

**Noorul Islam College of Engineering**  
**Department of Management Studies**  
**Model questions**  
Managerial Behavioural Effectiveness – BA 1733  
**S3 M.B.A**

**UNIT I**

1. Define manager?  
Manager is a person who plans, organises directs & controls the allocation of human, material, financial & information resources in pursuit of the organisation goals.
2. Define managerial job?  
A managerial job should be based on a task that has to be done to attain the company's objectives. It should always be a real job- one that makes a visible if possible measurable contribution to the success of the organisation.
3. List out the types of managers?  
Functional, General, Administrative, Entrepreneurs small business owners, Team leaders.
4. Kinds of effectiveness:  
Apparent effectiveness, personal effectiveness, Leadership effectiveness, Team effectiveness, Organisational effectiveness, Managerial effectiveness.
5. Role of manager regarding decision making:  
Entrepreneurship role, Disturbance handling role, Resource allocation role, Negotiation role.
6. How to improve decision making?
  1. Brain storming
  2. Nominal group technique
  3. Electronic meeting
7. Types of control:  
Feed forward control  
Concurrent control  
feed back control
8. Methods of control:  
Mechanistic, Organic, Market, Finance of accounting, Automation based control.
9. Managerial part in socialisation:  
To improve competency in job  
To make commitment in organisation  
To make confidence in himself
10. Motivational programmes:  
Empowerment, Job design, Pay for performance, Employee stock

- ownership plan, Lumpsum bonus, payment for knowledge, job organisation approach, Individual difference approach.
11. Job design means to design the characteristics of the job
- Skill varieties
  - Task identity
  - Task significance
  - Autonomy
  - Feed back
12. What is MPS?
- Motivational potential square
- $$\text{MPS} = \frac{\text{Skill variety} + \text{task identity} + \text{task significance}}{3} \times \text{autonomy} + \text{feedback}$$
13. List the eight management methods?
- Empirical method
  - Managerial role method
  - Contingency or situational method
  - Interpersonal behavioural method
  - Group behavioural method
  - Decision method
  - Systems method
  - Mekinsey,s frame work method.
14. Equation for effective time management?
- Effective time management = Right motivation+Right frame of mind+right teaching.
15. Define job behaviour?
- Job behaviour means the total set of work related behaviour that the organisation expects the individuals to display.
- Effective job behaviour
- Ineffective job behaviour

## UNIT II

- Classify the talents?  
Striving, Thinking, Related talents.
- Striving talents:  
It explains why a personal is motivated to push or pull.
  - Stamina for physical Endure
  - Vision to picturise the future events
- Thinking talents:  
It explains how a manager can think and how he take decisions.
  - Strategic thinking
  - Strategic formulation

- c) Creativity
4. Related talents:  
It explains whom he is the persons whom he trust, with whom he build relationship, with whom he confront and ignore.
  5. Managerial ability:  
Supervisor ability, Intelligence , Initiative, Interactomg ability, Organisation ability.
  6. Managerial traits:  
More mature, Less egostical, Less defensive, More willingness to consult experts, self confidence, Impressive, Consistency.
  7. Identification of Managerial talents:  
Performance appraisal, Job enlargement, Decentralisation & delegation, Participation of consultative management, Based on productivity, Orgn image, Orgn position in business setup, Public relations, Services provided, Product quality, Employees stability
  8. Internal sources of recruitment:  
Orgn database, Job postings, Promotion, Transfer, Deputation, Current employee references, recruiting.
  9. External sources of recruitment:  
Campus recruitment, Advertisement, Employment, Professional associates, Modem recruitment.
  10. Executive selection:  
Application pool, Selection devises, Psychometric testing,.
  11. Managerial skills:  
Conceptual skills, Human skills, Technical skills.
  12. Factors Affecting Managerial Compensation:  
Jobsize, Individual managerial characteristics, Managerial labour market, Product market conditions& employer's cost structure, Remuneration philosophy of the company, Job evaluation.
  13. Types of Managerial Compensation:  
Merit pay, Performance based pay, Job competency pay method, Remuneration & Quality culture.
  14. Types of Rewards:  
Incentive Bonsu, Excutive stock option, referred compensation, Executive Insurance, Executive prerequisites.
  15. Methods of Performance Apprasal:  
Alphabetical/Numerical method, Trait rating scale, Behaviourly anchored rating scales, Forced Distribution ratings, Ranking, Paired Comparison, MBO, Work std Approach, Written report/Narrative Essay, Critical incidents method.
  16. Importance of motivation:  
Productive use of Resources, Increase Efficiency & output, Achievements of Goals, Development of Friendly Relationship, Motivational Factors.

17. Career Anchor:  
Technical/Functional, Managerial competence, Autonomy & Independence, Security.
18. Managerial career stage:  
Trial stage, Establishment stage, Maintenance stage, Decline stage.
19. Managerial career planning:  
Analysing managers needs of aspirations, Analysing career opportunity, Identify concurrence & unconcurrence.
20. Organisation career planning:  
To assess managerial requirements, career path for each managers, Integrate career goals of organisation needs, Initiate career development efforts

### UNIT III

1. Define PPP approach?  
An effective managerial is one who is positive in his personality i.e, what type of person beis his managerial process product inter dependent of together they make managerial effectiveness.
2. Descriptive effective Managerials quality:  
Decisive, Aggressive/Assertive, Determined, /energetic, Intelligent.
3. Least Descriptive effective managers quality:  
Amicable, Confirming, Agreeable, conservative, Modest.
4. Important Behaviours of managers in maining process:  
To set goal realistically, Delegate frequently & effectively, Communicate effectively, Express hostility tactfully.
5. Define product/result?  
Open efficiency, High productivity, profit maximisation, organisation growth, Leadership, organisation stability, Employee welfare, Social welfare.
6. Methods of measuring managerial effectiveness:  
By casual variables, Intervening variables, Output variables.
7. By casual variables:  
Leadership strategies, Skill & styles, Management decisions, Organisation philosophies objective, policy & structure, Available Technology.
8. Intervening variable:  
Commitment to objectives, Motivation & morale of employees, Communication, Conflict resolution, Decision making & problem solving.
9. Output variables:  
Production output, Cost, Sales, Profit-earnings, Management-union relations, Ternover.

10. Factors affecting managerial effectiveness:

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

11. Economic Factors:

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

12. Govt policies:

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

13. Political & legal factor:

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

14. Technological factor:

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

15. Infrastructural factors:

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

16. Market factors:

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

17. International factors:

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

18. Efficiency:

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

19. Effectiveness:

Do right things, produce creative alternatives, Optimised resource utilisation, obtain results, Increases profit.

20. Approaches of Managerial effectiveness:

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

21. Structure Approach:

Rules, Methods, Procedures, Structures.

22. Behavioural approach:

Managerial effectiveness is to be seen in terms of optimisation rather than maximisation. The effective manager is said to be an optimizer in utilizing all available potential resources.

23. Personal effectiveness approach:

Managers personal goals are taken the main area of interest. The manager is primarily interested in personal effectiveness. The idea behind approach seems to be if managers are possible they are effective.

24. High effectiveness:

Self confidence, perceptive, Good listner, Frank Task oriented, Open.

25. Low effectiveness:

Unperceptive, Secretive, Percavtion minded, Egocentrie, Closed, Superfician

## UNIT IV

1. Eight steps:

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

2. Features:

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

3. Process consist of following activities:

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

4. Element of organisation:

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

5. What is organisation climate?

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

6. Four basic types of organisation climate:

Systems, People, Production, Team.

7. Influence on organisation climate:

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

8. What is task orientation?

It emphasis productivity, getting the job done, initiating, organizing & directing .

9. Relationship orientation:

It emphasizes people as evidenced by listening trusting & encouraging.

10. System climate: Little personal communication relentify organisation rather than individual intellent is valued by senior management.

11. People climate:

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

12. Production climate:

It tends to give dominance to the work process.

It identify with superiors and with the technical system of the organisation.

13. Team climate:

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

14. Input oriented climate:

Stagnant, Acquiescent, Authoritarian, Ambivalent.

15. Output oriented climate:

Conforming, Humanize, Dedicated, Achievement.

16. Four less effective managerial styles:

Desseter univoled, passive or negative, Missionary, Autocrat, Comprimiser

17. More effective managerial styles:

Buneavcrat, Developer, Benovolent, Autocrat, Executive.

18. Influence:

Influence is the ability to affect the perceptions, attitudes or behaviours of others.

19. Personality traits of effective leaders:

selfconfidence, humility, trustworthiness, extroversion, assertiveness, emotional stability, sense of humour, warmth.

20. Leadership substitutes:

Are individual, task and organizational characteristics that tend to outweigh the leader ability affect subordinate satisfaction and performance.

21. Power:

Power is the potential ability of a person or group to exercise control over another person or group.

22. Types of power:

Legitimate, reward, Coercive, Expert, Referent, Position, Personal power.

23. Competition:

Competition occurs when two or more individual or groups are striving for a goal that can be achieved by only one.

24. Types of Competition:

Inter, Intra group, Individual Competition

25. Function of Competition:

Sense of identity, Responsibility, internal standards, excellents, individual creativity, autonomy.

## UNIT –V

### 1. What is creativity?

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

### 2. Five inter connected stages of creative process:

Preparation, Concentration, Incubation, Illumination, Verification.

### 3. Preparation:

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

### 4. Concentration:

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

### 5. Incubation:

It is an interval of unconscious ordering of gathered information. This stage may involve an unconscious personal conflict between what is currently accepted as reality and what may be possible. Relaxing, sometimes distancing oneself from the issue and allowing the unconscious to search for possible issues or problems and solutions is important.

A successful incubation stage holds fresh ideas of new ways of thinking about the nature of an issue or a problem and alternative solutions.

### 6. Illumination:

This stage is the moment of discovery, the instant of recognition when the mind instantly connects an issue or a problem to a solution through a remembered observation or occurrence.

### 7. Verification:

It is the testing of the created solution or idea. At this confirmation and acceptance of the new approach is sought.

### 8. Self development process:

Thinking, sorting out new ideas, giving up old ideas, trying out something new, taking a risk, trying to achieve a goal.

### 9. What do you mean by the self?

There is a complex cluster of attributes, development of the self involves exploring questions about these attributes and your relationship to them.

### 10. Elements of self:

Gender, race, age, skills, hobbies, values, others.



11. Negotiation:

It is the process of making joint decisions when the parties involved have different preferences.

12. Action settings for negotiation:

Two party, group, inter group, constituency negotiation.

13. Approaches to negotiation:

Distributive, integrative negotiation

14. BATNA:

“Best alternative to a negotiated agreement” or each party’s position on what he must do if an agreement can’t be reached.

15. Negotiation stages:

Preparation, developing a strategy, getting started, building understanding, bargaining, closing

16. Knowledge management:

It is the collection of processes that govern the creation, dissemination, and utilization of knowledge.

17. Types of knowledge:

Tacit and explicit, culturally based, knowledge structures and mapping.

18. Knowledge creation model:

socialization, externalization, combination, internalisation

**ESSAY QUESTIONS:**

Students are expected to write answer for the essay questions in the following format

A brief introduction followed by main points and detailed explanation of these points. Answer should end with a concluding paragraph. Reference of textbook, journal, and other reports should be mentioned. Sketches, block diagram, graphs, and charts are to be provided wherever applicable.

1. Dimensions of managerial jobs:

Communication- Traditional management- Networking- HRM

2. Eight management methods:

Empirical method, Managerial role method, Contingency or situation/method, Interpersonal behavioural method, Group Behavioural/method, Decision method, Systems method, McKinsey’s framework method.

3. Managerial models:

Autocratic- Custodial- Supportive- Collegial.

4. Time management:

Priority- Factors affecting time management- Equation for effective time management- Principles- Characteristics- Benefits- Essentials.

5. Job Behaviour:

Effective- Ineffective- Important- Characteristics- Factors- Significance- Results.

6. Functional levels of managerial jobs:

- Top management-Middle level-Front line or supervisory management.
7. Managerial talents:  
Striving-Thinking-Related-Managerial ability-managerial traits-  
Identification-Behavioural indicators.
  8. Recruitment:  
Competence-Factors-Sources internal, external-Advantage-Disadvantage.
  9. Selection:  
Application pool-Selection devices-Psychometric testing.
  10. Managerial Skills:  
Conceptual-Human-Technical-Skills of effective manager-Purpose-  
methods.
  11. Compensation:  
Factors-Types-Characters-Type of rewards.
  12. Performance appraisal:  
Definition-purpose-objectives-methods-process.
  13. Managerial Motivation:  
Characteristics-Importants.
  
  14. Career:  
Characteristics-Objectives-Types-Stages-Planning-Development schemes.
  15. PPP approach:  
People-Process-Product-methods-Approaches.
  16. Organisation process:  
Eight steps-Futures-Activity-Elements.
  17. Organisation climate:  
System-People-Production-Team.
  18. Management Styles:  
Desserters-Missionary-Autocrat-Compromiser-Bureaucrat-Developer-  
Executive.
  19. Leader:  
Personality traits-leadership behaviour-roles-influences-transformational-  
charismatic-power-behaviours and attitudes-style
  20. Negotiation:  
Meaning-concepts-steps-tools-ethical aspects-approaches-managerial  
issues-rules of conduct
  21. Self development:  
Meaning-process-development of the self-element-aspects-modes-  
development cycle
  22. Knowledge management:  
Knowledge-KM-types-knowledge structures.

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References: 1. Personnel Managment by CB Mamoria, SV. Gankar  
2. Organisational behaviour by Stephen P. Robbins  
3. Human Resource management by Mathis Jackson