appraisal methods (4)**

- ✓ Traditional

**BA7031 MANAGERIAL BEHAVIOR AND EFFECTIVENESS**

**ANNA UNIVERSITY, CHENNAI**

**REGULATION 2013**

**PROF. I. ARUL EDISON ANTHONY RAJ, MBA, M.Phil, PGDIB, ADHRM**

Page 12

Department of Management Studies

- ✓ modern

**Balance Scorecard (10)**

**6. Describe about career management and its development stages.**

**Definition (2)**

The process of designing and implementing plans to enable the organization to satisfy employee needs and allow individuals to

achieve their career goals.

**Objectives (4)**

- ✓ To attract and retain the right type of persons in organization.
- ✓ Trained and developed for higher positions.

- ✓ More stable work force by reducing labour turnover and absenteeism.
- ✓ Better use of human resources.
- ✓ To improve employee morale and motivation.

#### **Stages of career management (10)**

- Ⓜ Exploration stage (Adolescence ie. 15-25 years)
- Ⓜ Establishment stage (about 25 – 35 years)
- Ⓜ Mid-career stage (from 35 – 45 years)
- Ⓜ Late-career stage (about 45 – 65 years)

## **BA7031 MANAGERIAL BEHAVIOR AND EFFECTIVENESS**

### **ANNA UNIVERSITY, CHENNAI**

#### **REGULATION 2013**

**PROF. I. ARUL EDISON ANTHONY RAJ**, MBA, M.Phil, PGDIB, ADHRM

**Page 13**

Department of Management Studies

- Ⓜ Decline stage (above 65 years)

#### **UNIT III**

**1. Describe the Person, process and Product approach which leads to managerial effectiveness.**

##### **Meaning (1)**

An effective manager is one who is positive in his personality, that is what type of person he is, his managerial process,

and results or product of his managerial approaches all these are inter dependent.

##### **The Person (5)**

The basic question is what types of persons are most likely to become effective managers, and what types fail?

C.E. Jorgensen has described the following characteristics of a successful manager.

- a. Most descriptive of effective manager
- b. Least descriptive of effective manager



### **The Process (5)**

Managerial Effectiveness depends upon the managerial process involved in managing the affairs of the organization.

Some important behaviors of effective managers are follows,

- They manage work instead of people.
- They plan and organize effectively.
- They set goals realistically.

### **The Products (or) Results (5)**

Effective managers and effective management will lead to inevitably to good things, that is, the achievement of goals

for which they are working in the organization. Thus, what will be the outcome depends upon the types of organizations they are

working for.

### **2. Explain the concept of Bridging the Gap.**

- ✓ Moderate Organizational Accomplishment (4)
- ✓ Little Organizational Accomplishment (4)
- ✓ No positive organizational Accomplishment (4)
- ✓ High organizational Accomplishment (4)

## **BA7031 MANAGERIAL BEHAVIOR AND EFFECTIVENESS**

**ANNA UNIVERSITY, CHENNAI**

**REGULATION 2013**

**PROF. I. ARUL EDISON ANTHONY RAJ, MBA, M.Phil, PGDIB, ADHRM**

Page 14

Department of Management Studies

### **3. Describe the ways to measuring managerial effectiveness. (16)**

- ✓ Adaptability/ flexibility
- ✓ Productivity

- ✓ Job satisfaction
- ✓ Profitability
- ✓ Acquisition of scarce and valuable resources.
- ✓ Absence of organizational strain
- ✓ Control over external environment
- ✓ Employee development
- ✓ Efficiency
- ✓ Employee retention
- ✓ Growth
- ✓ Integration of individual goals with organizational goals
- ✓ Open communication
- ✓ Survival

**4. Explain how the effective manager as an optimizer. (16)**

**5. Explain the current industrial and government practices of managerial effectiveness. (16)**

Private Sector --- 74% practicing managerial effectiveness.

Public Sector --- 18% practicing managerial effectiveness.

## **BA7031 MANAGERIAL BEHAVIOR AND EFFECTIVENESS**

**ANNA UNIVERSITY, CHENNAI**

**REGULATION 2013**

**PROF. I. ARUL EDISON ANTHONY RAJ, MBA, M.Phil, PGDIB, ADHRM**

**Page 15**

Department of Management Studies

MNC --- 6% practicing managerial effectiveness.

Other Sectors --- 2% practicing managerial effectiveness

**UNIT IV**

**1. Explain the steps in organizational processes.**

### **Meaning (2)**

Organizational process can be undertaken only after the formulation of objectives and the necessary plans to

accomplish those objectives.

### **Process (14)**

- Formulate objectives, strategies, plans and policies.
- Determine activities needed to execute these plans and policies and accomplish the objectives.
- Classify and group these activities in the best possible way.
- Grouping tasks to form individual jobs.
- Grouping of jobs and people in to sections.

## **2. Describe about organizational climate which affects managerial effectiveness.**

### **Meaning (2)**

It consists of a set of characteristics that describe an organization, distinguish it from other organizations and are

relatively enduring overtime and influence the behaviour of people in it.

### **Factors affecting managerial effectiveness (14)**

- Team work
- Environment
- Culture
- Organizational change
- leadership

## **3. Explain the concept of leadership in detail.**

### **Meaning (2)**

, “leadership is the quality of behaviour of individuals whereby they guide people or their activities in organizing

efforts”

## **REGULATION 2013**

**PROF. I. ARUL EDISON ANTHONY RAJ**, MBA, M.Phil, PGDIB, ADHRM

**Page 16**

Department of Management Studies

### **Characteristics of leadership (4)**

- ✓ It is a process of influence exercised by a leader.
- ✓ Leadership is the personal quality of an executive.
- ✓ It may differ from situation to situation.
- ✓ It is concerned with laying down goals and policies of followers.
- ✓ A good leader takes initiatives.
- ✓ Leadership is the ability to persuade others.
- ✓ Leadership involves an unequal distribution of authority.

### **Functions of leader (4)**

- ® Developing team work.
- ® Representing the Team.
- ® Counseling the work men.
- ® Managing Time.
- ® Using proper power.

### **Leadership styles (6)**

- Autocratic or Authoritative style
- Democratic or Participative style
- Laissez-fair or Free-rein style

### **4. Describe about job challenge and competition.**

#### **Job challenge (2)**

- Managing our career has never been as important as it is today.
- The paternalistic career management system of the employee merely disappeared in the future.
- In today's job market place, "Employee ability replaces security"
- Job challenge is the underlying principal governing the organization, and in this spirit individuals manage their own careers.

### **Types (6)**

- Realistic job challenge
- Investigative job challenge
- Social job challenge

## **BA7031 MANAGERIAL BEHAVIOR AND EFFECTIVENESS**

**ANNA UNIVERSITY, CHENNAI**

### **REGULATION 2013**

**PROF. I. ARUL EDISON ANTHONY RAJ, MBA, M.Phil, PGDIB, ADHRM**

### **Page 17**

Department of Management Studies

- Conventional job challenge
- Enterprising job challenge
- Artistic job challenge

### **Competition (8)**

All executives work is based on one or more of the following 8 job competency.

- Application of technology
- Quantitative
- Theory development and conceptual
- Creative
- Counseling and mentoring
- Managing
- Enterprise
- Influence through language and ideas

### **5. Mention the different types of managerial styles and explain it.**

- ® Autocratic or authoritative style (5)
- ® Democratic or participative style (6)
- ® Laissez-fair or free-rein style (5)

## UNIT V

### 1. Describe about Knowledge management and its process.

#### Definition (2)

A systematic, explicit and deliberate building, renewal and application of knowledge to maximize an enterprise

knowledge related effectiveness and returns from its knowledge assets.

#### Benefits Of Knowledge Management (4)

- ✓ It helps to improve organizational effectiveness.
- ✓ Improve the returns.
- ✓ Build competencies / competitive advantage / distinctive competencies.

## **BA7031 MANAGERIAL BEHAVIOR AND EFFECTIVENESS**

**ANNA UNIVERSITY, CHENNAI**

### **REGULATION 2013**

**PROF. I. ARUL EDISON ANTHONY RAJ, MBA, M.Phil, PGDIB, ADHRM**

#### **Page 18**

Department of Management Studies

- ✓ Create greater value for core businesses.
- ✓ See the opportunities and exploit them.

#### **Stages In Knowledge Management (10)**

Identify stage

Collect stage

Select stage

Store stage

Share stage

Apply stage

Customer acceptance

Create stage

## **2. Explain about Negotiation skills.**

### **Meaning (2)**

Negotiation can be described as “ a process for resolving conflict between two or more parties where by both or all

modify their demands to achieve a mutually acceptable compromise.”

### **Alternatives to Negotiation (6)**

- Persuasion:
- Giving in:
- Coercion:
- Problem solving:
- Instruction:
- Arbitration:

### **Phases of Negotiation (8)**

1. Prepare – What do you want?
2. Debate – What do they want?
3. Propose \_ What could you trade?
4. Bargain – What will you trade?

## **3. Enumerate about self development in detail.**

# **BA7031 MANAGERIAL BEHAVIOR AND EFFECTIVENESS**

**ANNA UNIVERSITY, CHENNAI**

**REGULATION 2013**

**PROF. I. ARUL EDISON ANTHONY RAJ, MBA, M.Phil, PGDIB, ADHRM**

**Page 19**

Department of Management Studies

### **Importance (6)**

The manager is a dynamic life giving element in a business.

The caliber and performance of managers will largely determine the success of business.

If the manager wants to improve the quality and knowledge, he must spend some money and efforts for developing him.

### **Types of skills needed (10)**

Technical Skill

Human Skill

Conceptual Skill

### **4. Explain the concept of creativity and innovation.**

#### **Definition (2)**

Creativity can be defined as, “ Socially recognized achievement in which there are novel products to which one can

point as evidence such as inventions, theories, buildings, published writings, paintings and sculptures and films, laws,

institutions, medical and surgical treatments and so on”.

#### **Steps Involved In Creativity Process (10)**

○ Preparation

○ Incubation

○ Persistence

○ Insight

○ Verification

#### **Tools and techniques (4)**

○ Ideation

○ Brainstorming

○ Other useful tools

### **5. Describe about competitive spirit and its required competencies. (16)**

#### **Concept**

The role of managers play in developing the readiness level of their people is extremely important.



# **BA7031 MANAGERIAL BEHAVIOR AND EFFECTIVENESS**

**ANNA UNIVERSITY, CHENNAI**

**REGULATION 2013**

**PROF. I. ARUL EDISON ANTHONY RAJ, MBA, M.Phil, PGDIB, ADHRM**

**Page 20**

Department of Management Studies

Too often, managers do not take responsibility for the performance of their people, especially if they are not doing well.

When followers are at low levels of readiness, the managers must take the responsibility for the “traditional”

management functions such as Planning, Organizing, Motivating and Controlling.