

**1. Which one of the following statements is not correct™?**

In the matrix structure of organization, there is:

- {a) dual chain of command
- {b} better communication
- {e} more flexibility
- (d) less conflict

Ans\_ (d)

**2. Consider the following statements:**

1. Model synthesis of organization is based on the fact that all organizations must deal with uncertainty ]
2. Sources of uncertainty are external as well as internal
3. If the sources of organizational uncertainty are internal, then the organization will try to reduce uncertainty by decentralizing

Which of the statements given above are correct?

- {a) Only 1 and 2
- {b) Only 2 and 3
- (c) Only | and 3
- idy1,2and 3

Ans\_ (a)

**3. Consider the following statements:**

Organization development is different from

1. Management development which is action oriented.
2. Operations research which is not human value oriented. Which of the statements given above is/are correct?

- (a) Only 1
- {b) Only 2
- {c) Both 1 and 2
- {d) Neither | nor 2

Ans\_ (b)

4. Which of the following are the outcomes of organizational development?
1. Improvement in interpersonal skills of members
  2. More organic organization
  3. Resolution of conflicts through interactive methods

Select the correct answer using the code given below:

- {a} 1,2 and 3  
{b} Only 1 and 2  
{c} Only 2 and 3  
{d} Only 1 and 3

Ans. (a)

**3. Consider the following statements:**

1. Activities classified for line authority differ in each organization.
2. For small organizations, all positions may be line positions.
3. Staff authority is based on expert power.

Which of the statements given above are correct™?

- {a} 1,2 and 3  
{b} Only 1 and 2  
{c} Only 2 and 3  
{d} Only 1 and 3

Ans\_(c)

**6. Consider the following statements:**

1. Decentralization has the same advantages as delegation.
2. Decentralization leads to more flexibility in an organization.
3. Decentralization leads to slower decision making in rapidly changing environment

Which of the statements given above are correct™?

- {a} 1, 2 and 3  
{b} Only 1 and 2  
{c} Only 2 and 3  
{d} Only 1 and 3

Ans. (b)

**7. Which one of the following is not a function of a leader in an organization?**

1. Motivating employees
2. Fixing the remuneration package of the employees
3. Resolving conflict
4. Selecting the most effective communication channel

Ans. (b)

**8. Consider the following statements:**

1. Control helps to monitor environment changes and their effects on the organizations progress.
2. Delegation of authority in participative management does not change the nature of the control process.

Which of the statements given above is/are correct?

- {a} Only 1
- (b) Only 2
- {c} Both 1 and 2
- {d} Meither | nor 2

Ans\_ (a)

**9. Which of the following techniques used by organizations engaged in public administration are based on network analysis?**

1. Organization and Methods (O. and M.)
2. PERT
3. Critical Path Method
4. Work Study

Select the correct answer using the code given below:

- {a} 1,2, 3and 4
- (b) Only 1 and 2
- (c) Only 2 and 3
- {d} Only | and 4

Ans. (c)

**10. Which one of the following is not a defense public sector undertaking?**

1. **Bharat Dynamies Ltd.**
2. Mishra Dhatu Nigam Ltd.
3. Bharat Earth Movers Lid.
4. Bharat Heavy Electrical Lid.

Ans\_(d)

**11. Which of the following is/are essential to delegate authority in an organization?**

- I. Establish feedback channels
2. Others must not know that delegation has occurred
3. Delegate's range of discretion should not be specified

Select the correct answer using the code given below:

- (b) Only 1  
{b} Only 2 and 3  
{c} Only 1 and 3  
(d) 1, 2 and 3

Ans. {a}

**12. Wider span of control is consistent with efforts of the organizations to**

- {a} get closer to customers  
b} speed up decision making  
() reduce cost  
(d} improve supervision

Ans\_ (d)

**13. Computer technology has made the concept of:**

1. autherity more relevant
2. authority less relevant

3. chain of command more relevant
4. unity of command less relevant

Which of the statements given above is/are correct?

- {a} 1 and 3
- (b) Only 3
- {c} 2 and 4
- {d} 1 and 4

Ans\_(c)

**14, Human diseconomies from increasing work specialization beyond a limit surface in the form of:**

1. Stress
2. poor quality of output
3. increased absenteeism
4. high turnover from the organization

Which of the statements given above is/are correct?

- {a} 1,2, 3 and 4
- {b} Only 1 and 4
- (c) Only 2 and 3
- {d} Only 1

Ans\_ (a)

**15. Who among the following developed the classic three- step model of organizational change?**

- {a} Kurn Lewin
- {b} H. Simon
- {c} L.P. Kotter
- (d) L.R. Murphy

Ans. (a)

**16, Who developed the concept that tension between worker's 'logic of sentiment' and manager's 'logic of cost and efficiency' could lead to conflict within the organization?**

- {a) Herbert Simon
- {b) Chester Barnard
- {c) Fredrick W. Taylor
- (d) Elton Mayo

Ans. (d)

**17. Consider the following statements:**

1. Through the Hawthorne Studies, Elton Mayo could support Mary Parker Follett's theory that the lack of attention to human relationships was a major flaw in other management theories.
2. The book — The Human Problems of an Industrialized Civilization was written by Mary Parker Follett.

Which of the statements given above is/'are correct?

- a) Only 1
- b) Only 2
- c) Both 1 and 2
- d) Neither 1 nor 2

Ans.\_ a)

**18, Match List- 1 (Leadership Type) with List-11 (Main idea' Model) and select the correct answer using the code given below the lists:**

List -1 (Leadership Type) List-I1 {Main ideaModel)

A Participative 1. Vroom and Yettons Normative Model

B. Contingency 2. The Managerial Grid

C. Behavioral 3. Likerts Leadership Style

D. Simational 4. Fiedler's Least Preferred Co-worker (LPC) Theory Code:

ABCD

(a)2431

(b)3124

(c)2134

(d)31421

Ans. (d)

**19, Which of the following are among the 14 principles of management in the classical management work of Henri Fayol?**

1. Personnel tenure
2. Unity of command
3. Core competence
4. Scalar chain

Select the correct answer using the code given below:

{a) Only 1,2 and 3

{b) Only 2 and 4

() Only 1 and 3

{d)1,2, 3and 4

Ans. (b)

**20. Which of the following pairs is/are correctly matched?**

Scholar Viewpoint

1. F. Riggs In developing countries, bureaucracy also performs political roles
  2. Harold Laski Bureaucracy is a threat to democratic government
  3. Eisenstadt Bureaucracy is the most rational form of organization
- Select the correct answer using the code given below:

(a) 1 and 2

{b) Only 1

(e) Only 2

{d) 1 and 3

Ans. (a)

**21. Which of the following pairs is/are correctly matched?**

1. Cybernetic Theory : Norbert Weiner
2. Task-Technology : Joan Woodward
3. Classical Approach to : Frederick Taylor organizational design

Select the correct answer using the code given below:

(a) Only 1 and 2

(b) Only 2 and 3

(c) Only 1

(d) 1,2, and 3

Ans. (a)

**22, Consider the following statements:**

1. Defects in co-ordination inherent in large-scale organizations may apply to an organization whether the organization is bureaucratic or not.
2. Chester Barnard criticized Weber for failing to analyze the correspondence of behaviour in organizations with organizational blueprints.

Which of the statements given above is/are correct?

{a) Only 1

{b) Only 2

{c) Both 1 and 2

{d) Neither 1 nor 2

Ans. (c)

Directions: The following nine (9) items consist of two statements, one labelled as the \*Assertion {A}" and the other as 'Reason (R). You are to examine these two statements carefully and select the answers to these items using the codes given below:

Codes:

{a) Both A and R are individually true and R is the correct explanation of A

{b) Both A and R are individually true but R is not correct explanation of A

{c) A is true but R is false

{d) A is false but R is true

23, Assertion (A): Behavioral approach to leadership believes that individual's trained-in appropriate leadership would be able to lead more effectively.

Reason (R): Behaviors unlike traits can be learned.

Ans. (a)

24. Assertion (A): A bureaucrat's capacity to adapt to changing circumstances is far less than that conceived by those who drew up the organizational rules.

Reason (R): In order to be perceived as effective, the bureaucrat behaves consistently and follows rules strictly.

Ans.\_ (a)

**25, Who among the following expressed the view that virtually all the decisions in an organization are such that they do not maximize, but only suffice?**

- (a) George Miller
- {b) Herbert A\_ Simon
- {c) Kun Lewin
- {d) Abraham Maslow

Ans\_ (b)

26. Match List- I (Early Model of Motivation) with List -2 (Person) and select the correct answer using the code

given below the lists:

{Early Model of Motivation) (Person)

- |                         |                      |
|-------------------------|----------------------|
| A, Traditional Model    | 1. Douglas McGregor  |
| B. Human Relations      | 2. Frederick Tayvlor |
| C. Human Resource Model | 3. Elton Mayo        |

Codes:

ABC

(a)123

(b)231

(c)l132

(d)213

Ans.\_ (b)

27. Consider the following statemments:

1. Henri Fayol was the first to describe the fly functions of management.
2. Henri Fayol was a French management theorist whose theories concerning human relations were widely influential in the beginning of the 20th Century.

Which of the statements given above is/are correct?

a) Only 1

(b) Only 2

{c} Both 1 and 2

{d} Neither 1 nor 2

Ans. (a)

28. Consider the following statements:

1. Much of current knowledge of selection techniques, employee training and work design is built on the work of Hugo Munsterberg.
2. Hugo Munsterberg combined scientific management and industrial psychology in his work. Which of the statements given above is/are correct?

{a} Only 1

(b) Only 2

{c} Both 1 and 2

{d} Neither 1 nor 2

Ans. (c)

29. Which one of the following is not a component of Max Weber's ideal bureaucracy?

{a} Job specialization

(b) Impersonality

{c} Career orientation

(d) Organization as a social system

Ans\_ (d)

30. Who among the following conducted one of the most widely cited pig iron experiment as an example of scientific management?

{a} Robert Owen

(b) Frederick W. Taylor

{c} Chester Barnard

(d) Mary Parker Follett

Ans\_ (b)

31. The systems approach is mainly based on the work of which one of the following?

{a) Chris Argyris

{b} Chester Barnard

{c} Ludwig Beralanffy

{d) A. Etzioni

Ans. (c)

12. What is a 'Shadow Cabinet' in the British system?

{a) A group of young members of the ruling party

b) A group of members from the opposition party who scrutinize some functions of the government and present alternative policy

{c) A team of intellectuals who advise the Cabinet

{d) A Cabinet Committee that functions under the guidance of the Cabinet

Ans. (b)

33. Consider the following statements about the features of the administrative system in France:

a) Ministers are more concerned with direct administration in the provinces.

b) Specialist personnel are found only in small numbers in the advisory and policy-making roles.

c) Freedom of executive action from the legislature's supervision increased under the Fifth Republic.

Which of the statements given above are correct?

{a) 1, 2 and 3

{b} Only 1 and 2

{c} Only 2 and 3

{d} Only 1 and 3

Ans. (a)

34. Which of the following Departments of the Government of India were put under the Cabinet Secretariat at the time of their creation?

1. Department of Electronics
2. Department of Scientific and Industrial Research
3. Department of Personnel

Select the correct answer using the code given below:

(a) Only 1 and 2

{b) Only 2 and 3

{c) Only 1 and 3

{d) 1,2 and 3

Ans. (d)

35. Consider the following statements:

1. The Administrative Reforms Commission (ARC) had recommended that the Department of Personnel of a State should be put under the charge of the Chief Secretary of the State.
2. Chief Secretary of a State is not involved in any manner in the promotion of State Civil officers to the All-India Services.

Which of the statements given above is/are correct?

{a) Only 1

(b) Only 2

{c) Both 1 and 2

{d) Neither 1 nor 2

Ans\_ (a)

36. Who among the following are administratively linked with the Department of Personnel and Training?

1. Central Bureau of Investigation
2. Union Public Service Commission
3. Central Vigilance Commission

Select the correct answer using the code given below:

{a) Only 1 and 2

(b) Only 2 and 3

(c) Only 1 and 3

{d} 1,2 and 3

Ans\_ (d)

37. Who among the following introduced the concepts and phrases— “conflict resolution™” and “the task of leadership™”

{a} Henri Fayol

(b) Elton Mayo

(c) Mary Parker Follett

{d} Chester Barn

ard

Ans\_(e)

38. Consider the following statements:

1. The rationalist paradigm of public policy is dominated by scholars of public administration rather than by political scientists.
2. The increment list paradigm of public policy making and implementation is theoretical, effectual, prescriptive and nonnative.

Which of the statements given above is/are correct?

{a} Only 1

{h} Only 2

{c} Both 1 and 2

{d} Neither 1 nor 2

Ans\_ (a)

39, Consider the following statements:

1. The Management Information System (MIS) provides decision making assistance for unstructured problems.
2. Decision Support System (DSS) is structured around analytic decision models on a specialized management database.

Which of the statements given above is/are correct?

- (a) Only 1
- (b) Only 2
- {c} Both 1 and 2
- (d) Meither 1 nor 2

Ans. (b)

40, Consider the following statements about open model of organization:

1. Means (or the proper way to do a job) are emphasized in the open model.
2. Non-routine tasks oceur in unstable conditions in the open model.
3. The beginning of the open model can be traced to Saint-Simon and Auguste Comite. Which of the statements given above is/'are correct?

- (a) Only 2
- {b} 1 and3
- (c) 2 and 3
- {d} 1 and 2

Ans\_ (c)

41. Which one of the following is not included in "hygiene™ factors in the Herzberg two-factor theory of motivation?

- (a) Salary
- (b) Working conditions
- {c} Company's policy
- (d) Responsibility

Ans. (d)

42, Consider the following statements about managerial grid in the context of leadership theories:

1. It portrays a three-dimensional view of leadership style.
2. The grid shows dominating factors in a leader's thinking in regard to getting results.
3. The grid does not show results produced.

4. The grid offers a framework for conceptualizing leadership style.

Which of the statements given above are correct?

(a) Only 1, 2 and 3

{b} Only 2, 3 and 4

(e) Only 1 and 4

(2) 1,2, 3and 4

Ans. (d)

**43, Which one of the following statements is not correct in respect of the rational comprehensive approach of decision-making in an organization?**

{a} It cannot be simulated under laboratory conditions.

(b) Values to be realized are usually not set out distinctly.

(c) Individual decision-maker cannot take a comprehensive view of the whole problem.

{d} The need for speed compels decisions to be taken on the basis of incomplete data.

Ans. (d)

**44. Which one of the following statemens is not correct?**

Decision making in the public sector, in comparison to the private sector, involves

{a} higher levels of constraint

(b} more complexity

{c} less consultation

{d} more conflict

Ans. (c)

45, Contingency approach to leadership focuses on which of the following?

1. Task requirements

2. Peers" expectations

3. Employees' expectations

4. Organizational policies

Select the correct answer using the code given below:

(a) Only 1, 2 and 3

(b) Only 1, 2 and 4

(c) Only 3 and 4

(d) 1, 2, 3 and 4

Ans. (d)

46. Consider the following statements:

1. Motivation cannot be used as a tool to arrange job relationships in organizations.
2. Individuals make conscious decisions about their behaviour in the organization,
3. Motivating factors are related to the job content and the rewards of work performance. Which of the statements given above are correct?

(a) Only 1 and 2

(b) Only 2 and 3

(c) Only 1 and 3

(d) 1, 2 and 3

Ans. (c)

47. Which one of the following is not a component of expectancy model of motivation?

(a) Positive reinforcement

(b) Valence

(c) Performance-outcome equation

(d) Effort-performance equation

Ans. (a)

48. Match List -1 (Person) with List- IT (Major Area) and select the correct answer using the code given below the lists:

List-I (Person) List- IT (Major Area)

A Robert Owen	1. Motivation Theories
B. Henry L. Gantt	2. Personnel Management
C, W, Clay Hammer	3. Incentive Scheme for workers
.D. Clayton Alderfer	4 Behavior Modification Techniques

Code:

ABCD

(a)2431

by 1342

(c)2341

(@1432

Ans. (c)

49. The Wagner Act which proved to be the Magna Carta of labour was introduced in which country?

{a) United Statslof America

{b) Great Britain

{c} France

{d) Japan

Ans. (a)

50, Assertion (A): Any legislative power of the Executive Independent of the Legislature is unimaginable in the United States of America.

Reason (R): The Doctrine of Separation of Powers underlies the American Constitution.