

PSYCHOLOGY ENTRANCE EXAMINATIONS

Useful for CUET-PG Psychology, GATE & Other M.A/ M.Sc
Psychology Entrances

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1. a) Jack likes Jill, and both like football.

Explanation: According to Heider's balance theory, balance is achieved when the relationships between entities (in this case, Jack, Jill, and football) form a consistent pattern. In this option, Jack likes Jill, and both like football, which creates a balanced structure because there are no conflicting relationships. This configuration aligns with Heider's theory of balanced relationships.

2. b) employer's concern toward workers.

Explanation: The classic Hawthorne plant study at Western Electric highlighted the critical importance of the employer's concern toward workers. This study, conducted between 1924 and 1932, explored the effects of various factors such as lighting, breaks, and supervision on worker productivity. It found that productivity increased not necessarily due to changes in physical conditions, but because workers felt valued and appreciated when they were being studied and their opinions were considered. This emphasized the significance of the employer's attitude and concern towards workers in influencing productivity and morale.

3. a) accompanies census bureau statistics

Explanation: The most reliable public opinion polling is typically conducted in conjunction with census bureau statistics. Census data provides a comprehensive and accurate overview of the population, which can be used to ensure that polling samples are representative. Polls conducted alongside census data can be more reliable because they are more likely to accurately reflect the demographics and characteristics of the population being studied. This helps minimize sampling bias and increase the reliability of the polling results.

4. b) Expectation and valence of goal.

Explanation: According to Vroom's expectancy theory, an individual's motivation to work is a function of the expectation and valence of the goal. Expectancy refers to the belief that effort will lead to performance,

while valence refers to the value or attractiveness of the outcome or goal. In essence, individuals are motivated to work when they believe that their efforts will lead to successful performance and that the outcomes of that performance are desirable to them. This theory emphasizes the importance of understanding individuals' perceptions of the relationship between effort, performance, and outcomes in determining their motivation to work.

5. d) Social reinforcement.

Explanation: An approving comment made by a boss to his employee is an example of social reinforcement. Social reinforcement involves the use of social cues, such as praise, approval, or recognition from others, to strengthen desired behaviors. In this case, the boss's approving comment serves to reinforce the employee's behavior, encouraging them to continue performing in a way that aligns with the boss's approval. Social reinforcement can be a powerful motivator in the workplace, as it taps into individuals' natural desire for social acceptance and recognition.

6. a) Maintenance and motivator factors

Explanation: According to Herzberg's two-factor theory of job satisfaction, there are two types of factors: maintenance factors (also known as hygiene factors) and motivator factors. Maintenance factors include aspects of the work environment such as salary, job security, working conditions, and company policies. These factors, when adequate, prevent dissatisfaction but do not necessarily lead to job satisfaction. Motivator factors, on the other hand, include aspects such as recognition, achievement, responsibility, advancement, and the work itself. These factors, when present, contribute to job satisfaction and motivation. Therefore, maintenance and motivator factors are the important factors identified in Herzberg's theory.

7. d) Improving communication and group effort.

Explanation: Rensis Likert developed the "linking pin" concept as a method for improving communication and group effort within organizations. The linking pin refers to individuals within an organization who serve as communication conduits between different levels or departments. By leveraging these linking pins, organizations can facilitate better communication flow, coordination, and collaboration across different parts of the organization. This concept aims to enhance overall organizational effectiveness by strengthening communication channels and fostering a sense of unity and shared purpose among employees.

8. d) Industrial

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Explanation: A psychologist who assesses the effects of noise levels in a factory and the incidence of accidents would likely be an industrial psychologist. Industrial psychologists specialize in applying psychological principles to the workplace, focusing on areas such as employee selection, training, productivity, and safety. They analyze factors like noise levels and their impact on worker performance and safety to improve overall organizational effectiveness and employee well-being. Therefore, in this scenario, an industrial psychologist would be most appropriate for evaluating the effects of noise levels and accidents in a factory setting.

9. b) Improving the players' performance.

Explanation: Sports psychology is primarily concerned with improving the performance of athletes and sports teams. It involves the application of psychological principles and techniques to enhance aspects such as motivation, focus, confidence, resilience, and emotional control, all of which contribute to better athletic performance. Sports psychologists work with athletes to help them overcome psychological barriers, develop effective mental strategies, and optimize their performance in training and competition. While aspects like fair rules, player capability, and injury prevention are important considerations in sports, they fall under different domains of sports management and sports medicine rather than sports psychology.

10. a) No single motivational style works well in all industrial situations.

Explanation: Industrial psychologists have indeed found that no single motivational style works well in all industrial situations. Different individuals and contexts may respond better to various motivational approaches, so it's essential for managers and leaders to adapt their motivational strategies based on the specific needs and characteristics of their workforce and organizational environment.

11. d) Decentralized

Explanation: Worker satisfaction has been found to be higher when the communication network is decentralized. In a decentralized communication network, information flows freely among employees, fostering collaboration, participation, and a sense of involvement in decision-making processes. This open communication structure often leads to increased job satisfaction as employees feel more valued and engaged in the organization.

12. d) Tends to increase with age

Explanation: Levinson found that job satisfaction in men between 20 and 60 years of age tends to increase with age. This increase in job satisfaction with age could be attributed to

factors such as greater job stability, increased autonomy, and improved work-life balance as individuals progress through their careers and gain more experience and seniority.

13. (d) both (b) and (c).

Explanation: A task in which performance fails to improve even with the application of increasing resources can be described as both data-limited and resource-limited.

It is data-limited because even with additional resources, performance does not improve, suggesting that there may be a lack of necessary information or data to effectively address the task's challenges.

It is also resource-limited because despite the allocation of more resources, performance does not improve, indicating that the limitations are not due to a shortage of resources but rather other factors constraining performance.

14. d) Both (A) and (C).

Explanation: Overspecialization in businesses can lead to both greater supervision within departments (option A) and poor management-employee relations (option C).

a) Overspecialization often necessitates greater supervision within departments because highly specialized tasks may require closer monitoring to ensure that they are performed correctly and efficiently.

c) Additionally, overspecialization can lead to poor management-employee relations because it may result in employees feeling isolated or disengaged from their work, as they may have limited opportunities for growth, autonomy, or collaboration. This can contribute to lower morale, job dissatisfaction, and strained relationships between management and employees.

15. d) Appeal to differing moral values

Explanation: Social and organizational psychologists suggest that conflicts between groups are least likely to be resolved if the groups appeal to differing moral values. When groups hold fundamentally different moral beliefs or values, it can be challenging to find common ground or negotiate compromises. Conflicts rooted in differing moral values often involve deeply held convictions and identities, making them particularly resistant to resolution through bargaining or negotiation. Therefore, conflicts based on differing moral values are less likely to be resolved compared to conflicts that involve differences in culture, competition, or bargaining over goals.

16. d) Job satisfaction, hysteria, and antisocial traits

Explanation: Among the best predictors of people who will file injury reports and

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subsequent lawsuits are job satisfaction, hysteria, and antisocial traits. Research in industrial and organizational psychology suggests that job dissatisfaction can lead to increased likelihood of filing injury reports or lawsuits, as dissatisfied employees may seek compensation or legal action as a result of perceived grievances or grievances. Hysteria and antisocial traits can also play a role, as individuals with these characteristics may be more prone to exaggerated claims or antagonistic behavior that can escalate disputes into legal actions.

17. d) A and B

Explanation: Industrial and organizational psychologists apply psychological principles to areas such as consumerism and working conditions (option A) as well as production efficiency (option B). In the realm of consumerism and working conditions, they may study consumer behaviour, marketing strategies, and the psychological impact of workplace environments on employees' well-being and productivity. Regarding production efficiency, they focus on optimizing organizational processes, improving job performance, enhancing employee motivation, and fostering effective leadership and teamwork to maximize productivity and efficiency in the workplace.

18. (c) Human factors engineer.

Explanation: Human factors engineer is indeed appropriate for the given description. Human factors engineers specialize in optimizing the design of structures and machines to ensure they are user-friendly, safe, and efficient for people to use. They consider various factors such as ergonomics, user behavior, and human-machine interaction to create products that meet the needs and preferences of users while minimizing the risk of errors or accidents.

19. d) downward comparison.

Explanation: Comparing oneself with a person who ranks lower than you is referred to as downward comparison. This type of comparison often serves to boost self-esteem by highlighting one's own positive attributes or accomplishments relative to others who are perceived as less successful or fortunate. Downward comparison can help individuals feel better about themselves and their situations, particularly in contexts where self-enhancement is important.

20. d) discrimination.

Explanation: The scenario described demonstrates discrimination. Discrimination refers to the unjust or prejudicial treatment of individuals or groups based on certain characteristics,

such as race, ethnicity, gender, or affiliation with a particular organization. In this case, the college students who attached a bumper sticker for a militant black organization to their cars experienced frequent traffic citations, suggesting that they were being treated unfairly by law enforcement because of their association with the organization. This discriminatory behavior is evident in the differential treatment these individuals received compared to others who did not display similar affiliations.

21. b) Maximum use of scarce and valued resources of the organization.

Explanation: Efficiency of a work organization primarily refers to the maximum utilization of scarce and valued resources within the organization. This includes optimizing the allocation of resources such as time, money, labor, and materials to achieve the organization's objectives.

22. a) may paradoxically promote employee theft.

Explanation: Compelling employees to undergo a pre-employment honesty test may paradoxically promote employee theft. Research suggests that such tests can create an atmosphere of distrust and resentment among employees, potentially leading to feelings of alienation or injustice, which may in turn increase the likelihood of unethical behavior such as theft.

23. b) minor frustrating situation

Explanation: These situations describe minor frustrating events that can inconvenience us but are not necessarily major crises. They are relatively common occurrences that can cause annoyance or inconvenience, such as car trouble when in a hurry or rain when wanting to play outdoor sports.

24. a) barrier to communication

Explanation: A manager's role often involves identifying and addressing barriers to effective communication within their team or organization. These barriers can include factors such as language differences, cultural misunderstandings, physical distance, noise, or even personal biases. By recognizing these barriers and understanding the reasons behind their occurrence, a manager can implement strategies to mitigate their impact and facilitate better communication among team members.

25. a) Long-linked Technology

Explanation: Long-linked technology, as classified by Thomson, is characterized by sequential and interdependent steps, high specialization, standardization, and

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formalization. In this type of technology, tasks are broken down into specific steps, and each step relies on the completion of the previous one. High levels of specialization mean that individuals or departments focus on specific tasks within the process, contributing to standardization and formalization of procedures. This type of technology is often found in manufacturing processes or assembly lines, where efficiency and consistency are paramount.

26. c) Human Resources (Supportive) Approach

Explanation: The Human Resources (Supportive) Approach in organizational behavior focuses on the growth and development of individuals toward higher levels of competency and fulfillment. This approach emphasizes the importance of treating employees as valuable resources and investing in their development. It seeks to create a supportive environment where individuals can achieve personal growth and job satisfaction, ultimately leading to higher levels of performance and organizational effectiveness. The approach involves practices such as training and development, empowerment, and recognizing employees' contributions.

27. b) Job specialization, planning, and scheduling

Explanation: The scientific management approach, developed by Frederick W. Taylor, emphasizes improving organizational efficiency through methods such as job specialization, planning, and scheduling. Taylor advocated for the systematic study of tasks to identify the most efficient ways of performing them. By breaking down tasks into smaller, specialized components and planning and scheduling work scientifically, organizations could increase productivity and efficiency. This approach focuses on optimizing work processes and ensuring that each worker performs tasks that match their skills and abilities, thus maximizing output and efficiency.

28. c) The organization receives inputs from the environment and provides outputs to the environment.

Explanation: In a systems approach to organizations, describing the organization as “open to its external environment” means that the organization interacts with its surroundings by receiving inputs from the environment and providing outputs back to it. This concept emphasizes that organizations are not isolated entities but are influenced by and also influence their external environment. Inputs can include resources, information, and feedback, while outputs can be products, services, or information. This interaction ensures that the organization adapts and responds to external changes, making it dynamic and responsive.

29. b) Uncertainty/Complexity, Opportunism, and Asset Specificity

Explanation: According to transaction cost economics, the main reasons for transaction costs are uncertainty/complexity, opportunism, and asset specificity.

Uncertainty/Complexity: Transactions often involve complex information and uncertain outcomes, which increase the cost of ensuring that agreements are met.

Opportunism: This refers to the risk that one party may act in self-interest with guile, potentially exploiting the other party in the transaction.

Asset Specificity: When investments are made in assets that are tailored to a particular transaction, it increases the dependency between parties, raising the costs associated with switching to alternative transactions or partners.

30. c) Economic pressures influence the choice of structure based on changing conditions.

Explanation: Economic pressures play a significant role in determining the most suitable organizational structure by influencing how organizations adapt to changing market conditions, competition, and resource availability. These pressures necessitate flexibility and responsiveness in organizational design. For instance, during economic downturns, an organization might streamline operations and adopt a more hierarchical structure to control costs and increase efficiency. Conversely, during periods of growth, a more decentralized and flexible structure might be preferred to foster innovation and responsiveness to market opportunities.

31. b) Both (A) and (R) are true, but (R) is not the correct explanation of (A).

Explanation:

Assertion (A) states that communication is necessary primarily for passing information within an organization, which is true. However, Reason (R) states that communication has little to do with evaluating performance, directing staff, or motivating others, which is not entirely accurate. Communication plays a crucial role not only in passing information but also in evaluating performance, directing staff, and motivating others. While passing information is indeed one aspect of communication within an organization, communication serves many other purposes beyond that, including coordination, collaboration, feedback, motivation, and leadership. Therefore, while both statements are true, the reason does not correctly explain the assertion.

32. c) (A) is true, but (R) is false.

Explanation: Assertion (A) is true because noise or interference can indeed lead to misunderstandings in communication. Noise refers to any external or internal factors that disrupt the transmission or interpretation of messages, causing confusion or distortion.

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Reason (R) is false because noise or interference does not align with the intended message. In fact, noise is what prevents the intended message from being accurately received and understood. It disrupts the communication process, making it difficult for the receiver to interpret the message as intended by the sender. Therefore, while the assertion is correct, the reason provided is incorrect.

33. a) Both (A) and (R) are true and (R) is the correct explanation of (A).

Explanation: Assertion (A) is true because context indeed plays a crucial role in how a message is encoded by the sender and decoded by the receiver. The context includes the surrounding circumstances, background, and environment in which communication takes place, affecting the interpretation of the message.

Reason (R) is also true because the same message can have completely different meanings depending on the situation or context. For example, a phrase like “That’s great” can be interpreted as genuine praise or sarcastic criticism depending on the tone, setting, and relationship between the communicators.

In this case, (R) provides the correct explanation for (A), as the role of context in communication is precisely because the meaning of messages can change with different situations. Therefore, both statements are true, and (R) correctly explains (A).

34. c) Internalization

Explanation: Internalization is the process of influence that occurs when followers are convinced that following the leader’s direction is in their own best interests. This happens when followers accept the leader’s values, beliefs, and vision as their own, leading to genuine commitment and alignment with the leader’s goals. In this scenario, the followers’ motivation comes from their intrinsic belief that the leader’s direction is the right course of action, which benefits them as well as the organization.

35. c) Situational theories

Explanation: Situational theories of leadership suggest that the effectiveness of a leader depends on both the leader’s behavior and the situational factors. These theories propose that there is no one best way to lead, and that successful leadership is contingent upon the context or environment in which leadership is exercised. Situational theories emphasize that leaders must adapt their style and approach based on the demands of the situation, including the nature of the task, the characteristics of the followers, and other contextual variables.

36. d) Their particular style of leadership in various situations

Explanation: Behavioral theories of leadership focus on the actions and behaviors of leaders rather than their innate traits. According to these theories, successful leaders are distinguished by their particular style of leadership, which involves how they behave and interact with their followers in various situations. Successful leaders are those who exhibit effective leadership behaviors such as providing clear direction, supporting their team, fostering collaboration, and adapting their leadership style to suit the needs of different situations and followers. In contrast, unsuccessful leaders may lack the ability to effectively demonstrate these behaviors, leading to poor performance and outcomes.

37. d) System IV – Participative Groups

Explanation: In Likert’s System Four Model of leadership, System IV emphasizes a democratic style with decisions made by consensus and majority vote. This system encourages active participation from all members of the organization in decision-making processes. Leaders in this system seek input and feedback from their subordinates and involve them in the decision-making process, aiming to achieve consensus and buy-in from the group. Therefore, the correct choice is “System IV – Participative Groups.”

38. d) Team management style

Explanation: In the Managerial Grid developed by Blake and Mouton, the style of leadership that places high concern for both people and production is known as the Team management style. This style emphasizes a balanced approach where leaders are equally concerned about the welfare of their team members and achieving production goals. Leaders adopting this style aim to create a positive work environment where both the needs of the employees and the organization’s objectives are met effectively.

39. d) Leader’s age and experience

Explanation: According to Fiedler’s Contingency Model of Leadership, the factors considered when determining whether a situation is favorable or unfavorable for leadership effectiveness are Leader-Member relations, Task structure of the group, and Perceived position power of the manager. These three factors collectively determine the situational favorableness or unfavorableness for a leader. The leader’s age and experience are not included in Fiedler’s model as determinants of situational favorableness. Therefore, the correct choice is “Leader’s age and experience.”

40. d) Competition and control

Explanation: In most Organizational Development (OD) efforts, competition and control are not considered key values. Instead, the focus is on fostering a positive organizational

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culture characterized by values such as respect for people, trust and support, and power equalization. These values are central to creating a conducive environment for organizational improvement, employee engagement, and collaboration. Competition and control are typically associated with more traditional management approaches and may not align with the collaborative and participatory nature of OD efforts.

41. d) To enhance understanding, insight, and self-awareness about one's behavior and its impact on others

Explanation: The primary objective of sensitivity training or T-groups (Training Groups) is to enhance understanding, insight, and self-awareness about one's behavior and its impact on others. These training sessions typically involve group interactions aimed at exploring personal and interpersonal dynamics, improving communication skills, and increasing sensitivity to the feelings and perspectives of others. Through experiential learning and feedback from group members, participants gain insights into their own behavior patterns, attitudes, and communication styles, leading to personal growth and improved interpersonal relationships.

42. b) To prevent employees from getting bored

Explanation: Setting goals with a moderate level of difficulty is desirable because it strikes a balance between being too easy and too hard. If goals are too easy, employees might find them unchallenging and get bored. On the other hand, if goals are too hard, they might feel overwhelmed and frustrated. Moderate goals provide a challenge that is achievable yet requires effort, keeping employees engaged and motivated. It also promotes growth and learning as employees stretch their abilities to meet these goals. Therefore, preventing boredom is one of the reasons for setting moderately difficult goals. However, it's also about maintaining motivation, promoting growth, and achieving a sense of accomplishment.

43. b) Belief in one's capability to perform a task

Explanation: Self-efficacy refers to an individual's belief in their own capability to successfully perform a specific task or achieve a particular goal. It is closely related to one's confidence in their ability to effectively execute actions that will produce desired outcomes. High levels of self-efficacy are associated with increased motivation, perseverance, and performance in various domains, including work tasks, academic pursuits, and personal goals.

44. a) Both (A) and (R) are true and (R) is the correct explanation of (A).

Explanation: Assertion (A) is true because nonverbal communication is indeed often more powerful than verbal communication in conveying emotions and attitudes. Nonverbal cues such as facial expressions, gestures, tone of voice, and body language can provide rich and nuanced information about a person's feelings and attitudes that may not be fully expressed through words alone.

Reason (R) is also true because nonverbal communication is often spontaneous and can reveal the sender's feelings more honestly than the verbal part of a message. Nonverbal cues are often subconscious and difficult to control, making them more authentic indicators of a person's emotional state.

In this case, (R) provides the correct explanation for (A), as nonverbal communication's authenticity and spontaneity contribute to its power in conveying emotions and attitudes. Therefore, both statements are true, and (R) correctly explains (A).

45. a) Both (A) and (R) are true and (R) is the correct explanation of (A).

Explanation: Assertion (A) is true because cultural nonverbal communication is indeed learned unconsciously by observing others in society or a group. Individuals acquire nonverbal communication patterns, such as gestures, facial expressions, and body language, through socialization processes within their cultural environment.

Reason (R) is also true because social influence within a culture does affect the nonverbal behaviors and interactions between its members. Cultural norms, values, and social expectations shape how individuals express themselves nonverbally and interpret the nonverbal cues of others within their cultural context.

In this case, (R) provides the correct explanation for (A), as social influence within a culture contributes to the unconscious learning process of cultural nonverbal communication. Therefore, both statements are true, and (R) correctly explains (A).

46. a) Both (A) and (R) are true and (R) is the correct explanation of (A).

Explanation: Assertion (A) is true because vocal qualities or paralinguistics are indeed part of language that affects how something is said. Paralinguistics refers to the non-verbal elements of speech, such as tone, pitch, volume, pace, and rhythm, which convey additional meaning beyond the words themselves.

Reason (R) is also true because vocal qualities do include factors like pitch control, articulation control, and resonance. These factors contribute to the overall expression and delivery of speech, influencing how a message is perceived and understood by listeners.

In this case, (R) provides the correct explanation for (A), as it elaborates on the components of vocal qualities that affect how something is said. Therefore, both statements are true, and (R) correctly explains (A).

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47. d) Nonverbal communication includes elements not encoded in words.

Explanation: The main difference between nonverbal and verbal communication is that nonverbal communication includes elements not encoded in words. While verbal communication relies on spoken or written words to convey messages, nonverbal communication encompasses various cues such as facial expressions, body language, gestures, tone of voice, eye contact, and other non-verbal signals that convey meaning without the use of words. These nonverbal cues often provide additional context, emotional expression, and relational aspects of communication that may not be fully expressed through words alone.

48. c) Contemporary view sees conflict as dysfunctional.

Explanation: One of the key differences between the traditional and contemporary views of inter-group conflict is that the contemporary view sees conflict as dysfunctional. In the traditional view, conflict was often considered a normal and even beneficial aspect of organizational life, capable of stimulating positive change and innovation (option b). However, in the contemporary view, conflict is typically viewed as detrimental to organizational effectiveness and efficiency. Instead of being seen as a source of positive change, conflict is viewed as a potential obstacle to achieving organizational goals, creating interpersonal tension, and reducing productivity.

49. b) Stage II: Cognition and personalization

Explanation: During Stage II of the conflict process, which involves cognition and personalization, emotional involvement begins to occur. This emotional involvement can lead to feelings of anxiety, tenseness, or hostility as the parties become aware of the conflict and start to personalize it. Emotional responses during this stage significantly influence how the conflict is perceived and addressed moving forward.

50. b) Cooperation and assertiveness

Explanation: In Stage III of the conflict process, which involves intentions, conflict handling intentions are typically identified along two dimensions: cooperation and assertiveness. Cooperation refers to the degree to which an individual seeks to satisfy the concerns of the other party, while assertiveness refers to the degree to which an individual seeks to satisfy their own concerns. Different conflict handling styles can be characterized by varying levels of cooperation and assertiveness.

51. d) Horizontal conflict

Explanation: Horizontal conflict occurs when individuals at the same hierarchical level

experience tensions due to interdependence in work situations. This type of conflict typically arises among peers or colleagues who have similar status or authority within the organization. Horizontal conflict can stem from competition for resources, differences in work styles or approaches, or conflicting goals or interests.

52. c) Decision-making requirements

Explanation: The term used for the source of inter-group conflict that arises due to the different requirements for decision-making used by interacting groups is “Decision-making requirements.” When interacting groups have different approaches, processes, or criteria for making decisions, it can lead to conflicts as they attempt to reconcile these differences. This can create challenges in reaching consensus or agreement on issues that affect both groups. Therefore, the correct choice is “Decision-making requirements.”

53. d) To improve quality, efficiency, and the work environment.

Explanation: The primary goal of problem-solving teams, such as quality circles, in an organizational setting is to improve quality, efficiency, and the work environment. These teams are formed to identify and solve problems related to product quality, process efficiency, and workplace practices. By leveraging the collective knowledge, skills, and insights of team members, problem-solving teams aim to address issues, implement solutions, and drive continuous improvement within the organization.

54. c) Self-Confessor

Explanation: The category of team roles that includes members who attempt to draw attention to their own concerns, talk irrelevantly about their own feelings, and may express their personal, non-group-oriented ideas during group meetings is “Self-Confessor.” Self-confessors tend to focus on expressing their own thoughts, feelings, or personal experiences, often without considering the relevance or impact on the group’s objectives. They may divert discussions towards themselves rather than contributing to the group’s collective goals.

55. d) Adapting leadership style to the situation

Explanation: The primary focus of situational theories of leadership is on adapting the leadership style to the situation. These theories emphasize that effective leadership depends on the specific circumstances or context in which leadership is exercised. Situational theories propose that there is no one best way to lead, and that leadership effectiveness is contingent upon factors such as the nature of the task, the characteristics of the followers, and the situational variables. Leaders must be able to adjust their leadership

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approach based on the demands of the situation in order to effectively influence and motivate their followers.

56. c) Permanent temporariness

Explanation: In a rapidly changing business environment, the concept that implies constant change and improvement is “Permanent temporariness.” This concept acknowledges the dynamic nature of modern organizations, where change is not viewed as a temporary disruption but rather as a continuous process that necessitates ongoing adaptation and improvement. Organizations must embrace the idea of permanent temporariness, recognizing that stability and predictability are no longer achievable in the face of constant change.

57. d) When employees have neither job competency nor psychological maturity

Explanation: According to Hersey and Blanchard’s Life Cycle Model, the “enforcing delegating” style of leadership is most effective when employees have neither job competency nor psychological maturity. This style involves providing clear instructions and closely supervising employees who lack the necessary skills and maturity to perform tasks independently. In such situations, a directive approach is required to ensure tasks are completed effectively. As employees gain job competency and psychological maturity, the leadership style can transition to one that is more supportive and participative.

58. b) To establish clear authority-responsibility relationships

Explanation: The primary goal of the coordinating function in management is to establish clear authority-responsibility relationships. Coordination involves harmonizing and integrating the efforts of individuals and departments within an organization to achieve common objectives. By establishing clear lines of authority and responsibility, coordination ensures that tasks are allocated effectively, roles are defined clearly, and accountability is established. This helps to minimize confusion, reduce duplication of effort, and facilitate efficient workflow throughout the organization.

59. b) Measuring actual performance and comparing it to established standards

Explanation: The control process in management is primarily based on measuring actual performance and comparing it to established standards. This involves monitoring ongoing activities and collecting data to assess how well they align with predetermined goals and standards. By comparing actual performance against established benchmarks, managers can identify any deviations or variations and take appropriate corrective action as needed to ensure that organizational objectives are achieved.

60. b) They can choose from three possible courses of action.

Explanation: When deviations in actual performance are identified, managers have three possible courses of action: they can correct the performance to meet the standards, they can revise the standards if they are found to be unrealistic or inappropriate, or they can take no immediate action if the deviations are minor or expected to correct themselves.

61. a) Both (A) and (R) are true and (R) is the correct explanation of (A).

Explanation: Assertion (A) states that situational theories of leadership emphasize the importance of adapting the leadership style to specific circumstances, which is true. Situational theories propose that effective leadership depends on the situation, and leaders should adjust their approach accordingly.

Reason (R) supports Assertion (A) by explaining that different situations may indeed require different leadership approaches to achieve the best results. This aligns with the core principle of situational theories, which emphasize the need for leaders to be flexible and adaptable in their leadership style.

Therefore, both Assertion (A) and Reason (R) are true, and Reason (R) provides the correct explanation for Assertion (A).

62. d) (A) is false, but (R) is true.

Explanation: Assertion (A) states that coordinating in management involves creating diversity and conflict within the organization, which is false. Coordinating in management actually involves harmonizing and integrating the efforts of individuals and departments within an organization to achieve common objectives, rather than creating diversity and conflict.

Reason (R) is true. Mary Parker Follett emphasized the importance of coordination in organizations, advocating for unity of action by having all parts of the organization coordinated and moving together. This aligns with the traditional understanding of coordination in management, which focuses on achieving coherence and synergy among different elements of the organization.

Therefore, while Reason (R) is true and provides a correct explanation of the concept of coordinating in management, Assertion (A) is false as it misrepresents the nature of coordination.

63. c) Delegating more power and responsibility to employees

Explanation: Empowerment in the workplace involves delegating more power and responsibility to employees. It entails giving employees the authority, autonomy, and resources they need to make decisions and take action in their work. Empowerment is

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about trusting employees to contribute their ideas, take initiative, and exercise judgment to achieve organizational goals. It often leads to increased motivation, engagement, and job satisfaction among employees.

64. c) It reshapes the relationship, with managers acting as coaches and facilitators.

Explanation: Empowerment reshapes the relationship between managers and employees by shifting it from a traditional hierarchical structure to one where managers act as coaches and facilitators. In an empowered environment, managers support and guide employees, providing them with the resources, guidance, and feedback they need to succeed. Rather than making all decisions themselves, managers empower employees to take initiative, make choices, and solve problems independently. This collaborative approach fosters trust, mutual respect, and open communication between managers and employees, leading to a more positive and productive work environment.

65. c) By learning to live with flexibility and spontaneity

Explanation: Managers and employees should cope with the concept of “permanent temporariness” by learning to live with flexibility and spontaneity. In a rapidly changing business environment, where change is constant and unpredictable, it’s essential for individuals and organizations to embrace flexibility and adaptability. Instead of resisting change or seeking stability, they should develop the mindset and skills to navigate uncertainty, embrace new opportunities, and respond effectively to changing circumstances. This involves being open to learning, experimenting, and innovating, as well as being willing to adjust plans and strategies as needed.

66. b) Conducting transactions on the Internet

Explanation: E-commerce primarily involves conducting transactions on the Internet. It refers to the buying and selling of goods, services, or information over electronic networks such as the Internet. E-commerce encompasses a wide range of activities, including online retailing, electronic payments, online auctions, digital marketing, and more. By leveraging the Internet and digital technologies, businesses can reach a global audience, streamline transactions, and offer convenient shopping experiences to customers.

67. a) E-commerce is a subset of e-business.

Explanation: In the context of e-business, e-commerce is considered a subset of e-business. E-commerce specifically refers to the buying and selling of goods and services over electronic networks such as the Internet. On the other hand, e-business encompasses a broader range of activities beyond just transactions, including online marketing,

customer service, supply chain management, and electronic collaboration with business partners. E-commerce is an important component of e-business, but e-business includes additional activities that focus on using digital technologies to improve overall business processes and operations.

68. (a) E-Commerce and e-business only

69. (d) (A) is false, but (R) is true.

Explanation: The Assertion (A) is false. Coping with “temporariness” in today’s business environment does not involve resisting change and unpredictability. In fact, it requires embracing change and being able to adapt to unpredictability.

The Reason (R) is true. In today’s dynamic business environment, managers and employees must indeed learn to live with flexibility, spontaneity, and adapt to ongoing change. This adaptability is key to surviving and thriving in the face of constant change and uncertainty.

70. c) Self Esteem Needs

Explanation: Maslow’s Hierarchy of Needs is a psychological theory that categorizes human needs into five levels. The third level, Self Esteem Needs, includes the need for strength, recognition, and respect. These needs relate to individuals’ desires for self-respect, achievement, confidence, and recognition from others. Fulfillment of self-esteem needs contributes to feelings of confidence, accomplishment, and self-worth.

71. b) By understanding and satisfying needs at or just above the current level

Explanation: Maslow’s theory of motivation suggests that managers can effectively motivate employees by understanding and satisfying needs at or just above the current level within Maslow’s Hierarchy of Needs. This means addressing the most pressing needs first and then gradually progressing to higher-level needs as lower-level needs are satisfied. By providing opportunities for employees to fulfill their physiological, safety, social, and esteem needs, managers can create a supportive work environment that fosters motivation and engagement. This approach acknowledges the importance of meeting employees’ basic needs while also recognizing their higher-level aspirations.

72. b) It links objectives from one level to the next.

Explanation: Management by Objectives (MBO) is a management approach that involves setting specific objectives for each level of the organization, from top management to individual employees, and then linking these objectives together to ensure alignment and coordination across all levels. By cascading objectives from higher levels to lower levels,

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MBO creates a clear line of sight between organizational goals and individual performance. This linkage ensures that each employee's objectives contribute to the achievement of broader organizational objectives.

73. b) Specific goals lead to more motivation.

Explanation: According to the goal-setting theory, specific and challenging goals lead to higher levels of motivation and performance compared to vague or easy goals. When goals are specific, individuals have a clear understanding of what is expected of them, which increases their commitment and motivation to achieve those goals. Specific goals provide a clear direction, focus attention, and facilitate the development of action plans. As a result, individuals are more likely to exert effort and persist in their efforts to attain specific goals.

74. c) Goal specificity, goal difficulty, goal acceptance, and feedback.

Explanation:

Setting goals effectively requires four important requirements:

Goal specificity: Goals should be clear, specific, and unambiguous to provide direction and focus for action.

Goal difficulty: Goals should be challenging but attainable to motivate individuals to exert effort and improve performance.

Goal acceptance: Individuals should accept and commit to the goals to increase their motivation and engagement in goal pursuit.

Feedback: Regular feedback on progress towards goals helps individuals monitor their performance, adjust their efforts, and stay motivated.

75. c) To adjust employee behavior and keep them motivated.

Explanation: Feedback on goal effort serves the purpose of adjusting employee behavior and keeping them motivated. It provides individuals with information about their progress towards their goals, highlighting areas where they are performing well and areas where improvement may be needed. Constructive feedback helps individuals understand what they are doing effectively and where they can make adjustments to improve their performance. By receiving feedback, employees can adjust their efforts, strategies, and behaviors to stay on track and maintain motivation towards achieving their goals.

76. b) It is the belief in one's capability to perform a task.

Explanation: Self-efficacy in the context of motivation refers to the belief in one's capability to perform a task or accomplish a specific goal. It is closely related to confidence and plays a significant role in determining an individual's motivation, effort, and persistence in

pursuing goals. Individuals with high self-efficacy are more likely to set challenging goals, exert effort, and persevere in the face of obstacles, while those with low self-efficacy may doubt their abilities and may be less motivated to pursue goals.

77. a) Both (A) and (R) are true and (R) is the correct explanation of (A).

Explanation: Assertion (A) correctly defines differentiation as the degree to which organizational units differ in time and goal orientation, and integration as the level of interaction requirements between groups.

Reason (R) provides an explanation that aligns with Assertion (A). High differentiation between groups can indeed hinder effective inter-group collaboration because when groups differ significantly in terms of their goals, timeframes, or orientations, it can create barriers to communication, coordination, and cooperation. This lack of alignment and understanding between groups can impede collaboration efforts and overall organizational effectiveness.

Therefore, both Assertion (A) and Reason (R) are true, and Reason (R) provides a correct explanation of Assertion (A).

78. a) Both (A) and (R) are true and (R) is the correct explanation of (A).

Explanation: Assertion (A) correctly states that the degree of task uncertainty is positively correlated with the level of information flow requirements between interacting groups.

This means that in situations where tasks are more uncertain or ambiguous, there is a greater need for information exchange between groups to clarify objectives, share insights, and coordinate efforts effectively.

Reason (R) provides an explanation that aligns with Assertion (A). In tasks with high uncertainty, such as those involving complex problems or novel challenges, more information is indeed needed for task accomplishment. This increased need for information leads to heightened interaction between groups as they seek to gather, share, and interpret relevant information to address uncertainties and make informed decisions. Therefore, both Assertion (A) and Reason (R) are true, and Reason (R) provides a correct explanation of Assertion (A).

79. c) To accomplish organizational goals and objectives.

Explanation: Understanding inter-group relations in organizations is primarily important to accomplish organizational goals and objectives. Effective collaboration and coordination between different groups within an organization are essential for achieving collective goals, increasing productivity, fostering innovation, and ensuring overall success. By understanding inter-group dynamics, organizations can identify potential conflicts,

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promote cooperation, and facilitate synergy among various departments or teams, ultimately contributing to the fulfillment of organizational missions and objectives. Therefore, the primary reason for understanding inter-group relations is to accomplish organizational goals and objectives.

80. c) Reciprocal Interdependence

Explanation: Reciprocal interdependence involves the exchange of inputs and outputs between groups to complete their tasks. In this type of interdependence, the activities of one group depend on the activities of another group, and vice versa. It creates a mutual relationship where the outputs of one group become the inputs for another group, and vice versa, leading to an ongoing exchange of resources, information, or services between the groups. This reciprocal exchange is essential for achieving shared goals and ensuring that each group's tasks complement and support the tasks of other groups within the organization. Therefore, reciprocal interdependence is characterized by mutual interconnection and exchange of inputs and outputs between groups.

81. c) Clearly state achievable goals and ensure agreement among team members.

Explanation: To ensure that team members share the vision of the team's goals, the leader needs to clearly state achievable goals and ensure agreement among team members. Clear and achievable goals provide a shared direction for the team, helping to align individual efforts with organizational objectives. By clearly communicating the goals and involving team members in the goal-setting process, the leader fosters understanding, commitment, and ownership among team members. This enhances team cohesion, motivation, and performance as everyone works towards a common purpose. Therefore, ensuring clear communication and agreement on achievable goals is crucial for aligning the team's vision and maximizing its effectiveness.

82. c) Identify suitable strategies based on the difficulty levels of goals.

Explanation: In the context of identifying strategies, the role of a team leader involves identifying suitable strategies based on the difficulty levels of goals. Different goals may require different strategies for achievement, depending on factors such as complexity, resources available, and the external environment. The team leader, being responsible for guiding the team towards goal accomplishment, needs to assess the difficulty levels of the goals and determine the most appropriate strategies to pursue. This may involve considering various factors, consulting with team members, and adapting strategies as needed to align with the goals and circumstances. Therefore, the team leader plays a crucial role in identifying strategies that best fit the goals and facilitate their achievement.

83. a) Both (A) and (R) are true and (R) is the correct explanation of (A).

Explanation: Team building interventions conducted by a third-party consultant can indeed be effective for several reasons. Assertion (A) correctly states that team building interventions should be conducted by a third-party consultant to be effective. Reason (R) provides a valid explanation by highlighting that third-party consultants can offer an unbiased perspective and facilitate the development of problem-solving skills within the team. Third-party consultants bring expertise, objectivity, and a fresh perspective to the process, which can help identify and address underlying issues, improve communication, build trust, and enhance team cohesion. Additionally, their neutrality can create a safe environment for team members to openly discuss challenges and explore solutions collaboratively. Therefore, both Assertion (A) and Reason (R) are true, and Reason (R) provides a correct explanation of Assertion (A).

84. a) Both (A) and (R) are true and (R) is the correct explanation of (A).

Explanation: Assertion (A) correctly states that team composition has a significant impact on team effectiveness. Reason (R) provides a valid explanation by listing factors such as the abilities, roles, diversity, and flexibility of team members, which indeed contribute to their effectiveness as a team. Team composition encompasses various elements, including the skills and expertise of individual members, their assigned roles and responsibilities, the diversity of perspectives and backgrounds, and the team's ability to adapt to changing circumstances. Each of these factors plays a crucial role in shaping how well the team functions and achieves its goals. Therefore, both Assertion (A) and Reason (R) are true, and Reason (R) provides a correct explanation of Assertion (A).

85. b) Both (A) and (R) are true, but (R) is not the correct explanation of (A).

Explanation: Assertion (A) states that team size should be kept as small as possible for optimal team performance. This is generally true to some extent, as smaller teams often exhibit higher levels of cohesion, communication efficiency, and flexibility. However, Reason (R) claims that smaller teams are easier to manage and tend to have fewer conflicts, which is not always necessarily true. While smaller teams may indeed be easier to manage in certain situations, the size of the team alone does not guarantee fewer conflicts. Conflicts can arise from various factors, including differences in personalities, goals, perspectives, and organizational dynamics, which can occur regardless of team size. Therefore, while both statements are true, Reason (R) does not adequately explain Assertion (A).

86. d) Lateral communication

Explanation: Lateral communication refers to the exchange of information, messages, or

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feedback between members who are at the same hierarchical level within the organization. This type of communication typically occurs between colleagues, peers, or individuals working in different departments or units but at similar levels of authority or responsibility. Lateral communication facilitates collaboration, coordination, and problem-solving among team members who share common tasks, objectives, or projects. It helps to build relationships, share knowledge, and promote teamwork across the organization.

87. b) Empathy and understanding

Explanation: Empathy and understanding form the foundation for the quality of a relationship in communication. When individuals communicate with empathy, they demonstrate an awareness of others' emotions, perspectives, and needs. Understanding involves actively listening to others, interpreting their messages accurately, and responding with consideration and respect. These qualities foster trust, respect, and rapport between communicators, which are essential for building strong and positive relationships. Effective feedback mechanisms, consistency in encoding, and interpersonal processes are important aspects of communication but are built upon the fundamental elements of empathy and understanding.

88. c) Interrupting the speaker to ask questions

Explanation: Active listening involves behaviors that demonstrate full engagement and understanding of the speaker's message. This includes creating a positive listening environment, reacting to the message rather than the person, and using feedback mechanisms to check understanding, such as paraphrasing or summarizing. However, interrupting the speaker to ask questions is not typically associated with active listening. Instead, active listening emphasizes giving the speaker uninterrupted attention, allowing them to express themselves fully before asking clarifying questions or seeking additional information.

89. d) They ensure that only critical information is communicated and received.

Explanation: The exception principle and the "need to know" principle are effective in communication because they ensure that only critical or essential information is communicated and received. This helps to streamline communication channels, reduce information overload, and prioritize relevant information. By adhering to these principles, organizations can focus on conveying key messages and avoid unnecessary details or distractions, thereby enhancing efficiency and effectiveness in communication.

90. c) The "Exception Principle"

Explanation: The “Exception Principle” is often used by many organizations to limit the extent of communication, especially upward communication. This principle dictates that only critical or exceptional information should be communicated upwards in the organizational hierarchy. By applying this principle, organizations aim to streamline communication channels and prevent unnecessary overload of information for higher-level decision-makers. It helps in focusing on conveying essential messages, thereby ensuring that top management receives only the most pertinent information needed for decision-making.

91. a) Enhance feedback mechanisms

Explanation: Enhancing feedback mechanisms is the primary way to improve communication. Feedback plays a crucial role in the communication process by providing valuable information about how a message is received and understood. By improving feedback mechanisms, individuals and organizations can gain insights into the effectiveness of their communication strategies, identify areas for improvement, and make necessary adjustments to ensure clarity and understanding. Effective feedback facilitates two-way communication, promotes active listening, and fosters mutual understanding between communicators.

92. b) A focus on external environment and creativity

Explanation: The “Exploration” phase in the emotional response to change signifies a focus on the external environment and creativity. During this phase, individuals may start to explore new possibilities and opportunities presented by the change. They may become more open to experimenting with different approaches and solutions to adapt to the change effectively. This phase is characterized by a willingness to learn, innovate, and engage in problem-solving activities to navigate the challenges associated with change.

93. d) It motivates employees to place a high priority on the desired change

Explanation: “Pressure for Change” is considered necessary for implementing successful change because it motivates employees to place a high priority on the desired change. When there is a sense of urgency or pressure for change, employees are more likely to recognize the importance of the change initiative and the need to take action. This heightened sense of urgency can create momentum and commitment among employees, driving them to actively participate in the change process and overcome any resistance or inertia.

94. b) Leaders and managers demonstrating values and behaviour consistent with the vision

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Explanation: “Model the way” refers to leaders and managers demonstrating values and behaviour consistent with the vision during the implementation of change. It involves leading by example, embodying the principles and values of the change initiative, and serving as role models for employees to emulate. By practicing what they preach and aligning their actions with the desired change, leaders and managers inspire trust, credibility, and commitment among employees. This helps to reinforce the change message, promote organizational alignment, and foster a culture conducive to successful change implementation.

95. c) Achieving the goals of the organization through the help of others

Explanation: Managers play a crucial role in achieving the goals of the organization. While they may have personal tasks and responsibilities, their primary responsibility is to ensure that the organizational goals are accomplished. This often involves coordinating and directing the efforts of others within the organization to work towards achieving these goals. Managers are responsible for aligning individual and team efforts with the overall objectives of the organization, providing guidance, resources, and support as needed to ensure success. Monitoring individual performance is part of this process but achieving organizational goals through the collective effort of the team is the primary responsibility of a manager.

96. c) Core technology is directly associated with the transformation process of inputs into outputs.

Explanation: Core technology refers to the fundamental processes, tools, or techniques used by an organization to transform inputs into outputs. It is at the heart of the organization’s operations and directly contributes to its core products or services. Core technology encompasses the methods, systems, and equipment used to carry out the primary functions of the organization efficiently and effectively. While economic resources, financial management, design, and knowledge development are important aspects of organizational functioning, core technology specifically focuses on the operational processes involved in production or service delivery.

97. b) Technology imposes restrictions and influences the working conditions of different environments.

Explanation: While technology can enhance communication and collaboration, it also shapes the way people interact in the workplace. The introduction of technology can change job roles, workflows, and the nature of interactions among employees. In some cases, technology might limit face-to-face interactions and increase reliance on digital

communication, potentially altering the dynamics of working relationships. Additionally, the use of technology can create new challenges such as digital distractions and increased workloads, impacting working conditions and relationships within diverse organizational settings.

98. b) Fair employment legislation influences decisions on placement, promotion, retention, and transfer, potentially leading to discriminatory outcomes in training. Explanation: Fair employment legislation aims to prevent discrimination in various aspects of employment, including training programs. Organizations must comply with these laws when designing and implementing training initiatives to ensure fairness and equal opportunities for all employees. Failure to adhere to fair employment practices in training programs could result in discriminatory outcomes, such as unequal access to training opportunities or biased decisions regarding placement, promotion, retention, or transfer of employees. Therefore, fair employment legislation significantly impacts how organizations develop and administer their training programs.

99. a) Constant vigilance, adaptability, and effective decision-making. Explanation: In dealing with external factors, effective organizational management emphasizes constant vigilance, adaptability, and effective decision-making. External factors, such as changes in the market, regulatory environment, technology, or competition, can significantly impact an organization's operations and performance. Therefore, organizations need to remain vigilant and proactive in monitoring and analysing these external factors to anticipate changes and adapt their strategies accordingly. Effective decision-making is crucial for responding promptly and appropriately to external changes, ensuring that the organization remains competitive and resilient in a dynamic environment.

100. c) They are watchful, take action before crises occur, and effectively manage their external environment. Explanation: Proactive organizations are considered more effective because they are watchful, take action before crises occur, and effectively manage their external environment. By being proactive, these organizations anticipate potential challenges and opportunities in their external environment, allowing them to take preventive measures and capitalize on emerging trends. This proactive approach helps them avoid crises or minimize their impact, leading to smoother operations and better overall performance.

101. d) Behavior modification is a training based on reinforcement or reward for displaying the desired behaviors.

Answer Key

Explanation: Behavior modification in the context of training refers to a method based on reinforcement or reward for displaying desired behaviors. In this approach, trainees are encouraged to exhibit specific behaviors through positive reinforcement, such as praise, recognition, or rewards, whenever they demonstrate the desired actions or skills. This technique aims to strengthen desired behaviors and increase their likelihood of recurrence, contributing to effective learning and skill development.

102. c) Coordinating is about ensuring unity of action for organizational objectives.

Explanation: Mary Parker Follett emphasized that coordinating in an organization involves ensuring unity of action for organizational objectives. Rather than rigidly defining authority-responsibility relationships or focusing on exclusive command and direction, coordinating is about aligning efforts across various functions and levels within the organization to achieve common goals. It involves integrating diverse activities, functions, and individuals to work together harmoniously towards shared objectives, thereby maximizing organizational effectiveness and efficiency.

103. c) Job analysis involves a detailed description of the component tasks performed on a job.

Explanation: Job analysis is a systematic process of gathering, documenting, and analysing information about a job. It involves a detailed examination of the tasks, duties, responsibilities, skills, knowledge, and abilities required for successful job performance. Through job analysis, organizations gain insights into the nature of the work performed, which helps in various HR functions such as recruitment, selection, training, performance appraisal, and job design. It provides a comprehensive understanding of the job requirements, enabling organizations to make informed decisions about various aspects of human resource management.

104. d) The ability to see the big picture and understand relationships among elements.

Explanation: Conceptual skills refer to the ability to think strategically, analyze complex situations, understand the broader organizational context, and identify patterns and relationships among various elements. Individuals with strong conceptual skills can grasp the organization's vision, formulate long-term goals, and develop strategies to achieve them. These skills are crucial for leadership roles, as they enable leaders to anticipate changes, make informed decisions, and effectively communicate the organization's vision to others.

105. b) They contribute to the success of organizations in business operations.

Explanation: Soft skills, such as communication, teamwork, adaptability, and emotional

intelligence, are essential for success in various aspects of business operations. They enable individuals to collaborate effectively with colleagues, communicate ideas clearly, manage conflicts, adapt to changing circumstances, and build strong relationships with clients and stakeholders. Organizations recognize the importance of soft skills in fostering a positive work environment, enhancing productivity, and achieving their goals. Therefore, developing and nurturing soft skills among employees is crucial for the overall success of organizations.

106. b) MBO involves joint identification of common goals, defining responsibilities, and using measures as guides for operations. Key principles include individual autonomy and minimal feedback.

Explanation: Management by Objectives (MBO), as defined by Peter Drucker, is a process that involves the joint identification of common goals among managers and employees, defining responsibilities, and using measures as guides for operations. This approach emphasizes collaboration and participation in goal-setting, fostering a sense of ownership and commitment among employees. Key principles associated with MBO include individual autonomy, where employees are empowered to set their own objectives within the broader organizational goals, and minimal feedback, focusing on periodic evaluations rather than constant oversight. MBO is still considered a valuable management tool when implemented effectively.

107. d) The first step is Diagnosis for MBO Readiness, involving a thorough analysis of organizational elements. It is crucial for preparing the organization for MBO.

Explanation: This statement is accurate. Diagnosis for MBO readiness, involving a thorough analysis of organizational elements, is indeed the first step in the Management by Objectives (MBO) process. This step helps in assessing the organization's readiness for implementing MBO and identifying any areas that may need improvement or adjustment before beginning the process. Therefore, it is crucial for preparing the organization for successful implementation of MBO.

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