RBI GRADE B 2023

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TEST SERIES

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Agenda

Chapters included

1. Motivation
2. Communication
3. Leadership
4. General Management
5. Fundamentals of Organisational Behavior
6. Conflict

Chapters included

1. Organisational Change
2. Personality and Perception
3. Ethics
4. Emotional Intelligence and Interpersonal Behavior
5. Corporate Governance
6. Fringe Topics

Logically rearrange the six steps of motivation:

A. Engages in goal-directed behavior

B. Reassess needs deficiencies

C. Performs

D. Identifies needs

E. Searches for ways to satisfy the needs

F. Receives either rewards or punishment

A.　D - F - C - A - E – B

B.　B - C - D - E - A – F

C.　D - E - A - C - F – B

D.　A - B - C - D - E – F

E.　None of the above

Chapter Name - Motivation

Motivation-

The formal definition of motivation is that it is the willingness of a person to make intense and persistent efforts to achieve desired goals. There are 3 components in the definition of motivation

1. **Willingness** refers to the state of readiness for a person to act
2. **Intense Effort** refers to how hard a person tries
3. **Persistence effort** refers to the continuity of the effort

Explanation-

- D. The person first **Identifies needs** such as the need for hunger.
- E. Then he **searches for ways to fulfill his needs** such as eating a pizza or eating rice.
- A. Then he engages in **Goal-directed behavior** such as finding a pizza outlet.
- C. Then he **performs that action to fulfill the need** by eating pizza.
- F. Receives the **rewards or punishment** i.e. after eating pizza he might feel full or still feel hungry.
- B. Then he **reassesses his needs**. Needs may now be higher-order needs such as the need for love etc.
- **Hence Option C is the correct answer.**

Consider the following five needs and rearrange them starting with the bottom-most need, leading to the top as per Maslow's Need Hierarchy Theory.

1. Self-actualization Needs
2. Physiological needs
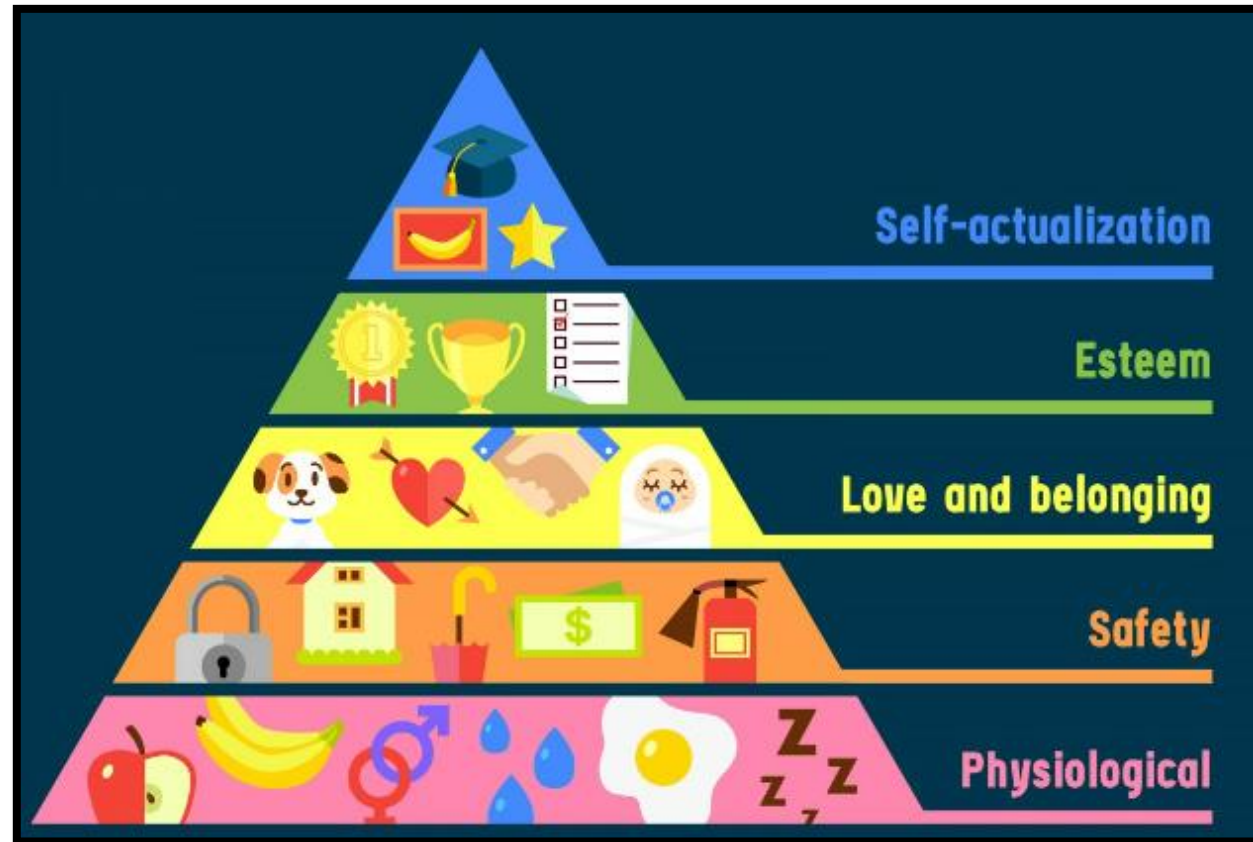3. Belongingness needs
4. Esteem needs
5. Safety needs

Type in your answers

Chapter Name - Motivation

Which of the following statements is incorrect concerning Alderfer's theory?

A. Alderfer's Motivation theory suggests that an individual can attempt to satisfy more than one need at the same time.
B. Satisfaction progression is related to Maslow's theory and not Alderfer's theory.
C. Alderfer clubbed the five needs given by Maslow into three needs.
D. Like Maslow, Alderfer too suggested that lower-level needs have to be satisfied before moving on to higher-level needs.
E. None of the above

Chapter Name - Motivation

Answer: Option D

Alderfer's theory of needs has three levels: existence, relatedness, and growth. Under existence, people have the basic need for survival and shelter. Relatedness refers to the need to form social interactions with other people, including work peers and supervisors. The third need is growth, which refers to the desire people have to build self-confidence and self-worth through achievement. Alderfer's motivation theory, also known as ERG theory, demonstrates that more than one need may be operative at the same time. Hence, statement A is correct.

Maslow's five-level pyramid of motivation includes these categories: physiological, security, social, esteem, and self-actualization, each in ascending order. Accordingly, Maslow's theory gives the idea of satisfaction progression that says higher-level needs can be fulfilled only after lower-level needs are fulfilled. hence, statement B is correct.

Alderfer clubbed Maslow's five human needs (Physiological, safety, social, esteem, and self-actualization) into three categories: Existence, Relatedness, and Growth. Hence, statement C is correct.

According to Maslow, an individual would follow a strict ladder (hierarchy of needs), from top to bottom. However, in ERG theory, back and forth movement from existence needs to growth needs can take place. Hence, statement D is incorrect.

D is the correct answer.

As per McClelland's Theory of Needs, which of the need talks regarding the need of spending their (people) time socializing and maintaining relationships with others.

A. Need for Achievement (n-Ach)
B. Need for Affiliation (n-Affil)
C. Need for Power (n-Pow)
D. Need of Necessaries (N-ness)
E. None of the above

Chapter Name - Motivation

McClelland's Theory of Needs (Achievement Theory of Motivation)

David McClelland identified three learned or acquired needs, called manifest needs.

1. Need for Achievement (n-Ach):
2. Need for Affiliation (n-Affil):
3. Need for Power (n-Pow):

Explanation-

- **Achievement-based individuals** take calculated risks to reach their goals and may circumvent high-risk situations. They don't take an unnecessary risk that can cause a blockade to their ambition.
- The **need for power** is the desire within a person to hold control and authority over another person and influence and change their decision to his own needs or desires. **The need to enhance their self-esteem and reputation drives these** people and they desire their views and ideas to be accepted and implemented over the views and ideas of others. The Individuals motivated by the **need for affiliation** prefer being part of a group. They like spending their time socializing and maintaining relationships with others.
- **Therefore, option B is the correct answer.**

Consider the following statements and choose the correct ones.

1. Theory X managers say the workers assume responsibility and they like work
2. Theory Y managers follow carrot and stick approach.
3. Theory Z managers say that employees are self-centric and disloyal to their employers.

A. Only 1
B. Only 2
C. Only 3
D. 1 and 2
E. None of the above

Chapter Name - Motivation

McGregor X - Y Theories

Theory X	Theory Y
* people need close supervision	* people want independence in work
* will avoid work when possible	* people seek responsibility
* will avoid responsibility	* people are motivated by self-fulfilment
* that they desire only money	* people naturally want to work
* people must be pushed to perform	* people will drive themselves to perform

Consider the following statements below choose the incorrect ones!

1. Effort-performance relationship is known as an instrumentality, according to Vroom's theory.
2. Performance-reward relationship is known as a valence, according to Vroom's theory.
3. The value of valence, to be used in the motivation formula, varies from 0 to 1.

A. 1 and 2
B. 1 and 3
C. 2 and 3
D. All of the three are incorrect
E. None of the above

Chapter Name - Motivation

EduTap

Vroom says that an individual's motivation is a product of three factors:

Valence: How much they value the potential rewards associated with the specific results or behaviors. **Reward-personal goal relationship**

- **Expectancy**: How much they believe that their additional effort will help them achieve the target results of behaviors. **Effort-performance relationship.**
- **Instrumentality**: How much they believe the rewards will appear should they achieve the desired outcomes or behaviors. **Performance-reward relationship.**

Hence, statements 1 and 2 are incorrect.

Valance refers to the value an individual personally places on the rewards. It ranges between **-1 to 1**. -1 is the least favored reward while 1 is for a favorable reward. 0 shows indifference to the rewards. **Hence, statement 3 is incorrect too.**

D is the answer.

If Ram has an intrinsic motivation to go for a jog every evening, what can be the likely reason(s) behind it?
1. He likes the way he feels when he jogs.
2. He wants to impress his friends by losing some weight.
3. He wants other people to admire him for jogging.

A.   1 only
B.   3 only
C.   1 and 2
D.   2 and 3
E.   All of the above

Chapter Name - Motivation

EduTap

Intrinsic motivation

It is defined as doing something for the sake of doing it rather than for any other reason. When a person is intrinsically motivated, he or she is moved to an act because of the enjoyment or challenge involved, rather than because of external products, pressures, or rewards

Explanation-

- Ram likes to jog because he likes doing it. Not because of external factors like appreciation by others. **Hence, statement 1 is correct**
- **Therefore, option A is the correct answer.**

Read the following statements and thereafter select the correct statement

A - Motivation is concerned with needs of an individual.
B - Morale is concerned with overall attitude of the group towards the Organization and management
C - Motivation acquires primary concern in every organization
D - High morale is a secondary phenomenon
E – All of the above statements are correct.

Chapter Name - Motivation

Answer: Option E

Motivation	Morale
Motivation is concerned with needs of an individual. Thus, motivation takes into consideration the individual differences among the employees,	Morale is concerned with overall attitude of the group towards the Organization and management
High Motivation is driving force which induces higher productivity	High Moral might not always lead to higher productivity
Higher motivation often leads to higher morale of employees	High morale does not essentially result in greatly motivated employees
Motivation acquires primary concern in every organization because high motivation essentially leads to higher productivity	High morale is a secondary phenomenon because high morale may not necessarily lead to higher productivity

Which of the following is a process theory?

A. Maslow's hierarchy of Needs
B. McClelland theory of Learned Needs
C. Theory X and Theory Y
D. Vroom's Expectancy theory
E. None of the above

Chapter Name - Motivation
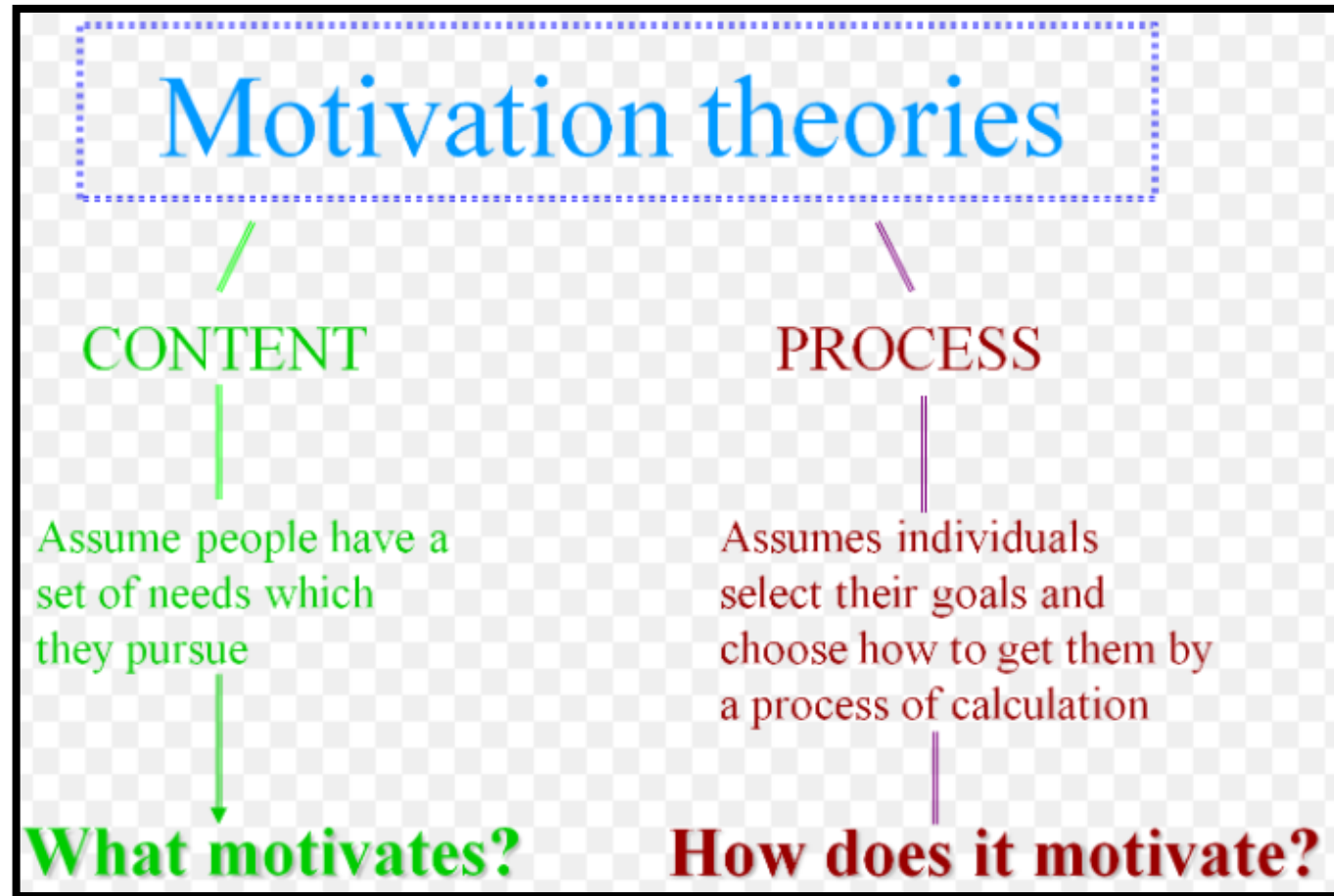
Consider the following statements.

1. Content theories of motivation focus on the "hows" of motivation.
2. Process theories of motivation focus on the "what" of motivation.
3. The content model school of motivation theory is older than process theories.

Which among the above statement/s is/are incorrect

A.   1 only
B.   2 only
C.   1 and 2
D.   1 and 3
E.   2 and 3

Chapter Name - Motivation

Process Theories:

Process theories attempt to explain how the process of motivation works in an individual. Individuals make choices based on preferences, rewards, and accomplishments and therefore managers need to understand the process of motivation. These are also known as contemporary theories

Explanation-

- Content models of motivation focus on the "what" of motivation. More specifically they focus on the different things that people may feel they need in their lives. **Hence, statement 1 is incorrect**
- Process theories of motivation focus on the "hows" of motivation. Instead of focusing on what people need, these models focus on the psychological and behavioral processes that humans follow. **Hence, statement 2 is incorrect.**
- Content theories can be identified as the earliest theory related to the concept of motivation. For example, Maslow's hierarchy of needs is the earliest and most widely known theory of motivation, developed in the 1940s. **Hence, statement 3 is correct.**
- **Hence, option C is the correct answer.**

Mohan complained about the poor working conditions of the air conditioners, desk, and chair. As per Herzberg's theory, which of the following need of Mohan is not met?

A. Satisfiers needs
B. Hygiene needs
C. Motivating needs
D. Growth needs
E. None of the above

Chapter Name - Motivation

Answer: Option B

Herzberg's Two-Factor Theory of Motivation
- In 1959, Frederick Herzberg, a behavioural scientist proposed a two-factor theory or the motivator-hygiene theory.
- According to Herzberg, there are some job factors that result in satisfaction while there are other job factors that prevent dissatisfaction.
- According to Herzberg, the opposite of "Satisfaction" is "No satisfaction" and the opposite of "Dissatisfaction" is "No Dissatisfaction".

Explanation
- It's clearly given in the passage that Mohan is not happy with the poor performance of ACs, desks, and chairs, which means Mohan is not happy with the working conditions.
- As per Herzberg's two-factor theory, working conditions are an example of Hygiene factors.
- **Therefore, option B is the correct answer.**

Which theory states that in an organization, employees compare themselves on the basis of the input and output of their colleagues?

A.   Valence theory
B.   Equity theory
C.   Self-efficacy theory
D.   Theory X and Y
E.   None of the above

Chapter Name - Motivation

Answer: Option B

Explanation
- According to Adams, author of the equity theory of motivation, people judge the fairness of their work in two ways.
1. By contributing the inputs that they contribute to the outputs that they receive from their job. This concept is known as the Equity norm.
2. Employees determine their equitable return should be after **comparing their inputs and outcomes with those of their co-workers. This concept is known as Social comparison.**

Therefore, option B is the correct answer.

Which of the following is not the step in the general communication model?

A. Sender
B. Encoding
C. Message
D. Recording
E. Decoding

Chapter Name - Communication

Interpersonal communication

It is exchanging information, meaning, feelings, and opinions between two or more people via verbal and non-verbal means.

Explanation-

The correct sequence is

- D. Sender
- E. Encoding
- B. Message
- G. Channel
- A. Decoding
- C. Receiver
- F. Feedback

Hence, D is the correct answer.

Communication Process

The following diagram represents the communication process

| Developing idea by the sender | Encoding | Message | Selecting Medium | Transmission of message | Receiving message by the receiver | Decoding |

Sender

Receiver

Feedback

Fig. Communication Process
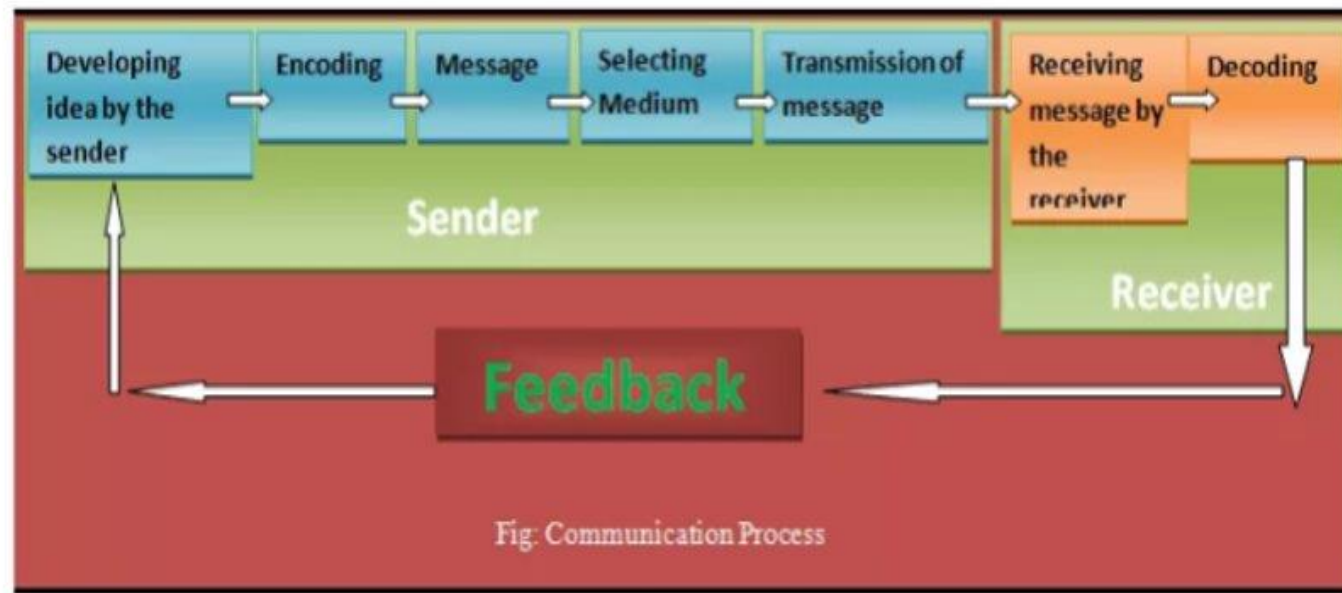
The management of Theo Technologies has been facing problems of low employee morale, greater employee dissatisfaction, and a faster attrition rate as compared to previous years at the organization. That's why they decided to come up with the idea of the Open Door policy to give a signal to the employees that the management welcomes impromptu conversations and makes them feel that their voice is heard in the organization.

Such kind of initiative from the organization encourages what type of communication?

A. Downward Communication
B. Upward Communication
C. Chain Network
D. Lateral Communication
E. All of the above

Chapter Name - Communication

EduTap

Channels of Communication-

A communication channel is a type of media that is used to transfer a message from one person to another. Communication channels affect how inefficient or efficient the flow of information is within a company. The lack of communication could cause employees to lack the knowledge of what the company expects of them, leaving them uninformed

Explanation-
- Upward communication is the process in which employees directly communicate with upper management to provide feedback, share ideas, and raise concerns regarding their day-to-day work.
- Here, an open door policy means the organization is encouraging employees to initiate a conversation with the management of the company which is an example of upward communication.
- **Hence, option B is the correct answer.**

1:00

When 2 people are involved in the Communication, we call it **circuit Communication**. Identify the type of circuit communication, which the most decentralized and it is the most flexible form of **circuit Communication**

A. Wheel Communication
B. Star Communication
C. Y Network communication
D. Inverted V communication
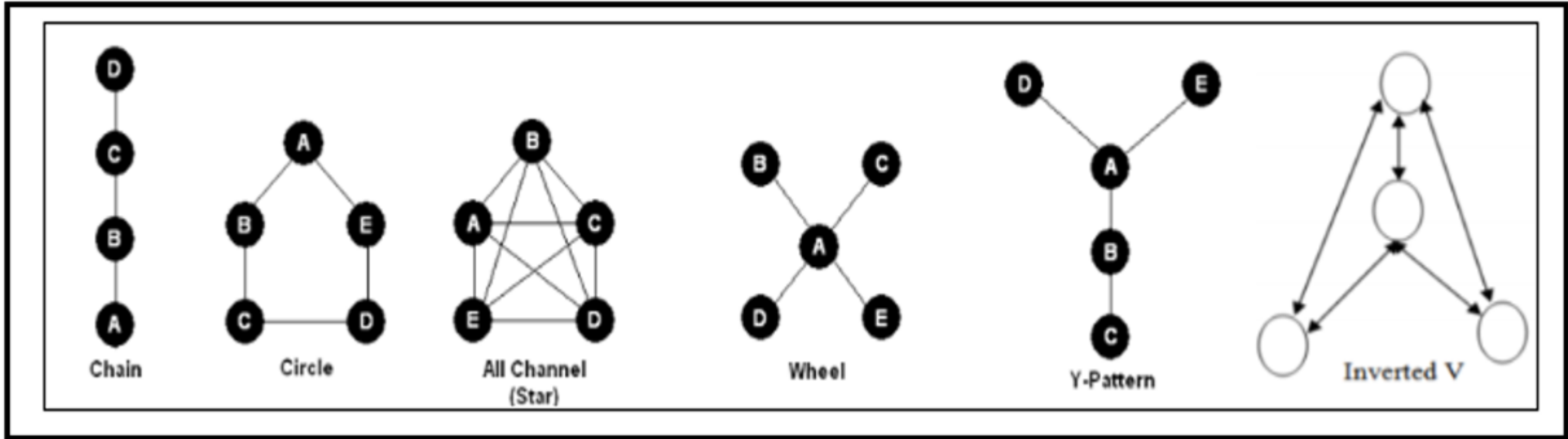E. None of the above

Chapter Name - Communication

Chain | Circle | All Channel (Star) | Wheel | Y-Pattern | Inverted V

Sapna is a highly skilled language translator employed by the Indian government. She recently received crucial information regarding the upcoming visit of the French president to India. However, being aware of her current lack of proficiency in the French language, she immediately embarked on a dedicated journey to master it. Sapna understands the significance of her role in facilitating effective communication and ensuring a successful visit for the French president, and she is diligently working to enhance her language skills for the occasion. What type of communication barrier did Sapna try to break by learning the French language?

A. Emotional Barriers
B. Semantic Barriers
C. Personal Barriers
D. Psychological Barriers
E. None of Above

Chapter Name - Communication

Oral Communication

Oral communication is the process of communication in which messages or information is exchanged or communicated between sender and receiver through spoken words.

Explanation-

- The Semantic Barriers refers to the misunderstanding between the sender and receiver arising due to the different meanings of words, and other symbols used in the communication. Hence, If a translator is not proficient in 2 languages, the barrier it creates is the Semantic barrier.
- **Hence, B is the correct answer.**

When messages or information is exchanged or communicated without using any spoken or written word is known as nonverbal communication. In the same regard, identify the type of non-verbal communication wherein the communication takes place via the touch of hand.

A. Paralinguistic
B. Vocalic
C. Oculesics
D. Artifacts
E. None of the above

Chapter Name - Communication

Answer: Option E

Haptics, the science and technology of touch, revolutionizes the way we interact with devices and virtual environments. By simulating tactile sensations, haptic feedback in smartphones, tablets, and gaming controllers enhances user experiences, providing realistic interactions and tangible cues. In virtual reality and augmented reality applications, haptics deepens immersion, enabling users to feel textures and vibrations in the digital realm.

Moreover, haptics finds applications in medical training, robotic manipulations, and rehabilitation devices, empowering surgeons with precise tactile feedback, assisting robots in object manipulation, and aiding patients in regaining motor skills. As haptic technology progresses, its potential to enrich human-computer interactions across various domains becomes increasingly evident.

Communication that happens between two parties who are at different levels in the hierarchy is called?

A.   Inter-Scalar Communication
B.   Intra-Scalar Communication
C.   Lateral Communication
D.   Grapevine Communication
E.   None of the above

Chapter Name - Communication

Answer: Option A

Direction in Communication Channels

There are various directions followed in Communication. The same are discussed below Depending up on the levels of the sender and receiver in the organization, the communication may be grouped into 2 types:

1.   Inter-Scalar Communication
2.   Intra-Scalar Communication

Explanation-

*   **Inter-Scalar Communication:** This happens between two parties who are at different levels in the hierarchy. The communication between them would be upward or downward.
*   **Hence, option A is the correct answer.**

Non-verbal communication (NVC) is usually understood as the process of communication through sending and receiving wordless messages. Non-verbal communication can take place by following ways, except

A.   Gestures
B.   Body postures
C.   Facial Expressions
D.   Writing letters
E.   Prosodics

Chapter Name - Communication

Answer: Option D

The **correct option is option D**, because in non-verbal communication there is no use of words
1. **Gestures** - Deliberate movements and signals are an important way to communicate meaning without words
2. **Body Postures** - Body postures in general means studying all parts of body such as eyes, face etc.
3. **Facial Expression** - Facial Expression are responsible for a huge proportion of nonverbal communication. The look on a person's face is often the first thing we see, even before we hear what they have to say.

In the process of upward communication, sometimes workers directly approach the topmost authority with their suggestions and the ignore their immediate boss. Such act is of directly approaching the the topmost authority, is called as ?

A.   Excessive outreach
B.   Bypassing
C.   Distortion of Messages
D.   Outward Reach
E.   None of the above

Chapter Name - Communication

Answer: Option B

Bypassing: In the process of **upward communication**, sometimes workers directly **approach the topmost authority** with their suggestions or bypassing their immediate boss. This is harmful to any organization.

A - **Risk of distortion of messages**: In upward communication, subordinates willingly distort the message because they fear if they tell the original fact to their bosses, they may face some problems.

B - Option A and D, are logically incorrect. **Therefor the correct answer is option B**

Written communication is preferred in formal communication, because

A. It is not precise and explicit.
B. It require less effort and can be conveyed to a large number of people
C. It can be stored & documented for legal validation
D. It is cost-effective
E. None of the above

Chapter Name - Communication

Answer: Option C

Communication

Communication is the process of exchanging information, ideas, thoughts, and feelings between individuals or groups. It is a fundamental aspect of human interaction and plays a crucial role in conveying messages, building relationships, and facilitating understanding between people.

Explanation

Advantages of Written Communication
- **Permanent:** It is a permanent means of communication. Thus, it is useful where record maintenance is required.
- **Precise:** Written communication is more precise and explicit.
- **Formal:** Effective written communication develops and enhances an organization's image. It is a formal form of communication.
- **Legally Valid**: **Legal defenses can depend upon written communication as it provides valid records.**

Therefore, option C is the correct answer.

Which of the following leadership styles is the most useful method for quick decision-making?

A. Transformational leadership
B. Participative leadership
C. Autocratic leadership
D. Delegative leadership
E. None of the above

Chapter Name - Leadership

Answer: Option C

Leadership style

Leadership style refers to Leader's behavior. Behavioral Pattern which the leader reflects in his role as a leader is often described as style of leadership.

Explanation-
- The **autocratic leadership style** is the best for quick decision-making because only one person has to take a decision. When multiple people take decisions it takes time for them to reach an opinion.
- **Therefore, option C is the correct answer**.

1:00

Read the following statements, regarding transactional leadership and thereafter select the right code

Statement A – The transactional leader often uses management by exception
Statement B – It is also known as Standard leadership style
Statement C – The transactional leader follows 'telling style".

A. Only Statement A is incorrect
B. Only Statement B is incorrect
C. Only Statement C is incorrect
D. Only Statement A and B are incorrect
E. Only Statement A and C are incorrect

Chapter Name - Leadership

Answer: Option B

Transactional Leadership

- Transactional leadership, also known as managerial leadership focuses on supervision, organization and performance.
- Those using the transactional approach are **not looking to change the future**, they look to keep things the same.
- Transactional leadership is a style of management based on the setting of clear objectives for sub-ordinates and with '**punishment or reward**' to promote or encourage compliance e.g. **carrot and stick approaches to management**
- The transactional leader often uses **management by exception.**
- As per this theory human being are motivated by external rewards such as money, promotion etc.
- This is more of '**telling style' or autocratic style of leadership**.

As per the Blake and Mouton Grid, the Country Club Manager has the following characteristics?

A. High Concern towards tasks than for people
B. High Concern towards people than on tasks
C. High Concern in both the areas of task and people
D. Low concern in both the areas of task and people
E. None of the above

Chapter Name - Leadership

Answer: Option B

Blake and Mouton Managerial Grid

The Blake-Mouton Managerial Grid is a system that can be used to group like leaders into categories based on the methods that they use. This can be used to identify a manager's existing leadership style and provide a training path to the ideal leadership style required.

Explanation-
- **Blake and Mouton Grid** - the country club manager means that concern is towards the needs of the people and task is not given importance. So a person might be given leave even if the task suffers.
- **Therefore, option B is the correct answer.**

MANAGERIAL GRID
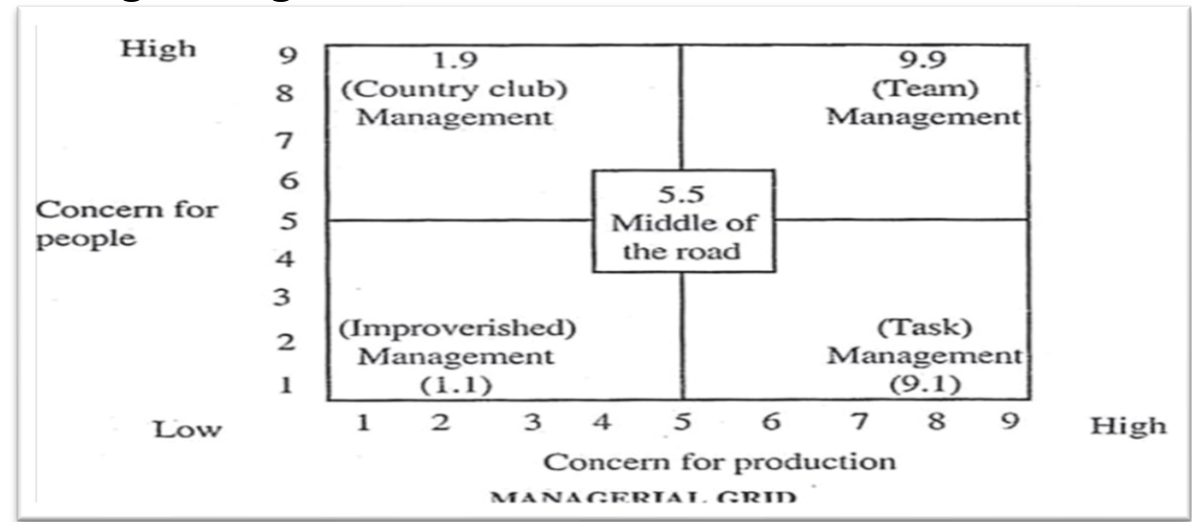
Nikhil is a very lively person who believes in maintaining work life balance. Moreover, Nikhil is considered as loyal, trustworthy, and skilled within the organization as a result of which manager of Nikhil provides him challenging and interesting work, Which group he most probably belongs to?

A. In-Group
B. Out-Group
C. Other Group
D. Cannot be determined as information is insufficient
E. Only A and C

Chapter Name - Leadership

EduTap

Leader Member Exchange theory

The Leader-Member Exchange Theory first emerged in the 1970s. It focuses on the relationship that develops between managers and members of their teams. This theory, also known as **LMX or the Vertical Dyad Linkage Theory**, explores how leaders and managers develop relationships with team members; and it explains how those relationships can either contribute to growth or hold people back.

The leader–member exchange (LMX) theory is a relationship-based approach to leadership that focuses on the two-way (dynamic) relationship between leaders and followers.

In-Group - if team **members prove themselves loyal, trustworthy, and skilled, they are put into the In-Group.**

Out-Group - if team members **betray the trust of the manager**, or prove that they are unmotivated or incompetent, they are put into the Out-Group.

Which of the following is correctly matched?

1. Max Weber - Bureaucratic Leadership
2. Robert Greenleaf - Servant Leadership
3. Charismatic Leadership - John Adair
4. Allport - Trait Leadership

A. 1, 2 and 4
B. 1, 2 and 3
C. 2, 3 and 4
D. All are correctly matched
E. None of the above

Chapter Name - Leadership

Answer: Option D

Bureaucratic Leadership

This theory was first initiated by Max Weber in 1947. In this leadership, the leader goes by the rules. Leader in this case follows certain rules which are already written somewhere to make each and every decision.

Explanation-

- Max Weber is the founder of Bureaucratic leadership. **Hence, 1 is correctly matched**
- Robert Greenleaf is the founder of Servant Leadership. **Hence, 2 is correctly matched**
- Charismatic Leadership is not founded by John Adair. Max Weber, a prominent sociologist from the early 1900s, originated the terminology for the three dominant kinds of leadership styles: charismatic, bureaucratic, and traditional. He maintained that leaders embody all three kinds of authority models in different proportions or ratios. **Hence, 3 is correctly matched**
- Allport is the founder of Trait Leadership. **Hence, 4 is correctly matched**
- **Therefore, option D is the correct answer**

1:00

A Transformational leader is a type of person in which the leader is not limited by his or her followers' perception. The concept of transformational leadership is given by _____"A"_____ and later it was extended by Bernard M. Bass.

Identify A

A. Adam Smith
B. Douglas Macgregor
C. Peter Ducker
D. Henry Grantt
E. James Burns

Chapter Name - Leadership

Answer: Option E

The concept of transformational leadership was given by James MacGregor Burns in his book "Leadership" published in 1978. Later, Bernard M. Bass expanded on Burns' work and developed the theory further, popularizing the idea of transformational leadership in the field of leadership studies. Thank you for pointing out the correct information.

As per this theory, good leaders have inborn qualities that are bestowed upon them by God

A. Path goal theory
B. Great man theory
C. Systems theory
D. Functional Theory
E. None of the above

Chapter Name - Leadership

Answer: Option B

Great man theory

This is one of the first theories of Leadership. As per this theory 'leaders are born, not made'. This theory emphasizes that a person is born with or without the necessary traits of leadership. For example, it was believed that Napoleon was a born leader due to his natural ability to rise out of any situation. This theory actually emphasizes 'charismatic' leadership.

Explanation-
- As per the Great Man theory, leaders are born, not made
- As per this theory, Good leaders have inborn qualities that are bestowed upon them by God
- Ordinary people cannot become good leaders
- Leadership qualities cannot be acquired through formal education
- The situational factors have little influence on leaders' qualities. A good leader will be a good leader in all the situations
- **Hence, option B is the correct answer**

1:00

EduTap

Steve Jobs was a charismatic pioneer of the personal computer era. With Steve Wozniak, Jobs founded Apple Inc. in 1976 and transformed the company into a world leader in telecommunications. Widely considered a visionary and a genius, he oversaw the launch of such revolutionary products as the iPod and the iPhone. Steve Jobs was known for the way he would give instructions to the team, and leave them to figure out the best way to fulfill his wishes. Members of his team often said they got to use their creative skills and try new things while they worked for Jobs.

identify the leadership style opted by Steve Jobs
A.   Autocratic leadership style
B.   Consultative leadership style
C.   Delegative leadership style
D.   Bureaucratic leadership style
E.   None of the above

Chapter Name - Leadership

Answer: Option C

The correct answer is option C.

The leadership style opted here by Steve jobs is Free-rein leadership. In the given passage the essence can be pointed out in the following lines

Steve Jobs was known for the way he would give instructions to the team, and leave them to figure out the best way to fulfill his wishes.

Laissez Faire Leadership Style (Delegative Style or Free Rein Style) - This is also known as Delegative Style or Free Rein Style.

In this leadership style

A - The manager provides little or **no direction and gives staff as much freedom as possible**

B - The superior decides the broad policies and limits of actions and the entire process is left to the subordinates

C - All **authority or power given to the staff and they determine goals**, make decisions, and resolve problems on their own

D - Managers exists as contact man with outsiders to bring for his group the information and resources it needs to accomplish its job

E - It allows **followers a self-ru**le, while at the same time offering guidance and support when requested. The laissez-faire leader using guided freedom provides the followers with all materials necessary to accomplish their goals, but does not directly participate in decision making unless the followers request their assistance

Mr. Sambi is a very shrewd employee. He always tries to put his/her work on others. He is not willing to put in any effort to learn the tasks that are supposed to be done by him. He is also very weak in learning ability having scored only 45% marks in the training given by the company. What should be the leadership style used to tackle Mr. Sambo as per Situational Leadership Theory?

A. Telling
B. Participative
C. Delegating
D. Transformational
E. None of the above

Chapter Name - Leadership

Answer: Option A

Telling style

It is the most direct form of leadership. High on task and low on the relationship. The leader of the group simply tells each member what to do, and how they would like them to do it. This approach is less collaborative, and more directive in nature. Almost like an autocratic style

Explanation-

- Since he is not willing to work and he has a low ability to learn the Telling style is the best for him
- **Therefore, option A is the correct answer**

A leadership style in which rewards are given for contingent Performance.

A. Transformational
B. Delegative
C. Transactional
D. Bureaucratic
E. None of the above

Chapter Name - Leadership

Answer: Option C

EduTap

Explanation
- Transactional leadership, also known as managerial leadership, focuses on supervision, organization, and performance.
- Transactional leadership is a style of management based on the setting of clear objectives for subordinates and with 'punishment or reward' to promote or encourage compliance e.g., carrot and stick approaches to management
- **Therefore, option C is the correct answer.**

Burger King is One of the world's first truly iconic brands, Burger King did not become the fast-food behemoth it is today without a defined form of leadership driving it forward. At the core of its operating strategy, Burger King focuses on being an industry leader while continuously developing a global presence through its franchising program. Through efficiency, calculability, standardized predictability, and overall control, Burger King has created and consolidated its own standardized process that permeates down to each restaurant location – a mantra that will surely be continued.

Identify the leadership style exercised by the Burger King

A.   Bureaucratic Leadership
B.   Servant Leadership
C.   Paternalistic Leadership
D.   Delegative Leadership
E.   All of the above

Chapter Name - Leadership

Answer: Option A

The correct answer is option, the key lines are standardized process that permeates down to each restaurant location, **which means that Burger king is following a standardized process and there are clear set and rules for each franchise has to use.**

Bureaucratic Leadership - This theory was first initiated by Max Weber in 1947 - In this leadership the leader goes by the rules. **Other definition is in which leader goes by the book. Both means the same that leader in this case follows certain rules which are already written somewhere to make each and every decision.**

If for some reason the bureaucratic leader runs into a situation where there are no formal rules, policies, or procedures to consult, **he or she will seek the advice from his or her manager.** Consequently, decisions are typically slow paced, and they ensure adherence to the principles of the organization by practicing **routine methods for problem solving,** as there is no room to explore new ways to solve problems

Which Level of Management will include the below Functions?

1. Design and implement effective group and inter-group work and information systems.
2. Define and monitor group-level performance indicators.
3. Diagnose and resolve problems within and among work groups.
4. Design and implement reward systems that support cooperative behavior. They also make decisions and share ideas with top managers.

A.   Lower-Level Manager
B.   Middle-Level Managers
C.   Higher Level Managers
D.   All of the above
E.   None of the above

Chapter Name – General Management

Answer: Option B

Middle-level managers

Middle-Level managers fulfill the gap which exists between functional and operative levels, some managerial positions are created at the middle level of management. Middle-level management consists of departmental managers, divisional managers, deputy managers, foremen, administrative officers, etc. These executives are mainly concerned with the overall functioning of their respective departments.

Explanation-

- It is middle-level management that needs to make sure that group remains in harmony and works as a team
- **Hence, option B is the correct answer**

Creativity is an important factor in managing people. Which of the following areas will explain this best?

A. Management as Profession
B. Management as Art
C. Management as Science
D. Only A and B
E. All of the above

Chapter Name – General Management

Answer: Option B

EduTap

Management

The task of getting results through others by coordinating their efforts is known as management.

Explanation-

- Creativity is used in Art. So this can be best explained by the concept of Management as an Art
- **Hence, option B is the correct answer**

Which feature does not form one of Fayol's 14 principles of management?

A. Esprit de corps
B. Initiative
C. Order
D. Unity of direction
E. Unity of One control

Chapter Name – General Management

Answer: Option E

1. Division of work
2. Authority and responsibility
3. Discipline
4. Unity of command
5. Unity of direction
6. Subordination of individual interest to general interest
7. Remuneration of personnel
8. Centralization and Decentralization
9. Scalar chain
10. Order
11. Equity
12. Stability of tenure of personnel
13. Initiative
14. Esprit de corps

What principle of Unity of Command means?

A. One worker should receive an order from one boss
B. One plan, one boss
C. Any communication going up or coming down must follow the chain of authority
D. Right materials and the right employees at the right time
E. None of the above

Chapter Name – General Management

Answer: Option A

Unity of command:
An employee should receive orders from only one superior as shown in the figure below. This principle is against Taylor's functional foremanship where multiple superiors oversee the subordinate. As per Fayol if there is no unity of command it will lead to conflict as subordinates will never know whom to obey. Adoption of this principle leads to clarity about work whereas violation will lead to confusion about what to do and what not to do

Explanation-
- Unity of Command means One worker should receive an order from one boss
- **Hence, option A is the correct answer**

1:00

Who among the following is known an the father of scientific management?

A. Abraham Maslow
B. Keith Davis
C. FY Taylor
D. CY Taylor
E. Henry Fayol

Chapter Name – General Management

Answer: Option C

EduTap

Management Thoughts or Schools of Management	
Classical Theory	
1) Scientific Management	
2) Management Process or Administrative Management Approach	
3) Bureaucratic Organization Approach	
Human Relations approach	
Social System Approach	

Tactical planning, relates to actions taken day-to-day basis. In tactical planning we will make effective use of resources allocated through strategic planning and to develop a control mechanism to ensure effective implementation. Usually operational planning covers one year or so. Tactical Planning is also known as ?

A. Corporate Planning
B. Operational planning
C. Functional Planning
D. Strategic Planning
E. None of the above

Chapter Name – General Management

Answer: Option B

The correct answer is option B

Tactical planning also known as operational planning relates to actions taken day-to-day basis. In tactical planning we will make effective use of resources allocated through strategic planning and to develop a control mechanism to ensure effective implementation. Usually operational planning covers one year or so. Examples of operational planning will include adjustment of production within given capacity, increasing the efficiency of operating activities through analysis of past performance, specific details of short-term operations etc

An approach to problem-solving, learning, or discovery that employs a practical method not guaranteed to be optimal or perfect, but sufficient for the immediate goals is called?

A. Guess
B. Heuristic
C. Alternative
D. Shortcut
E. None of the above

Chapter Name – General Management

Answer: Option B

Top Level Management

The top-level management is generally occupied by the ownership group. In a joint stock company, equity shareholders are the real owners of the company. Thus, they elect their representatives as directors; form a board, known as the Board of Directors, which constitutes the top level of management.

Explanation-

- Heuristic is any approach to problem-solving, learning, or discovery that employs a practical method not guaranteed to be optimal or perfect, but sufficient for the immediate goals. Where finding an optimal solution is impossible or impractical, heuristic methods can be used to speed up the process of finding a satisfactory solution. Heuristics can be mental shortcuts that ease the cognitive load of making a decision. Examples of this method include using a rule of thumb, an educated guess, an intuitive judgment, a guesstimate, stereotyping, profiling, or common sense.
- **Hence, option B is the correct answer**

The most general form of standing plans that specifies the broad parameters within which organization members are expected to operate in pursuit of organizational goals is called

A. Methods
B. Programmes
C. Rules
D. Policies
E. None of the above

Chapter Name – General Management

Answer: Option D

EduTap

Planning

Planning (also called forethought) is the process of thinking about and organizing the activities required to achieve a desired goal. Planning involves deciding in advance what needs to be done and how to do it.

Explanation-

- The most general form of standing plans that specifies the broad parameters within which organization members are expected to operate in pursuit of organizational goals are called policies.
- **Hence, option D is the correct answer**

Identify the function of management, which a explains the process of clarifying jobs and working relationship among organizational members to achieve the organizational objective. It is a function in which the synchronization and combination of human, physical and financial resources take place.

A. Planning
B. Controlling
C. Organizing
D. Controlling
E. Directing

Chapter Name – General Management

Answer: Option C

Organizing is a process of initiating plan implementation by clarifying jobs and working relationship among organizational members to achieve the organizational objective. It is a function in which the synchronization and combination of human, physical and financial resources take place. All the three resources are important to get results

In the field of management, "_____X_____" is a systematic delegation of authority at all levels of management and in all the organization.

A. Responsibilities
B. Centralization
C. Decentralization
D. Accountability
E. None of the above

Chapter Name – General Management

Answer: Option C

Decentralization is a systematic delegation of authority at all levels of management and in all the organization. In a decentralization concern, authority is retained by the top management for taking major decisions and framing policies concerning the whole concern. Rest of the authority may be delegated to the middle level and lower level of management for taking decisions and policies which are of concern to their work

Read the following statements and thereafter select the in-correct statement

A. Functional organization was introduced by F.W. Taylor to bring about specialization of management.
B. Functional organization is a mid-way between line and staff authority.
C. Functional organization is suitable of large organization
D. Under Functional Organisation each function is performed by specialist.
E. Functional organisational structure is also known as product organisational structure

Answer: Option E

Functional organization –

Functional organization is a mid-way between line and staff authority. It is a means of putting the specialists in top positions throughout the enterprise. In this entire department is created for a particular area of work like marketing department, production department etc. Manager from one department can give advice/order to person from other department but only related to his/her functional area. This means that subordinates receive orders and instructions not from one superior but from several functional specialists. **This form was introduced by F.W. Taylor to bring about specialization of management.**

Characteristics of Functional Organization

1 All the organizational activities are divided according to specified functions.
2 Each function is performed by specialist.
3 superior specialist has a right to give orders relating to these specific functions.
4 Suitable for Large organizations

The divisional structure or product structure consists of self-contained divisions.

A division is a collection of functions which produce a product. For example, a company may have a Footwear division, Medicine division and Juices division. Each of these divisions would have a function such as Marketing and Finance. Sometimes the activities may also be grouped based on geographical locations instead of products
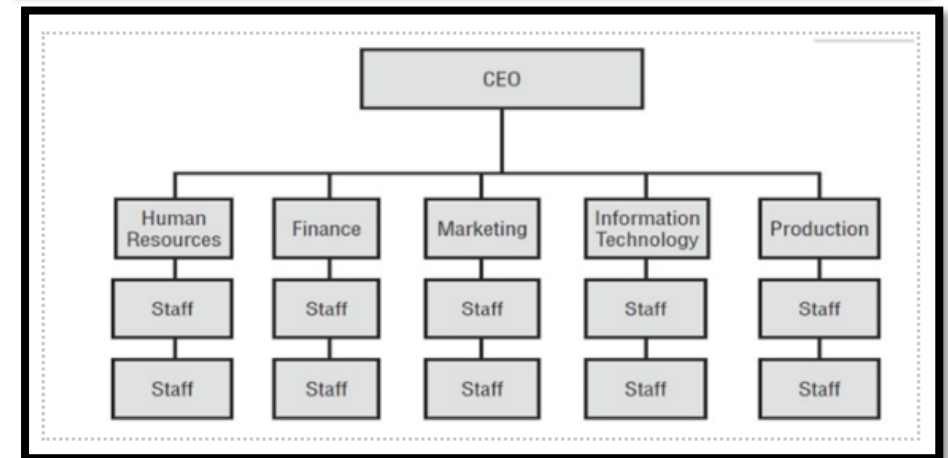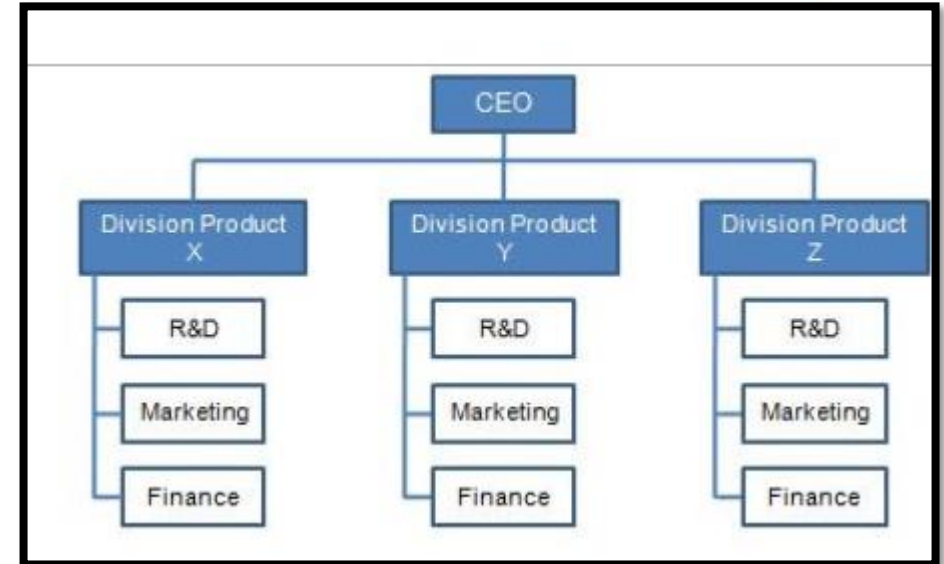
The Selection is a process of picking the right candidate with prerequisite qualifications and capabilities to fill the jobs in the organization. Selection is a _____ process ?

A. Positive
B. Negative
C. Neutral
D. It can be positive and negative depending upon the situation
E. None of the above

Recruitment and Selection differ in certain respects.

While the recruitment refers to the process of attracting good applicants for jobs, selection identifies the most suitable amongst the applicants. In the recruitment process, the effort is to attract the candidates as many as possible and it is regarded as a positive process. But selection is a negative process as it involves rejection of many candidates.

Directing and leading comprise the managerial functions of guiding, overseeing, motivating, and leading people. Directing is also known as activating sometimes. In the same regard, identify which of the following is not a component of directing ?

A. Supervision
B. Communication
C. Leadership
D. Motivation
E. Ethics

Chapter Name – General Management

Hence, C is the correct answer

Answer: Option E

Read the following statements and then select the right code

Statement A - In Line and Staff Organization, Line managers have total authority over those who report directly to them
Statement B - In Line and Staff Organization, staff executives are "Doers" whereas the specialist are "Thinkers".
Statement C - In Line and Staff Organization, staff workers have primarily advisory authority

A. Only statement A and C are correct
B. Only statement B and C are correct
C. Only statement A and B are correct
D. Only statement C is correct
E. Only statement A is correct

Chapter Name – General Management

Answer: Option A

The correct answer is option A

A - Line and Staff Organization - This type of organization tries to combine the activities of line and staff executives. Line executives are "Doers" whereas the specialists are "Thinkers".

B - Line managers have total authority over those who report directly to them, but staff workers have primarily advisory authority. Their function is to create, develop, collect, and analyze shop information, which flows to line workers in the form of advice.

C - Characteristics of Line and Staff Organization

There are two aspects of administration in this organization i.e. planning and execution.

The staff concentrates their attention upon the research and planning aspects of business activities while the line executives concentrate their attention upon implementation of policy matters.

The staff provides guidance and advice to line executives. Such guidance is offered whenever it is demanded by line. So, we have specialization of staff here which can give expert advice

Read the following statement and then select the right code

Statement A - In management, Accountability flows upwards
Statement B - In management, Responsibility flows downward
Statement C - In management, Authority flows downward

A.   Only option A is correct
B.   Only Option B is correct
C.   Only Option C is correct
D.   Only option A and B are correct
E.   Only Option A and C are correct

Authority, Responsibility, and Accountability are three important factors in management. Authority is the power to give orders and garner obedience, it flows downwards from senior executives to subordinates.

Responsibility is the obligation that comes with a job, it streams from bottom to top1. Accountability is the act of being liable for actions and decisions, it always flows upwards
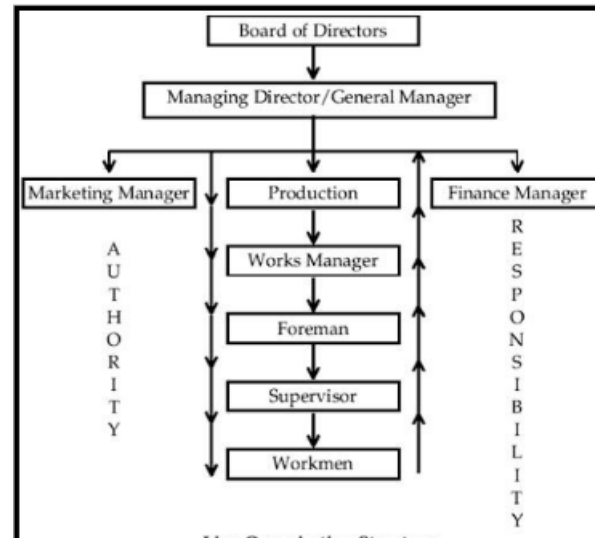
Which of the following statements correctly defines "Span of Control" in management?

A. Span of Control can be defined as the total number of direct subordinates that a manager can control or manage.
B. Span of Control refers to the range of tasks and responsibilities assigned to a manager.
C. Span of Control refers to the number of employees within a department or team.
D. Span of Control refers to the process of controlling operations within an organization.
E. None of the above

Chapter Name – General Management

Answer: Option A

Span of Control in management refers to the number of subordinates or employees that a manager directly supervises and is responsible for. It indicates the hierarchical structure within an organization and how many individuals are under the direct authority and guidance of a particular manager. A wide span of control means a manager oversees a large number of subordinates, indicating a flatter organizational structure with fewer managerial layers. Conversely, a narrow span of control suggests a taller organizational structure with more layers of management, and each manager has fewer subordinates to supervise.

Span of control = 7
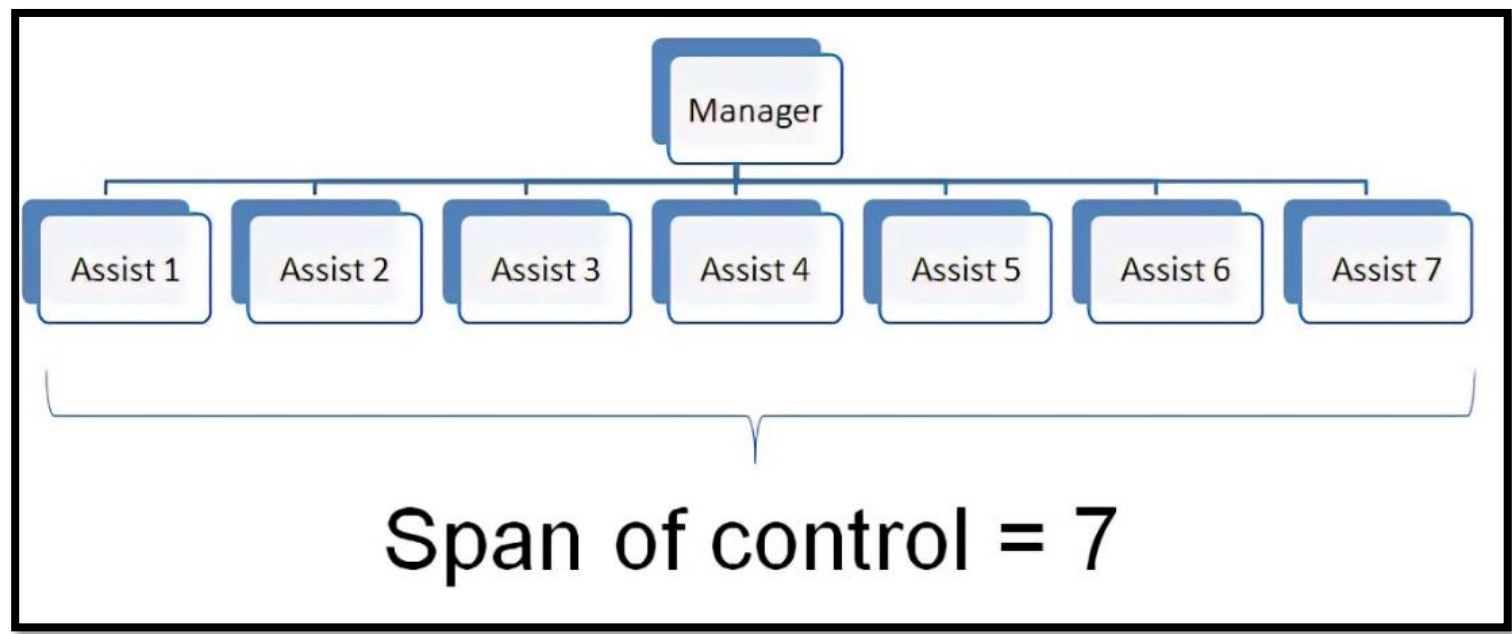
Identify an emerging concept, wherein some group of employees that meets regularly to solve problems affecting its work area. This group carries on continuously as a part of organization-wide control activities, self-development and mutual development, and control and improvement within the workplace utilizing quality control techniques with all the members participating.

A. Discussion Circles
B. Talking Circles
C. Ideas Circles
D. Process Circles
E. Quality Circles

Chapter Name – General Management

Answer: Option E

Concept of quality circle (QC) has entered Indian organizations recently, but the concept is catching the attention of organizations.

A - The concept of **QC has emerged from quality control**.

B - Quality circle is a group of employees that meets regularly to solve problems affecting its work area.

C - This group carries on continuously as a part of organization-wide control activities, self-development and mutual development, and control and improvement within the workplace utilizing quality control techniques with all the members participating.

D - Generally, a QC consists of six to twelve members from the same work area.

E - The members receive training in problem solving, statistical quality control, and group process.

QC generally recommends solutions for quality and productivity problems which may be implemented by management

Read the following statement

1- A centralized organization systematically works to concentrate authority at the upper levels.
2- In a decentralization concern, authority is retained by the lower management for taking major decisions
3- Decentralization is a systematic delegation of authority at all levels of management and in all the organization

Which among the above statement/s is/are correct
A.   1 only
B.   2 only
C.   3 only
D.   1 and 3
E.   2 and 3

Chapter Name – General Management

Answer: Option D

Centralization is the process where the activity of an organization, particularly those regarding planning and decision making gets concentration in few hands. All the important decision and actions at the lower level, all subjects and actions at the lower level are subject to the approval of top management

Explanation-
- Centralization is the process where the activity of an organization, particularly those regarding planning and decision making gets concentration in few hands. A centralized organization systematically works to concentrate authority at the upper levels. **Hence, statement 1 is correct**
- Decentralization is a systematic delegation of authority at all levels of management and in all the organization. In a decentralization concern, authority is retained by the top management for taking major decisions and framing policies concerning the whole concern. **Hence, statement 2 is incorrect**
- In decentralization, the authority may be delegated to the middle level and lower level of management for taking decisions and policies which are of concern to their work. **Hence, statement 3 is correct**
- **Therefore, option D is the correct answer.**

In India, Income Tax has sent a message to taxpayers with the reminder that " Most people pay on time to avoid penalties". This type of message is taking account of what concept in behavioral economics?

A. Nudging
B. Rationality
C. Risk Loving
D. Anchoring
E. Enforced Change

Chapter Name – General Management

Answer: Option A

Nudging

Nudging is a concept derived from behavioral economics and psychology that involves using subtle and indirect prompts to influence people's behavior and decision-making. The goal of nudging is to guide individuals toward making specific choices or taking particular actions without restricting their freedom of choice or using explicit mandates or penalties.

Explanation-
- Nudge theory suggests consumer behavior can be influenced by small suggestions and positive reinforcements.
- **Hence option A is the correct answer**

In the general management parlance, identify the concept which explains the capacity of the person to give orders to another and get orders obeyed despite resistance from the other person.

A. Power
B. Authority
C. Tenderness
D. Big Force
E. None of the above

Chapter Name – General Management

Answer: Option A

Power is the capacity of the person to give orders to another and get orders obeyed despite resistance from the other person. Power refers to capacity that A (agent) must influence the behavior of B (target) so that B does something he or she would not otherwise do.

Whereas Authority is the formal and often legal right that a person holds to make decisions and give commands to others.

Directing is performed at all levels of management. Every manager is required to supervise, guide, motivate and lead moreover it is a continuous process. If there is work, there is direction required. In the same regard, identify that principle of directing which explains that Mere giving orders is not sufficient, but management or managers should find out whether the subordinates are working accordingly, what difficulties they are facing and if required they should help the subordinates to get the work done

A.   Principle of unity of command
B.   Principle of Follow Through
C.   Principle of leadership
D.   Principle of Comprehension
E.   Principle of use of Informal Organization

Chapter Name – General Management

Answer: Option B

Principle of Follow Through: Mere giving orders is not sufficient, but management should find out whether the subordinates are working accordingly, what difficulties they are facing and if required they should help the subordinates to get the work done

Which of the following are characteristics of the Break-Even analysis?

1. There is no loss and no profit to the firm.
2. Total revenue is equal to the total cost.
3. Break-even analysis is made mathematically by applying the formulae to trace the break-even point

A. 1 Only
B. 2 only
C. 2 and 3
D. 1 and 3
E. All are correct

Chapter Name – General Management

Answer: Option E

EduTap

Break-even analysis-

Break-even analysis (an especially important Control Technique) is basically concerned with the cost-volume-profit relationships. Break-even analysis is made mathematically by applying the formulae to trace the break-even point, contribution, margin of safety, and profit volume ratio, or graphically by break-even chart concerning the profitability of the organization. relationships

Explanation-

- Break-even analysis (an especially important Control Technique) is basically concerned with the cost-volume-profit relationships.
- At B.E.P: There is no loss and no profit to the firm.
- Total revenue is equal to total cost.
- Contribution is equal to fixed cost.

Hence option E is the correct answer

Ram, Sham, and David are working in an organization. Ram is one who has taken the responsibility of attending all the industrial meetings for ceremonial presence. Ram is also involved in activities such as greeting visitors, attending social functions involving employees, making speeches, and serving on committees. Sham acts as a link between the organization and the government. He tries to get all the government tenders using his connections in the local bodies. David is more involved in an operational role where he ensures that all the departments are supplied with the necessary equipment and resources to get their work done. David approves the budgets for every department

What is the role being played by Ram?
A.   Figurehead Role
B.   Leader Role
C.   Spokes Person Role
D.   Entrepreneur Role
E.   None of the above

Chapter Name – General Management

Answer: Option A

Interpersonal Roles

The interpersonal roles of managers are concerned with their interaction with others, both within the organization and outsiders. There are three types of interpersonal roles: figurehead, leader, and liaison.

Explanation-

- **Figurehead Role:** It is the role of the manager which includes those activities which are of ceremonious and symbolic nature.
- For example, greeting visitors, attending social functions involving employees, making speeches, serving on committees, and handling out merit certificates and other awards to outstanding employees
- **Hence option A is the correct answer**

Managerial Roles

Interpersonal Roles	Informational Roles	Decisional Roles
Figurehead	Monitor	Entrepreneur
Leader	Disseminator	Disturbance handler
		Resource allocator
Liaison	Spokesperson	Negotiator

Read the following statements and the select the in-correct statement

A - Nudge theory is a flexible and modern concept for understanding of how people think, make decisions, and behave

B - Nudge theory was named and popularized by the 2008 book, 'Nudge: Improving Decisions About Health, Wealth, and Happiness

C - Nudge: Improving Decisions About Health, Wealth, and Happiness' was written by American academics Richard H Thaler and Cass R Sunstein

D - The 'Nudge Theory' recognizes and explains Non-behavioral trait of the human beings.

E – None of the above are correct

Chapter Name – General Management

Answer: Option D

What Nudge Theory is all about - The meaning of nudge in English dictionary is "prod (someone) gently with one's elbow in order to attract attention", another meaning is "a light touch or push".

Humans, being not-so-rational, often need **encouragement or intervention** — a nudge — to get going and do what is best for the country or society at large.

The 'Nudge Theory' recognizes this behavioral trait. It says that people, rather than being forced, can be encouraged, and influenced to pursue or desist from certain actions through nudges. Nudges are not mandates.

So, while there is encouragement, there is no compulsion to comply and people have the freedom to choose other options. It is about making it easier for them to make a certain decision. By knowing how people think, we can make it easier for them to choose what is best for them, their families and society,

Which role is played by manager, when a manager informs the employees about the policies of the company and it also involves sharing of information with the subordinates who may otherwise not be able in a position to collect it.

A. Monitor Role
B. Disseminator Role
C. Spokesperson
D. Resource Allocator
E. None of the above

Chapter Name – General Management

Answer: Option B

EduTap

- **Informational**
  - **Monitor**—Seek and receive information from a variety of sources (web, industry journals, reports, and contacts).
  - **Disseminator**—Pass information on to others in the organization through memos, e-mails, phone calls, etc.
  - **Spokesperson**—Transmit information to people outside the organizations through speeches, interviews, and written communication.

- **Interpersonal**
  - **Figurehead**—Perform formal duties like greeting visitors and signing contracts and other legal documents.
  - **Leader**—Motivate, train, counsel, communicate, and direct subordinates.
  - **Liaison**—Maintain and manage information links inside and outside the organization.

- **Decisional**
  - **Entrepreneur**—Initiate projects that lead to improvements; delegate idea-generation responsibilities to others and identify best ideas to act on.
  - **Disturbance Handler**—Take corrective action during conflicts and crises; resolve disputes among subordinates.
  - **Resource Allocator**—Decide who receives resources, manage schedules and budgets, and set priorities.
  - **Negotiator**—Represent a team, department, or organization regarding contracts, union negotiations, etc.

Unambiguous or strict action for late workers/absenteeism would be called as ?

A. Policies
B. Procedures
C. Rules
D. Standards
E. None of the above

Chapter Name – General Management

Answer: Option C

Types of plans

A - **Mission**: Every organization should have mission. Mission is the statement which reflects purpose, philosophy, and vision of the organization. Mission guides the overall working of the enterprise. For example, Mission could be to be leading motorcycle manufacturer in the world

B - **Strategy** - Strategy is course of action which an organization tries to relate itself with its environment to develop competitive advantage which helps in achieving its objectives. Strategy is forward looking and both external and internal factors are considered while framing a strategy. For example: to launch a motorcycle for a rural area which is sturdy and comfortable

C – **Policies** - The term "Policy" is defined by koontz and O 'Donnel as "policies are general statements or understandings which guide mangers thinking in decision making". Policies define how an organization should deal with its stakeholders such as employees, suppliers, customers etc. For example - Policy could be not to sell motorcycles in credit

D - **Rule** - Rule is a specific statement that prescribes what is to be done or not done in the organization. An organization may prescribe different rule which govern the behavior of the organizational members. Rules may be in different forms like "everyone has to wear a tie in the organization"

Matrix organization violates which of the following basic principle of organizing?

A. Unity of Objectives
B. Departmentation
C. Coordination
D. Unity of command
E. None of the above

Chapter Name – General Management

Answer: Option D

EduTap

Organization

An organization is a structured and purposeful entity formed to achieve specific goals or objectives. It can refer to various types of entities, including businesses, non-profit organizations, government agencies, educational institutions, and more. Organizations are characterized by a group of people working together, often under a defined leadership or management structure, to accomplish common tasks and pursue shared objectives.

Explanation
- In a matrix organization, a subordinate has two bosses - one is the project manager and the other is the functional manager while the principle of unity of command states that a subordinate should get orders from only one superior at a time. Thus, matrix organization violates the principle of unity of command.
- **Therefore, option D is the correct answer.**

Recruitment (hiring) is a core function of human resource management. It is the first step of the appointment. In the same regard, which of the following is not an internal source of recruitment?

A. Promotion
B. Transfer
C. Layoff
D. Retirement
E. Recruitment through advertisement

Chapter Name – General Management

Answer: Option E

EduTap

Staffing

Staffing refers to the process of finding, selecting, recruiting, and hiring suitable individuals to fill positions within an organization. It is a critical function of human resource management and involves identifying the right candidates with the necessary skills, qualifications, and experience to meet the organization's staffing needs and contribute to its success.

Explanation

- **Internal sources** – Many organizations in India give preference to people within the company because the best employees can be found from within the organization itself. Under this policy, if there is any vacancy then the persons already working in the organization are appointed to fill it. This method is followed mostly in Government organizations. Whiling filling position through internal recruitment, people might be transferred or promoted

- **External sources or recruitment from outside** – Internal sources may not always fulfill the needs of an organization. Naturally, most of the concerns must look for the external sources for recruitment the required number of employees with the requisite qualifications

- **Therefore, option E is the correct answer.**

On which of the 3 levels does Organisational behavior focus on?

A.   Individual, Organisation, Society
B.   Society, Organisation, Nation
C.   Employee, Employer, Management
D.   Individual, Groups, Organisation
E.   None of Above

Chapter Name – Fundamentals of Organizational Behaviour

Answer: Option D

EduTap

Organizational behaviour

Organizational behaviour is concerned with understanding, predicting, and influencing human behaviour in an organizational setting. Organizational behaviour is the analysis of an organization's structure, functions, and the behaviour of its people. The behavioural study encompasses both groups as well as individuals.

Explanation-

- **Organizational behaviour is the study of human behaviour in organisations on three levels. Individual, group or team, and organisational levels are the three levels.**
- At all of these levels, Organisational behaviour examines people's behaviour in organisational settings to determine how, why, and what causes it.
- **Hence, option D is the correct answer.**

Which of the following statements is incorrect about the Autocratic Model of organisational behaviour?

A. Management is power-oriented
B. Low-level employees are encouraged to opine their views and suggestions
C. The managers micro-manage the staff
D. This model may often lead to dissatisfaction among employees
E. All of the above

Chapter Name – Fundamentals of Organizational Behaviour

Answer: Option B

The autocratic model is a model in which power, formal authority, and strength are located at the top. Decision-making power in the model lies with top authorities and managers.

Low-level employees do not have any power to participate in decision-making.

One of the more significant problems associated with the autocratic model is that the management team is required to micromanage the staff.

The autocratic model is also a detractor to job satisfaction and employee morale. This is because employees do not feel valued and part of the overall team.

"Hawthorne experiment" was a real beginning of applied research in Organisational behavior. Who conducted this research?

Options-
A.   Elton Mayo
B.   Henry Fayol
C.   F.W. Taylor
D.   Max Weber
E.   None of the Above

Chapter Name – Fundamentals of Organizational Behaviour

Answer: Option A

EduTap

Hawthrone effect

The Hawthorne Effect refers to the fact that people will modify their behavior simply because they are being observed. The effect gets its name from one of the most famous industrial history experiments that took place at Western Electric's factory in the Hawthorne suburb of Chicago in the late 1920s and early 1930s.

Explanation-

- **Professor George Elton Mayo (1880-1949) rose to prominence as the driving force behind a series of experiments that became one of the great turning points in management thought.** He discovered that employee participation in decisions, rather than short-term incentives, increased job satisfaction at **Western Electric's Hawthorne plant. The experiment lasted up to 1932.**
- Mayo's significance in management stems from his establishment of evidence on the value of a management approach and style that, while not necessarily an alternative to F W Taylor's scientific management, presented facts that Taylorites could not ignore.
- **Therefore, option A is the correct answer.**

Which of the following will involve the study of psychological aspects?

A. Personality and Motivation
B. Mental Intelligence
C. Merit Rating
D. 360-degree appraisal
E. None of Above

Chapter Name – Fundamentals of Organizational Behaviour

Answer: Option A

Explanation-

- Personality and Motivation are related with the behavioral aspect of an Individual and thus the study of both will involve the psychological aspects.
- **Therefore, Option A is the correct answer.**

Which of the following statement(s) is/are true with respect to globalization affecting organizational behavior?
1) An organization needs to develop positive behavior patterns in the labor force to create value and provide customer satisfaction.
2) The organization should undertake relevant actions to overcome employee dissatisfaction due to location change.
3) Managing human resources as expectations of employees have increased significantly.

A. 1 only
B. 2 only
C. 3 only
D. 2 and 3
E. All are correct

Chapter Name – Fundamentals of Organizational Behaviour

Answer: Option E

Explanation-

- **Shifting Jobs to countries with Low labour cost:** In order to achieve competitive advantage, organizations are putting emphasis on minimising cost through different ways. One of these ways is shifting jobs to countries with low labour cost. However, managing labour force in these countries is quite challenging cause of lower productivity of labour force. Therefore, an organisation needs to develop positive behaviour pattern in labour force to create value and provide customer satisfaction. **Hence, statement 1 is correct.**
- **Increased Foreign assignments-** globalization has led to increased foreign assignments. Employees of an organization having business operations in different countries are transferred from one country to another. The employee concerned has to adjust himself with a new location. Such adjustment is more problematic to the family members of the employees. **Hence, statement 2 is correct.**
- **Impact on employee expectations:** globalization has serious socio-cultural implications. It raises the expectations of people of a country in the form of an international demonstration effect. In simple terms this effect is "do as what others are doing, use what others are using". This phenomenon has serious implications for managing human resources as expectations of employees increase significantly. **Hence, statement 3 is correct.**

Therefore, option E is the correct answer.

In the general parlance of management, Which of the following is not a model of organizational behavior?

A. Autocratic model
B. Custodial model
C. Supportive model
D. Behavioural model
E. Collegial Model

Chapter Name – Personality and Perception

Answer: Option D

The five models of organisational behaviour are the:

A. **Autocratic model**: power, formal authority, and strength are located at the top
B. **Custodial model:** providing security to employees.
C. **Supportive model**: getting work done through proficient leadership than through power, control, authority, and money.
D. **Collegial model**: a group of people sharing a common goal
E. **System model:** Everyone feels they have a stake in the organization. Under this model, people work to satisfy their self-actualization needs.
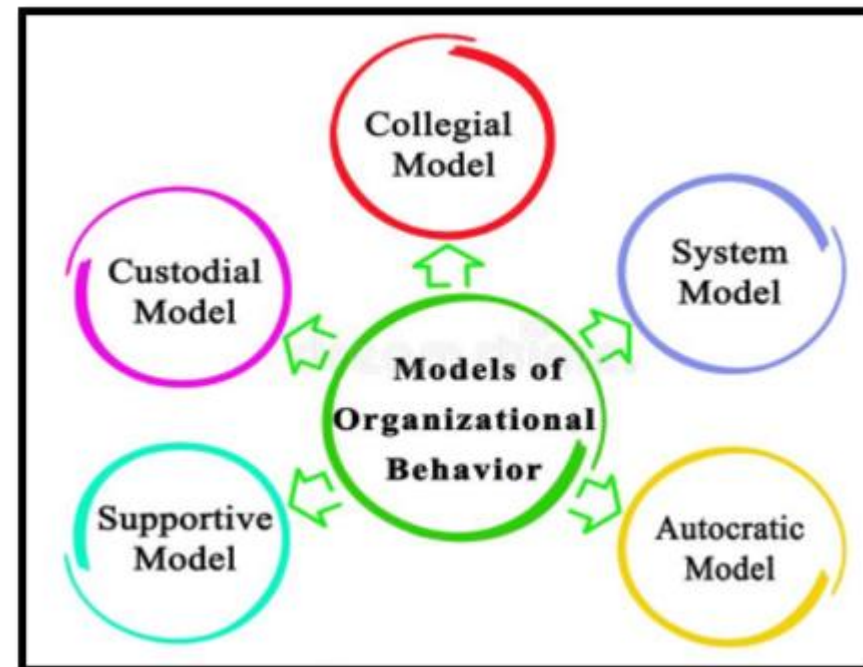
Which of the following according to Sigmund Freud's psychoanalytic theory of personality are the three elements of personality?

A. Id, Ego, Super Ego
B. Id, Super Ego, Hyper Ego
C. Ego, Para Ego, Super Ego
D. Id, Ego, Para Ego
E. None of the options is correct

Chapter Name – Personality and Perception

Answer: Option A

Psychoanalytic theory

Psychoanalytic theory is a psychological framework developed by Sigmund Freud in the late 19th and early 20th centuries. It laid the foundation for modern psychodynamic psychology and remains influential in understanding human behavior, personality development, and mental processes

Explanation-
- According to Sigmund Freud's psychoanalytic theory of personality are the three elements of personality
- Id, Ego, Super Ego
- **Hence, option A is the correct answer**

Identify the correct statements from below and then select right code.

Statement A – According S. Freud, there are 5 stages of the personality development
Statement B – The first stage of the personality development is Phallic stage
Statement C – Girls develop liking for their father and hate their mother. This is called Oedipus Complex

A. Only Statement A is correct
B. Only Statement B is correct
C. Only Statement C is correct
D. Only Statement A and B are correct
E. Only Statement B and C are correct

Chapter Name – Personality and Perception

Answer: Option A

Oral Stage, Anal Stage, Phallic Stage, latency stage and Genital Stage.

Oral stage: Oral stage covers the period from birth to 18 months of age. The sexual energy is concentrated in mouth. This period may be divided into two stages – Oral sucking and Oral biting. Here**, Ego starts separating from Id.**

Anal stage: This stage is from **18 months to 3 years**. During this stage, the sexual energy is concentrated in Anal.

Phallic Stage: This stage extends from **3 to 7 years**. The sexual energy is concentrated in genitals of self. Child learns to discriminate genitals. He sees difference in his brothers and sisters or other children. Child develops interests for opposite sex parent.

Boys develop liking for the mother and fear that their father may take their mother away from them. This **is called Oedipus Complex.** Girls develop liking for their father and hate their mother. **This is called Electra Complex**. Here Super-Ego Develops during this period.

D. Latency Stage: This stage extends from 7 to 12 years. The sexual energy is dormant, and child is more **concentrated towards schoolwork, hobbies, learning activities and peer relationships.**

E. Genital Stage: This stage extends from 12 to 20 years. **The sexual energy is concentrated in genitals of opposite sex. Boys start liking girls and girls start liking boys**.

Read the passage below and answer the question that follows:

Vijay really enjoys checking out the new art at the local coffee shop. He is often trying out new drinks at the same shop. He is also thinking about changing up his hairstyle and getting his ears pierced.
Vijay's personality traits match to _____ under Big Five Model of personality.

A.   Openness
B.   Conscientiousness
C.   Agreeableness
D.   Extraversion
E.   neuroticism

Chapter Name – Personality and Perception

Answer: Option A

EduTap

Big Five Personality Traits

In recent times, research has identified five fundamental traits that are especially relevant to organizations. These five traits are called the Big five personality traits. These five traits are as follows which are also known by the acronym (OCEAN)

1. Agreeableness 2. Conscientiousness 3. Emotional Stability (Neuroticism) 4. Extroversion 5. Openness

Explanation-

• Out of the five personality traits, openness (also known as openness to experience) emphasizes imagination and insight the most. People with a high level of openness tend to have a diverse set of interests.

• As it is clear from the question that Vijay is always open to new ideas/experiences as he enjoys checking out New Art, trying out new Drinks etc.

**Therefore, option A is the correct answer.**

There are many factors which cause personality to develop or change, in the same regard, identify which of the following factors affect the personality development of an individual.

A. Biological Factors
B. Family and Social Factors
C. Cultural Factors
D. Situational Factors
E. All of the above

Chapter Name – Personality and Perception

Answer: Option E
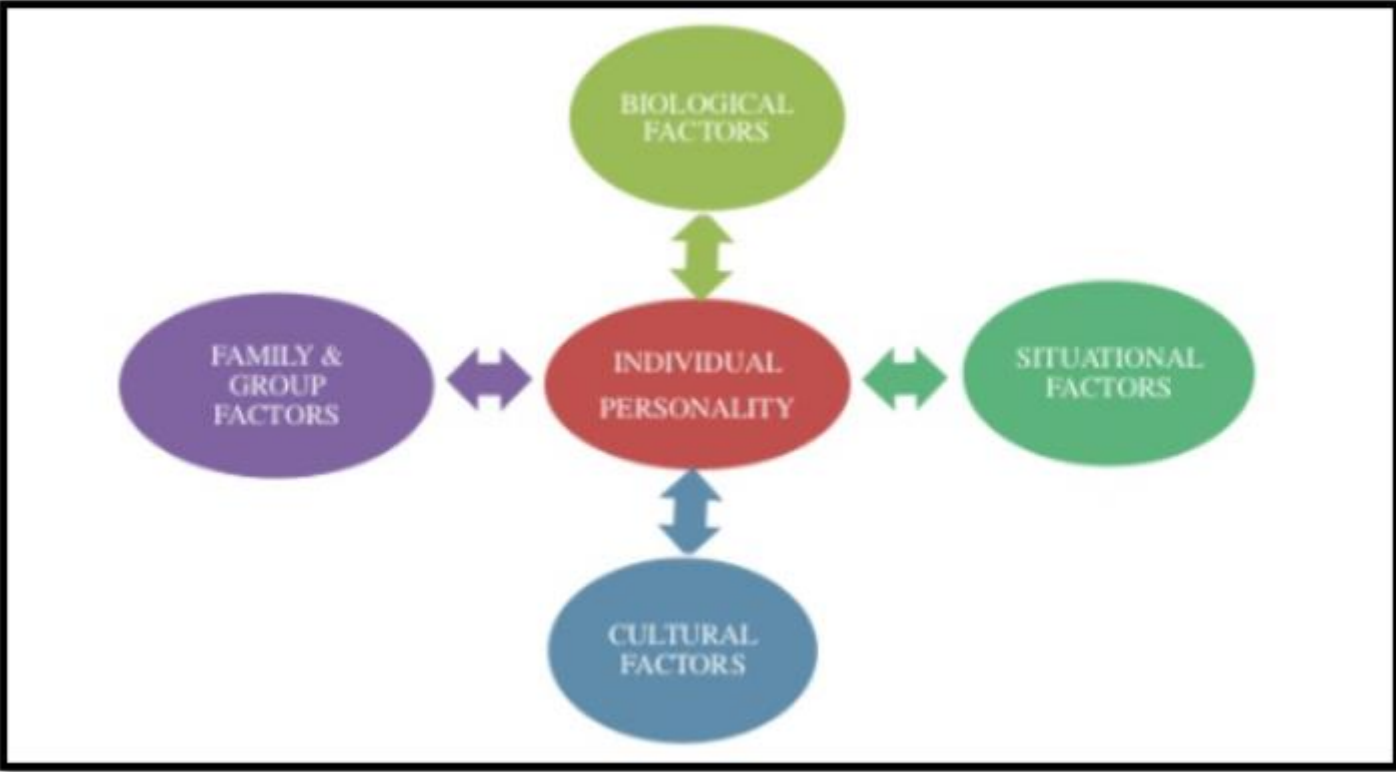
Emotional intelligence (EI) refers to the ability to perceive, control, and evaluate emotions. In the same regard, which of the following is not a component of the emotional intelligence

A. Self Awareness
B. Self Regulation
C. Social Skills
D. Empathy
E. Leadership

Chapter name – EMOTIONAL INTELLIGENCE AND INTERPERSONAL BEHAVIOUR

Answer: Option E

Components of Emotional Intelligence

Five components of emotional intelligence are –

Self-Awareness: Ability to recognize, understand one's mood, emotions, and drives, as well as their effects on others

Self-Regulation: Ability to control or redirect disruptive impulses and moods and propensity to suspend judgement – to think before acting.

Social Skills: Proficiency in managing relationships and building networks and ability to find common ground and build rapport.

Empathy: Ability to understand the emotional make up of others and skill to treat people according to their emotional reactions

Self-Motivation: Passion to work for reasons that go beyond money or status and propensity to pursue goals with energy and persistence.

Kalpana is in a meeting but is upset at the continual interruption of the proceedings by the attendee. As she is not the chairperson, and cannot make a comment, she knows that she will explode if she doesn't take a break. She quietly excuses herself so she can leave the room, get a drink, and calm down before she returns. Which of the following is Kalpana demonstrating?

A. She is rude and has not appreciation of the consequences of leaving the meeting
B. She is submissive and can't deal with the conflict
C. She is impatient and can't deal with the situation
D. She is arrogant and has no regard for the meeting
E. She is aware of her situation and has a strategy to deal with the situation.

Chapter name – EMOTIONAL INTELLIGENCE AND INTERPERSONAL BEHAVIOUR

Answer: Option E

Emotional intelligence (EI)

It refers to the ability to recognize, understand, manage, and express emotions effectively in oneself and in others. It involves being aware of and sensitive to one's own emotions and the emotions of those around them, as well as using this awareness to navigate social interactions, manage relationships, and make decisions.

Explanation-

- A person with high EQ is not only aware of his emotions (Self-Aware) but also knows how to regulate emotions (Self-Regulate). Since Kalpana is aware of her situation and has a strategy to deal with the situation i.e. politely leaving the room.
- **Therefore, option E is the correct answer.**

In Johari Window, _____ is known to others and self; whereas _____ is known to others but not to self.

A.   Hidden Self, Unknown-Self
B.   Unknown-Self, Blind-Self
C.   Blind-Self, Open-Self
D.   Open-Self, Blind-Self
E.   Blind-Self, hidden-Self

Chapter name – EMOTIONAL INTELLIGENCE AND INTERPERSONAL BEHAVIOUR

Answer: Option D

Johari window

Johari Window is a useful framework to analyze self-awareness. Joseph Luft and Harrington Ingham have developed a diagram that gives to look at what one is conscious in one's social exchanges and what one is not. Their Johari Window diagram is named by combining the first few letters of their names. Joseph Luft and Harrington Ingham have developed a model to look at one's personality that can be known and unknown to self and known and unknown to others

Explanation-
- **Open-Self**: Open self is known as a Public area. This quadrant in Johari Window indicates information about the self is known to oneself and to others.
- **Blind-Self:** This quadrant in the Johari window is related to information that is not known to self but known to others.
- **Therefore, option D is the correct answer.**

THE JOHARI WINDOW
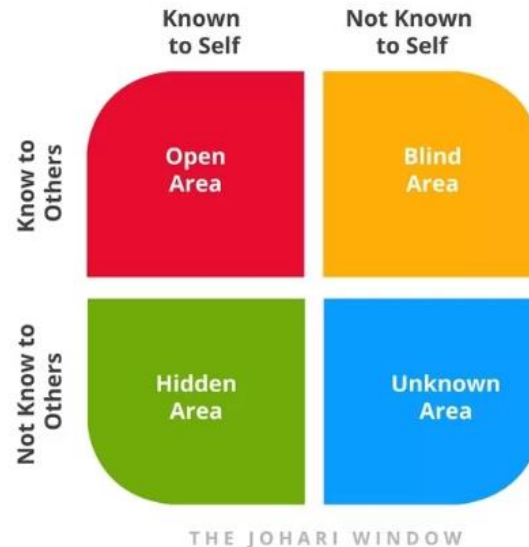
Identify the type of interpersonal behavior wherein a person stands up for their own rights in such a way that the rights of others are also violated.

A. Aggressive behavior
B. Non-Assertive behavior
C. Assertive behavior
D. Normal behavior
E. None of the above

Chapter name – EMOTIONAL INTELLIGENCE AND INTERPERSONAL BEHAVIOUR

Answer: Option A

EduTap

Types of Interpersonal Behavior

Interpersonal behavior can be of following types

A. Aggressive behavior - **Aggressive behavior** is that type of interpersonal behavior in which a person stands up for their own rights in such a way that the rights of others are also violated.

B. Non-Assertive behavior - **Non-Assertive behavior** is that type of interpersonal behavior, which enables the person's rights to be violated by another. This can occur in two ways**: first,** you fail to assert yourself when another person deliberately attempts to infringe upon your rights. **Second,** the other person does not want to encroach upon your rights, but your failure to express your needs of feelings results in an inadvertent violation.

A. Assertive behavior - **Assertive behavior** is that type of interpersonal behavior in which a person stands up for their legitimate rights in such a way that the rights of others are not violated.

Identify the type of conflict, wherein a conflict supports the goals of the group, improves its performance, and is thus it results in constructive form of conflict.

A. Organized Conflict
B. Un-Organized Conflict
C. Functional Conflict
D. Dysfunctional Conflict
E. None of the above

Chapter name – Conflict

Answer: Option C

EduTap

Functional Conflict: Functional conflict supports the goals of the group, improves its performance, and is thus a constructive form of conflict. For example, a debate among members of a work team about the most efficient way to improve production can be functional if unique points of view are discussed and compared openly.

Dysfunctional Conflict: Conflict that hinders group performance is destructive or dysfunctional conflict. A highly personal struggle for control in a team that distracts from the task at hand is dysfunctional.

Constructive	Destructive
Functional	Dysfunctional
Integration	Polarization

1:00

Which of the following statements below are true about conflict and conflict management in organizations?

1) Conflict management includes both increasing and decreasing conflict
2) Conflict is necessary for organizational success
3) Conflict management is not a basic management responsibility
4) Conflict includes interactions in which one party opposes another party

A.   1 only
B.   1 and 2
C.   2 and 3
D.   1, 2 and 4
E.   All are correct

Chapter name – Conflict

Answer: Option D

Conflict management

Conflict management refers to the process of effectively handling and resolving conflicts or disagreements that arise between individuals or groups within an organization or any other setting.

Explanation-

- Conflict management, including both increasing and decreasing conflict, is a basic responsibility of any manager. **Hence, statement 1 is correct.**
- Interactionist View of Conflict is based on the belief that conflict is not only a positive force in the group, but it is necessary for the group to perform effectively. **Hence, statement 2 is correct.**
- Conflict management is a basic management responsibility. Conflicts are bound to happen because of people have different views. Conflicts must be resolved amicably. **Hence, statement 3 is incorrect.**
- Conflict in organizations includes interactions in which either one party opposes another party or one party tries to block another party from reaching his or her goals. **Hence, statement 4 is correct.**

Therefore, option D is the correct answer.

The management within an organization should function in such a way to minimize conflict. There may be two measures to minimize conflict. Which are preventive measures and curative measures. In the same regard, which of the following is not an example of preventive measure of conflict management ?

A. Development of Effective Leadership
B. Effective two-way communication
C. Establishing Common Goals
D. Improvement in Interpersonal relationship
E. Competing

Chapter name – Conflict

Answer: Option E

Preventive measures relate to creation of environment for minimizing conflict, or even eliminating, occurrence of conflicts, curative measures involve adopting strategies for conflict resolution. Following are the measures of preventive measures

1. Development of Effective Leadership
2. Participative Decision making
3. Effective two-way communication
4. Establishing Common Goals

Which of the following is the full form of BATNA?

A.   Best Arguments Take No Aggression
B.   Best Alternative To a Negotiated Agreement
C.   Beginning Arguments Takes No Aggressiveness
D.   Best Avoid Talk, Not Action
E.   Best Argument to Negotiable Agreement

Chapter name – Conflict

Answer: Option B

Explanation-

- **BATNA -"best alternative to a negotiated agreement". Therefore, Option B is the correct answer.**
- Negotiation preparation is easy to ignore, but it is a vital first stage of the negotiating process. To prepare, research both sides of the discussion, identify any possible trade-offs, and determine your most-desired and least-desired possible outcomes.
- Then, make a list of what concessions you are willing to put on the bargaining table, understand who in your organization has the decision-making power, know the relationship that you want to build or maintain with the other party, and prepare your BATNA ("best alternative to a negotiated agreement").

Which of the following is the process in which one party perceives that its interests are being opposed or negatively affected by another party?

A.   Mediation
B.   Arbitration
C.   Conflict
D.   Negotiation
E.   Task interdependence

Chapter name – Conflict

Answer: Option C

- Conflict can be defined as the process in which one party perceives that its interests are being opposed or negatively affected by another party.
- **Therefore, option C is the correct answer.**

Ram and Sham had a conflict which is now to be resolved through negotiation. Ram is very particular about winning and he does not want to concede anything during negotiation. Sham is a bit practical and he knows that the perfect solution lies in creating a solution that is value-creating for both parties.

Which negotiation strategy does Sham is intending to follow?

A.   Integrative
B.   Distributive
C.   Concessionary
D.   Composite
E.   None of the above

Chapter name – Conflict

Answer: Option A

Distributive bargaining

Distributive bargaining is a type of negotiation strategy in which two or more parties with opposing interests engage in discussions to divide or distribute a fixed amount of resources, benefits, or value. The primary goal of distributive bargaining is to maximize one's share of the available resources while minimizing the concessions made to the other party.

Explanation-

- **Since Ram is very particular about winning and he does not want to concede** anything during negotiation, so he wants to have win-loose negotiation.
- This type is called the Distributive negotiation strategy. **Distributive bargaining is a competitive bargaining strategy** in which one party gains only if the other party loses something.
- It is used as a negotiation strategy to distribute fixed resources such as money, resources, assets, etc. between both parties.
- **Therefore, option B is the correct answer.**

1:00

_____refers to the actions in which a company or business alters a major component of its organization, such as its culture, the underlying technologies or infrastructure it uses to operate, or its internal processes.

A.   Organizational Change
B.   Organizational Structure
C.   Organizational Conflict
D.   Organizational Justice
E.   None of the above

Chapter name – Organizational Change and Reinforcement

Answer: Option A

Explanation-

Organizational Change

- Organizational change refers to the actions in which a company or business alters a major component of its organization, such as its culture, the underlying technologies or infrastructure it uses to operate, or its internal processes.
- **Therefore, option A is the correct answer.**

When employee resistance provokes a well-grounded debate and constructive criticism leading to improvements in the change process, it is called_____.

A.   Positive resistance
B.   Neutral state
C.   Negative resistance
D.   Passive resistance
E.   None of the above

Chapter name – Organizational Change and Reinforcement

Answer: Option A

Positive resistance

Positive resistance, also known as constructive resistance or positive deviance, refers to a phenomenon where individuals or groups within an organization challenge the status quo in a constructive and beneficial manner.

Explanation-
- A positive resistance is such that there is no harm done to the company or the employers but the desired results are achieved by the employees.
- **Therefore, option A is the correct answer.**

Kurt Lewin model of Organizational Change. States the forces that are either driving the movement toward a goal or blocking movement toward a goal. In the same regard, which of the following is not a stage of Organizational Change as per Kurt Lewin model.

A.   Unfreezing
B.   Change
C.   Refreezing
D.   Feedback
E.   None of the above

Chapter name – Organizational Change and Reinforcement

Answer: Option D

EduTap

Kurt Lewin Force-field analysis

It looks at forces that are either driving the movement toward a goal or blocking movement toward a goal. For explaining the process of organizational change, he used the analogy of how an ice block changes its shape to transform into a cone of ice through the process of unfreezing.

Explanation-

- **This model of organizational change explicitly refers to unfreezing the current situation and refreezing the desired state.**
- According to the Force Field Analysis model of Kurt Lewin, effective change happens **by unfreezing** the existing state of affairs or the current situation, **moving to a changed** or a desired situation and **then refreezing** for making the change relatively permanent.
- **Therefore, option A is the correct answer.**

Quiet often, a change initiates a sequence of related and supported changes. To adjust to the change, organization has to modify many aspects of the organization since all the aspects are interrelated. This process of initiating changes one after the other is known as ?

A. Aftershock Effects
B. Dominoes Effects
C. Mirror Effects
D. Reactive Effects
E. None of the above

Chapter name – Organizational Change and Reinforcement

Answer: Option B

Quiet often, a change touches a sequence of related and supported changes. This is called domino effect. To adjust to the change, organization has to modify many aspects of the organization since all the aspects are interrelated.

For example, of an organization is not able to face competition in the market because of its old technique of production, the only alternative to the organization is to change itself according to the needs of the hour

Reinforcement can be defined as anything that increases the strength of response and tends to induce repetitions of the behavior that preceded the reinforcement. There are various type of reinforcement that are used in learning. In the same regard, identify the type of reinforcement which satisfies higher order needs

A. Primary Reinforcement
B. Secondary Reinforcement
C. Extrinsic Reinforcement
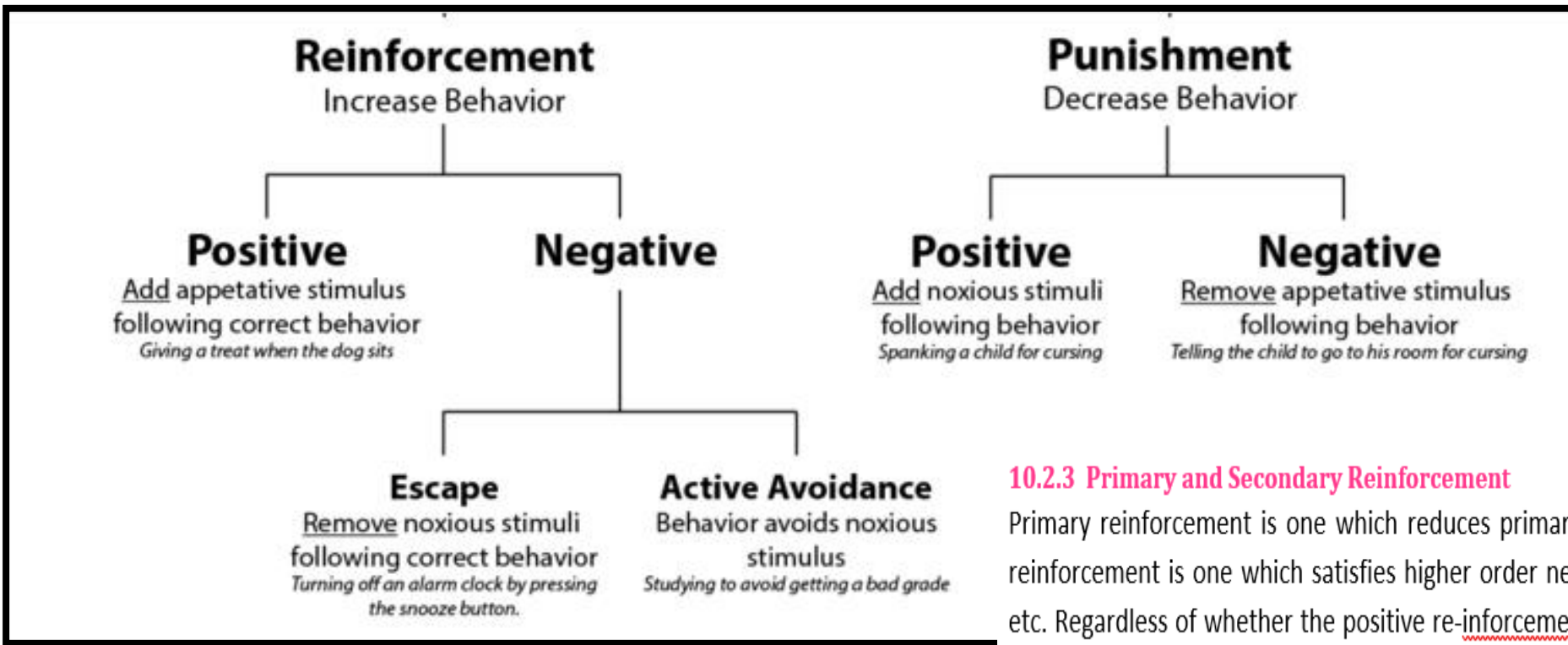D. Intrinsic Reinforcement
E. None of the above

Reinforcement can be defined as anything that increases the strength of response and tends to induce repetitions of the behavior that preceded the reinforcement

Reinforcement
Increase Behavior

Positive
Add appetative stimulus
following correct behavior
Giving a treat when the dog sits

Negative

Escape
Remove noxious stimuli
following correct behavior
Turning off an alarm clock by pressing the snooze button.

Active Avoidance
Behavior avoids noxious stimulus
Studying to avoid getting a bad grade

Punishment
Decrease Behavior

Positive
Add noxious stimuli
following behavior
Spanking a child for cursing

Negative
Remove appetative stimulus
following behavior
Telling the child to go to his room for cursing

10.2.3 Primary and Secondary Reinforcement

Primary reinforcement is one which reduces primary needs such as food, sex etc. Secondary reinforcement is one which satisfies higher order needs like praise, recognition, advancement etc. Regardless of whether the positive re-inforcement is primary or secondary in nature, once

Which of the following is a secondary stakeholder in corporate governance?

A. Customers
B. Employee
C. Shareholders
D. Government bodies
E. None of the above

Chapter name – Corporate Governance

Answer: Option D

Explanation-

Secondary stakeholders:
- Stakeholders that do not hold direct interests in a business but can have a reasonable influence over a business's dealings are known as secondary stakeholders.
- An organization does not directly depend upon these stakeholders for survival of its immediate interests. Business competitors, trade unions, media groups, pressure groups and state or local government organizations are some examples of secondary stakeholders.

Therefore, option D is the correct answer.

A **primary stakeholder** group for a company is a group that is essential for the continuation of the company as a going concern. Example of primary stakeholders include - Customers, suppliers and employees, investors, creditors, Shareholders,

Secondary stakeholders are those that the organization does not solely rely on for its continued survival, at least in the short term. Example of secondary stakeholders include - Competitor's, inspectors and regulators, government – central or local government bodies, various media pressure groups, community groups

Which of the following body was created in 2017 as per 'PJ Nayak 'committee recommendations?

A.   Insolvency and Bankruptcy Board of India (IBBI)
B.   Insolvency & Bankruptcy Code (IBC)
C.   Payment Banks
D.   Bank Board Bureau
E.   None of Above

Answer: Option D

Explanation-
About Banks Board Bureau (BBB)
In 2016, the Banks Board Bureau (BBB) was constituted and started functioning as a recommendatory body.
• It is an autonomous body, constituted to:
1. Improve the governance of Public Sector Banks
2. Recommend selection of chiefs of government-owned banks and financial institutions
3. To help banks in developing appropriate strategies for their growth and development and capital raising plans
4. It is a step towards governance reforms in Public Sector Banks (PSBs) as recommended by P. J. Nayak Committee.

• **Therefore, option D is the correct answer**

The so-called "Anglo-American model" of corporate governance emphasizes the interests of shareholders. It relies on a single-tiered Board of Directors that is normally dominated by non-executive directors elected by shareholders. Anglo-American model of corporate governance is also known as ?

A. Double Tier Model of corporate governance
B. Single Tier Model of corporate governance
C. Multiple Tier Model of corporate governance
D. Triple Tier Model of corporate governance
E. None of the above

Chapter name – Corporate Governance

Answer: Option B

The so-called "Anglo-American model" of corporate governance emphasizes the interests of shareholders. It relies on a single-tiered Board of Directors that is normally dominated by non-executive directors elected by shareholders. **Because of this, it is also known as "the unitary system" or "Single Tier"**

Within this system, many boards include some executives from the company (who are ex officio members of the board). These are also called executive Directors. Non-executive directors are expected to outnumber executive directors and hold key posts, including audit and compensation committees.
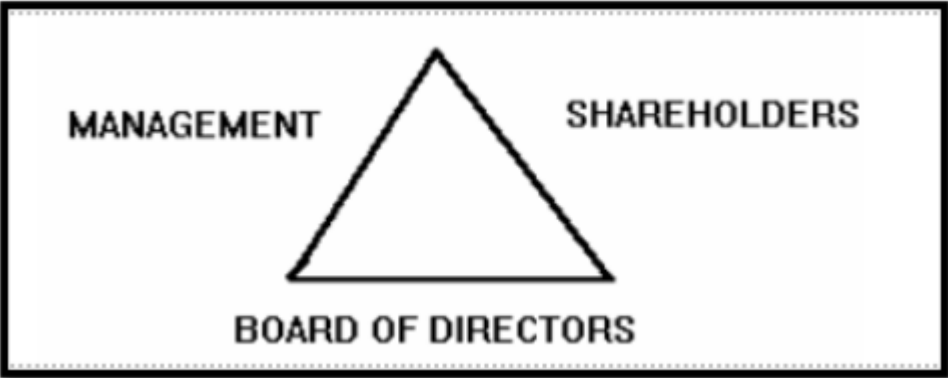
MANAGEMENT   SHAREHOLDERS

BOARD OF DIRECTORS

The Securities and Exchange Board of India (Sebi) had set up a committee in June 2017 under the chairmanship of _____"X"_____, to advise it on issues relating to corporate governance in Indian firms. The committee was a 21-member panel includes representatives from other companies, stock exchanges, professional bodies, investor groups, law firms, academicians, research professionals and Sebi officials

A. Naresh sharma
B. Uday Kotak
C. Kumar Mangalam Birla
D. Bimal Shah
E. Nilesh Shah

Chapter name – Corporate Governance

Answer: Option B

Uday Kotak Committee

The Securities and Exchange Board of India (Sebi) had set up a **committee in June 2017 under the chairmanship of Uday Kotak, executive** vice chairman and managing director of Kotak Mahindra Bank Ltd, to advise it on issues relating to corporate governance in Indian firms.

The committee **was a 21-member panel includes representatives from other companies**, stock exchanges, professional bodies, investor groups, law firms, academicians, research professionals and Sebi officials

The committee was supposed to advise the markets regulator on areas such as

- Ensuring the active participation of independent directors in the functioning of companies
- Improving safeguards and disclosures pertaining to related-party transactions
- Issues in accounting and auditing practices by listed firms
- Improving effectiveness of board evaluation practices
- Addressing issues faced by investors on voting and participation in general meetings
- Improving on disclosure- and transparency-related issues

Which of the following is not a right of a shareholder of a company?

A.   Right to inspect the books and records
B.   Right to share in dividends if declared
C.   Right to determine the mission of the corporation
D.   Minority Shareholders Protection
E.   None of the above

Chapter name – Corporate Governance

Answer: Option C

Explanation-

Shareholders are the owners of a company who own equity shares issued by the company. **The Companies Act of 2013 provides various rights and protections to company shareholders.**

- Changes to the MOA or AOA Memorandum of Association or Articles of Association of a Company can only be made at a general meeting of the company, which can be called by providing sufficient notice to the company's shareholders.
- Call a General Meeting- A company's Board of Directors must call an extraordinary general meeting (EGM) if shareholders holding 10% of the company's paid-up capital request one.
- Attend and vote at General Meeting- All companies are required to hold an annual general meeting every year, with no more than 15 months elapsing between two annual general meetings.
- Transfer Shares- Shareholders can transfer shares held by them in the company freely except the board refuses to register a transfer of partially paid shares or board disqualifies the transferee.
- Receive Dividends- A company can pay dividends for any financial year out of the profits of the company for that year arrived at after providing for depreciation or out of the profits of the company for any previous financial year or years arrived at after providing for depreciation and remaining undistributed, or out of both.
- Minority Shareholders Protection- In case of oppression or mismanagement of the affairs of the company by majority shareholders, minority shareholders enjoy the protection and the right to relief from oppression.
- **Therefore, option C is the correct answer.**

You are a manager at a multi-national company. Your style of leadership matches servant leadership to the extent that you sometimes forget to look after your own interests.

Which of the ethical theories best describes your way of handling issues?

A. Ethical egoism
B. Justice as fairness
C. Altruism
D. Consequentialism
E. All of the above

Chapter name – Ethics

Answer: Option C

Servant leadership puts the needs, growth, and well-being of followers first. In other words, these types of leaders adopt a serve-first mindset and prioritize their organization, employees, and community above themselves.

Ethical egoism is the view that people ought to pursue their self-interest, and no one has any obligation to promote anyone else's interests.

John Rawls constructs **justice as fairness** in a rather narrow framework and explicitly states, Justice as fairness is not a complete theory. Its purpose is to show how we ought to allocate a cooperative surplus of resources to individuals in society.

Altruism means **acting in the best interest of others rather than in one's self-interest.** Some people believe altruism constitutes the essence of morality.

Consequentialism, In ethics, is the doctrine that actions should be judged right or wrong based on their consequences.

Identify that branch of ethics, which explains evaluates morality (right/wrong) of action based on the goals/ends to be achieved. This approach prescribes that an action is right if it leads to happiness, pleasure and an action is wrong if it leads to unhappiness or pain not only for the performer but also for everyone else who is involved in it.

A. Deontological approach
B. Teleological Approach
C. Virtue Ethics
D. Meta Ethics
E. None of the above

Chapter name – Ethics

Answer: Option B

Deontological Ethics

1. Freedom must be gained through right means. Non violence should be adopted.

2. Guided people with satyagrah and chose right means

Teleological Ethics

1. Freedom is important even if it requires blood of the few fellow Indians

2. Formed azad hind fauz and prioritised freedom for benefit of crore of Indians irrespectivce of means to achieve freedom

Virtue Ethics

1. My virtue is important. I will do what I feel is right do do

2. Dr Devi prasad Shetty formed heart speciality hospital to ensure right treatment to patients irrespective of his profession, caste, creed

What is meta-ethics?

A. It deals with the metal theft
B. It deals with the metallic construction
C. It deals with the ethics of ethics
D. It deals with the metallurgical operation involving good and bad practices
E. Use of Meta (Facebook) for ethical purpose

Chapter name – Ethics

Answer: Option C

Metaethics

Metaethics is a branch of philosophy that deals with the study of the nature, scope, and foundation of ethics. Instead of focusing on specific moral principles or ethical theories, metaethics examines the underlying questions about the meaning of moral language, the objectivity of moral judgments, and the nature of moral truth.

Explanation-
- Meta ethics is the branch of ethics that studies the ethics of ethics. It goes one step further to understand why particular action is right or wrong.
- **Therefore, option C is the correct answer.**

Identify the theory of ethics which follow the middle course between excess and deficiency, doing so requires restraint and control of greed or instincts.

A. Virtue Ethics
B. Golden Mean Theory
C. Teleological Theory
D. Utilitarianism
E. None of the above

Chapter name – Ethics

Answer: Option B

Golden Mean Theory

A. The theory has been **given by Aristotle.**
B. According to Aristotle **virtue ethics** is based on the idea of golden mean.
C. It is a virtue to **follow the middle course between excess and deficiency**, doing so requires restraint and control of greed or instincts.
D. **For example**, courage is the middle ground between foolhardiness and cowardice, which are extremes and hence vices.

Which of the following aptly defines the "Utilitarian Approach"

A.   Welfare of a large number of people
B.   Upliftment of depressed class
C.   Knowledge is the virtue
D.   Greatest happiness of greatest number of people.
E.   All of the above are correct

Chapter name – Ethics

Answer: Option D

Utilitarian approach

The utilitarian approach is an ethical theory that focuses on maximizing overall happiness or well-being for the greatest number of people. It is a consequentialist theory, meaning that it evaluates the morality of actions based on their outcomes rather than their inherent nature. The main principle of utilitarianism is to promote actions that produce the greatest net happiness or utility and minimize actions that lead to suffering or negative consequences.

Explanation-
- Utilitarian approach suggests adhering to actions that ensure the **greatest happiness to a large number of people.**
- **Therefore, option D is the correct answer.**

Which of the following statements is true concerning "positive discrimination"?

A.   Publicly supporting the acts of discrimination
B.   Accepting discrimination as a part of the social norms
C.   Confronting those who discriminate with others
D.   Favoring someone or some people to protect their rights
E.   None of the above

Chapter name – Ethics

Answer: Option D

The term '**positive discrimination**" is sometimes used to refer to 'positive measures' or 'special measures'. Special measures aim to foster greater equality by supporting groups of people who face, or have faced, entrenched discrimination so they can have similar access to opportunities as others in the community.

Reservation policies in India are an example of positive discrimination.

1:00

Identify the type of justice, wherein fairness or justice is ensured at the beginning and all people are treated equally. In other words, people start on the level field.

A. Procedural Justice
B. Commutative Justice
C. Compensatory Justice
D. Retributive Justice
E. Communitarian Justice

Chapter name – Ethics

Answer: Option B

Following are important types of justice

Procedural Justice - There may be justice in an act. However, what is important is to see whether that action has been performed complying to the law or through a correct procedure.

Commutative Justice - Commutative justice is a form of justice where fairness or justice is ensured at the beginning and all people are treated equally. In other words, people start on the level field.

Compensatory Justice - In the case of compensatory justice, some compensation is given to the person who has been treated unequally in the past.

Retributive Justice - This ensures some form of punishment to a defaulter. The imposition of fines or penalties, however, may not be adequate or just in a particular situation.

Communitarian Justice - This refers to a system of justice shown to a particular community which has been suffering in the past from injustice (say, the tribal people in Australia)

Consider the following statements and choose the correct one in the context of ethics of care?

1. Ethics of care switches the focus of moral regulation from the individual to networks of social relationships.
2. Esoteric care can be shown to strangers
3. Family and close friends are the beneficiaries of an individual's exoteric care

A. 1 and 2
B. 1 and 3
C. 2 and 3
D. 1, 2 and 3
E. None of the above

Chapter name – Ethics

Answer: Option E

The ethics of care implies that there is moral significance in the fundamental elements of relationships and dependencies in human life. So, ethics of care **switches the focus** of moral regulation from the individual to networks of social relationships.

- **Esoteric care** is the type of care that you show to your close ones like family members and friends.
- **Exoteric** care is shown to the people outside your inner circles, such as NGO works.

Identify the concept in the field of ethics which explains the moral standard of any country or society that can be judged with reference to the set of universal moral standards and it also explains that there are two interrelated ethical propositions, and on the basis of this relationship, one can arrive at the third proposition.

A.   Ethical parameters
B.   Ethical dilemma
C.   Ethical Syllogism
D.   Ethical Markup
E.   None of the above

Chapter name – Ethics

EduTap

P1.   Socrates is a man.

P2.   All men are mortal. (or, Any man is mortal).

C.   Therefore, Socrates is mortal.

Ethical Syllogism (Reasoning)

In ethical reasoning, the moral standard of any country or society can be judged with reference to the set of universal moral standards. In ethical or moral reasoning, there are two interrelated ethical propositions, and on the basis of this relationship, one can arrive at the third proposition.

The third proposition is called the inference or conclusion.

Read the following statements and then select the incorrect statement

A.   Egocentric value are the values which are directed towards satisfying the ego
B.   Socio-centric value are the values which aims at socialization and adaptation to society
C.   Tribalistic value consists of submission of oneself to higher power and authority.
D.   Deontic value considers one's own duty as the supreme religion.
E.   Consequentiality value are the type values where the main aim is to realize the net benefits over cost.

Chapter name – Ethics

EduTap

Types of Values - There are mainly Two types of values:

1. Terminal Values and instrumental Values
2. Personal Values

Terminal Values - Terminal values are the ultimate goals or end-states that a person or society aims to achieve. They represent the desired outcomes or ends that we strive for in our lives. Some common examples of terminal values include happiness, love, freedom, knowledge, and health.

Personal Values are of following types

1. Egocentric value: The value is directed towards satisfying the ego.
2. Socio-centric value: The value aims at socialization and adaptation to society.
3. Tribalistic value: It consists of submission of oneself to higher power and authority.
4. Deontic value: It considers one's own duty as the supreme religion.
5. **Utilitarian value: In this type of the aim is to realize the net benefits over cost.**
6. **Consequentiality value: In this case, an important value is assigned to those actions having good consequences.**

Thank You

For More Info Contact us:

📞 +91 8146207241

✉️ hello@edutap.co.in

🌐 www.edutap.co.in