

Question Paper

Managerial Effectiveness – I (MB121): July 2008

- Answer all 100 questions.
- Each question carries one mark.

1. Which of the following should be used to resolve conflict in the workplace? [<Answer>](#)
- (a) A “win-lose” strategy
 - (b) A “win-win” strategy
 - (c) A “lose-lose” strategy
 - (d) A “hide-behind-the-rules” strategy
 - (e) A “lose-win” strategy.
2. When a manager shuffles through papers while his/her subordinate is talking, will certainly encourage the subordinate to stop talking. This type of gesture is known as [<Answer>](#)
- (a) Emblems
 - (b) Adaptors
 - (c) Illustrators
 - (d) Regulators
 - (e) Expressions.
3. Negotiating cannot be learned by following a prepackaged set of principles because [<Answer>](#)
- I. People are not always rational or predictable.
 - II. People are often dictatorial.
 - III. People are not often superstitious.
- (a) Only (I) above
 - (b) Both (I) and (II) above
 - (c) Both (I) and (III) above
 - (d) Both (II) and (III) above
 - (e) All (I), (II) and (III) above.
4. Which of the following approaches could a communicator use to present the topics of a document? [<Answer>](#)
- (a) A communicator could use the short or the long approaches to present the topics of a document
 - (b) A communicator could use the complex or the simple approaches to present the topics of a document
 - (c) A communicator could use the conversational or the professional approaches to present the topics of a document
 - (d) A communicator could use the direct or the indirect approaches to present the topics of a document
 - (e) A communicator could use the letter approach or memo approach to present the topics of a document.
5. Vimal applied for a job as an Investment analyst. In terms of his key strength and key achievements, he highlighted his capability as a good cricket player and his accomplishment as a cricketer. Which of the following will be applicable in this context? [<Answer>](#)
- I. Vimal’s resume will be shortlisted because any selection is based only on the key strength a person has.
 - II. Vimal’s resume will not be shortlisted because he has not highlighted his capability as an investment analyst.
 - III. Vimal should have structured the resume considering the fitment of his qualification with the prospective employer’s requirements.
 - IV. Since Vimal is a player, he should not think about a job in a corporate.
- (a) Only (I) above
 - (b) Only (II) above
 - (c) Only (III) above
 - (d) Only (IV) above
 - (e) Both (II) and (III) above.
6. A manager received a message from the head office. To convey this news to his subordinates, he/she prepared a circular with a straight forward message. The manager prepared a straight forward message because it contains a/an [<Answer>](#)
- (a) Persuasive message
 - (b) Bad news message
 - (c) Routine, good news and goodwill message

<p>(d) Angry message (e) Emotional message.</p>	
<p>7. In today's barrier free and boundary less world, our communication is not limited to one place or one country or one culture. Hence, we should be careful while preparing a message to various cultures at a time. How should we deal with cultural differences when communicating across cultures?</p> <p>(a) We should overlook cultural differences (b) We should be aware of and sensitive to cultural differences (c) We should encourage cultural differences (d) We should debate on cultural differences (e) We should allow cultural differences to dictate terms at the workplace.</p>	<Answer>
<p>8. Listening in the job is not only frequent, it is very important as well. In fact, most managers agree that "active listening" is the most crucial skill for becoming a successful manager. To increase one's listening involvement, one should</p> <p>(a) Think about the other tasks that he/she needs to complete when the speaker is pausing between thoughts (b) Lean forward and maintain eye contact with the speaker (c) Take advantage of the lag time by discussing other issues with the other team members (d) Ask the speaker a question and then immediately offer an answer based on his/her own experience (e) Take notes and think about discussing the points with the speaker later.</p>	<Answer>
<p>9. In a negotiation, arguments over position leads to</p> <p>(a) Policing (b) Polishing (c) Polarization (d) Posthumous action (e) Pretension.</p>	<Answer>
<p>10. Which of the following factors in group communication addresses how long-term and short-term goals would effect relationships among group members?</p> <p>(a) Size (b) Longevity (c) Perception and self-concept (d) Leadership (e) Status.</p>	<Answer>
<p>11. In which of the following sections of an application letter, the reader is asked for a specific action?</p> <p>(a) Closing section (b) Middle section (c) Opening section (d) Formal section (e) Subject section.</p>	<Answer>
<p>12. Proper organization of the message is very important for arousing interest in the reader and to convince him to buy a product. In which part of the message can the statement "A solution to the problem" create maximum interest in the mind of the reader?</p> <p>(a) Introducing the product (b) Attention getting (c) Convincing the reader with evidence (d) Motivating the reader to act (e) Diverting the attention of the reader.</p>	<Answer>
<p>13. When you list your experience in a chronological format it is advisable to</p> <p>(a) Omit summer jobs, or temporary jobs (b) Omit work-study jobs (c) List all jobs in reverse chronological order (d) List all jobs in chronological order (e) List all your skills in chronological order.</p>	<Answer>
<p>14. What is an unsolicited proposal?</p>	<Answer>

- (a) It is an explanation of what the company is doing to comply with government regulations
(b) It is a written record of an organization's goals and the methods it will use to reach them
(c) It is a mission statement
(d) A proposal prepared at the request of client who needs something done or want a certain product manufactured
(e) A proposal initiated by an organization that is attempting to obtain business or funding on its own.
15. Which of the following does **not** help the negotiating parties to reach an acceptable agreement? [<Answer>](#)
- (a) Identifying one's priorities and needs beforehand
(b) Keeping one's emotions in check
(c) Responding to personal attacks
(d) Listening actively and keeping an open mind
(e) Avoid manipulations.
16. The importance of effective bad-news communication is illustrated by the story of a man who carried in his coat pocket a job-refusal letter he had received from a company some years ago. He would frequently show the superbly written letter to others and comment, "I would accept a job from this company any day because this letter made me feel good about myself even though the company could not hire me." When possible, which of the following is a good refusal strategy? [<Answer>](#)
- (a) Describe the reason for rejection after the bad news is presented
(b) Do not be empathetic towards the audience
(c) The tone should be negative and discouraging
(d) Describe the reason for rejection before the bad news is presented
(e) The reason described must be so vague that audience will not understand it properly.
17. Which of the following can be assumed, when writing a claim letter to a company which does not involve a large sum of money? [<Answer>](#)
- (a) It can be assumed that the company will adjust the claim, so one can make a direct claim request in the message
(b) It can be assumed that the company will not want to adjust the claim therefore an uphill battle should begin while writing the claim letter
(c) It can be assumed that the company will get the claimer in trouble for making the claim
(d) It can be assumed that repeated claim letters have to be written because the company will keep the first claim letter buried in a pile of paper for months
(e) It can be assumed that the company will adjust the claim for some financial consideration.
18. Business correspondence is one of the most common forms of communication. So common that people often neglect to write letters carefully, and as a result, inadvertently antagonize customers, business partners, and potential clients. An "effective" business letter can be written by conveying the subject to the intended audience [<Answer>](#)
- (a) In the most concise way
(b) In the most emotional way
(c) In such a way that the writer's purpose is achieved
(d) In a most economical way
(e) By using attractive material.
19. Researches have shown that, group decision-making follows a predictable pattern. Aubrey Fisher identified four stages in group problem solving. The correct sequence of these stages is [<Answer>](#)
- I. The emergence stage.
II. The reinforcement stage.
III. The conflict stage.
IV. The orientation stage.
- (a) (I), (II), (III) and (IV) above
(b) (I), (III), (IV) and (II) above
(c) (IV), (II), (I) and (III) above
(d) (II), (IV), (I) and (III) above
(e) (IV), (III), (I) and (II) above.
20. When you are answering a claim from a customer who reported receiving damaged merchandise, a good first sentence in a positive response might be [<Answer>](#)

<p>(c) Three new cases of a replacement shipment is being rushed to you by express mail (d) Calm down! Everyone makes mistakes! (e) We regret to hear that the merchandise you received was broken.</p>	
<p>21. Your friend received a resume from an aspiring candidate for the position of an accountant. After having gone through the resume, your friend in the reply letter wants to make some negative comments regarding candidate's qualifications. But at the same time your friend does not want to disappoint the candidate with criticism. Hence, you suggest</p> <p>(a) "Keep them to yourself" (b) "Include others criticisms to support your statements" (c) "Place your criticism in the context of a generally favorable recommendation" (d) "State your opinion strongly" (e) "Advise the candidate to start looking for an alternative job".</p>	<Answer>
<p>22. Report is a decision making tool for the managers. The purpose of reports are to analyze and justify, persuade and propose, and provide</p> <p>(a) Information (b) Solutions (c) Conclusions (d) Demonstrations (e) Support.</p>	<Answer>
<p>23. To physically transmit your message you select a communication channel and a medium. The medium could be telephone, computer, fax, letter, memo, report, face-to-face, etc. The richest communication medium is</p> <p>(a) A phone call (b) A memo (c) An e-mail (d) A face-to-face conversation (e) A fax.</p>	<Answer>
<p>24. Groups form to accomplish some objective. The objective may be to complete some kind of a task or it may be to strengthen interpersonal relationships between the group members. Which of the following is not a characteristic of effective teams?</p> <p>(a) A clear sense of purpose (b) Open and honest communication (c) Decision making done primarily by the team leaders (d) Encouragement of original thinking (e) Collective responsibility.</p>	<Answer>
<p>25. Tables are ideal when audience need to understand</p> <p>(a) The relative size of the parts of a whole (b) Detailed information (c) Changes over time (d) The interaction of two variables (e) Geographic relationships.</p>	<Answer>
<p>26. Which of the following statements is true regarding the title fly?</p> <p>(a) It usually follows the title page (b) It is a plain sheet of paper with only the title of report on it (c) It contains a detailed summary of the report (d) It is necessary to add title fly with the report because it adds a touch of informality to the report (e) It contains a thanks giving note addressed to the reader.</p>	<Answer>
<p>27. Your friend suggested to you that, to become a good presenter, you need to be concerned about the various aspects of the audience to whom you are presenting, related to their educational background, income levels etc. Which of the following statements does not signify audience analysis?</p> <p>(a) Identify a receiver's interests and needs (b) Identify the personality of your readers (c) Gear your message to the needs of every individual receiving your document (d) Determine the level of details required for your primary audience (e) Determine whether your audience knows your reputation and competence level.</p>	<Answer>

<p>28. Which of the following refers to the rising or falling inflection that tells, whether a group of words in a question or a statement, that the speaker is uncertain or confident, or whether a statement is sarcastic or sincere.</p> <p>(a) Volume (b) Pitch (c) Stress (d) Tone of voice (e) Attribution.</p>	<Answer>
<p>29. Recently you have received a claim from one of your customers. After investigation you found that your company is at fault. In which of the following ways should company's errors be discussed in response to a claim (complaint) when the company is at fault?</p> <p>(a) A particular employee or department should be blamed for the fault to spare the company from the blame (b) Explain the customer that mistakes can happen in any kind of business (c) Promise that such mistakes will never happen again (d) Explain that your company tries its best to satisfy customers, and errors are unusual and correctable (e) You should try to underplay the company errors.</p>	<Answer>
<p>30. Proxemics is the study of how people use the physical space around them and what this use says about them. In which of the following zones most business is transacted?</p> <p>(a) Intimate distance zone (b) Personal distance zone (c) Public distance zone (d) Social distance zone (e) Long distance zone.</p>	<Answer>
<p>31. It is correct that, visual aids help to communicate effectively. Selection of an appropriate visual aid requires a lot of effort. If proper visual aid is not selected, the purpose of the communication is affected. Which of the following visual aids will be helpful to depict changes in quantitative data over time and illustrate trends?</p> <p>(a) Bar chart (b) Line chart (c) Gantt chart (d) Pie chart (e) Tables.</p>	<Answer>
<p>32. Communication is defined as "a process of exchange of ideas/thoughts/feelings etc., from one person to another person". This process starts with the sender, the person who intends to convey his ideas to another person. The process ends</p> <p>(a) With the feedback (b) With the receiver receiving the message (c) Once the message is passed to the receiver (d) Once the message is decoded (e) Once the message is understood by the receiver.</p>	<Answer>
<p>33. Which of the following is not true about the minutes of a meeting?</p> <p>(a) It is a brief, accurate record of the business transacted in the previous meeting (b) It does not indicate the names of participants present in previous meeting (c) Summarize important discussions and all the decisions made (d) Contains name of organization, date of meetings and other details (e) Contains results of voting.</p>	<Answer>
<p>34. If you wish to acknowledge the assistance you received in preparing the material, you should place it on</p> <p>(a) Letter of authorization (b) Title fly (c) Title page (d) Letter of transmittal (e) Abstract.</p>	<Answer>
<p>35. When conflicts focus on faultfinding and fixing blame, they can cause frustration and stress. However, a great deal depends on how the conflict is handled. Which of the following steps in conflict resolution should be implemented first?</p>	<Answer>

<p>(a) Check to see that all the information is correct (b) Make sure the people involved really disagree (c) Discover the needs each person is trying to meet (d) Repair bad feelings (e) Solve the problem.</p>	
<p>36. Which of the following information promotes an understanding of the problem in a report?</p> <p>(a) Background (b) Particulars (c) Recommendations (d) Concluding comments (e) Description of the plans.</p>	<u><Answer></u>
<p>37. The seating arrangements in a meeting can have a bearing on the outcome of the meeting. Studies have shown that people react in certain predictable ways to certain physical surroundings. Which of the following types of seating arrangements is suitable for large groups that are meeting to obtain information?</p> <p>(a) The banquet style (b) T formation style (c) Participative style (d) Equalizing style (e) Theatre style.</p>	<u><Answer></u>
<p>38. A memo is a written message designed to provide a quick, convenient way for personnel to communicate with each other. When a memo is signed or initialed by the writer, it is said to be</p> <p>(a) Confirmed (b) Authenticated (c) Attested (d) Vouched for (e) Affirmed.</p>	<u><Answer></u>
<p>39. The introductory paragraph or a buffer in a letter lets the reader know the topic of the letter without saying the obvious. Which of the following should not be considered when writing a buffer?</p> <p>(a) Avoid saying “no” when communicating a bad news (b) Avoid wordy and irrelevant phrases and sentences (c) Avoid using a know-it-all tone (d) Avoid apologizing in explanation of the unfavorable decision (e) Avoid writing buffer that is brief.</p>	<u><Answer></u>
<p>40. Your friend has been investigating an issue for the last three weeks. He has collected bundles of data. He has prepared a rough sketch of the report to be prepared. But he is not able to decide where to place the numerical facts. You suggest him to present the numerical facts</p> <p>(a) Through lists (b) Through short paragraphs (c) Through symbols (d) Through tables and charts (e) Through long paragraphs.</p>	<u><Answer></u>
<p>41. The body of the report consists of which of the following?</p> <p>(a) Scope (b) Detailed information (c) Conclusion (d) Table of contents (e) Appendix and bibliography.</p>	<u><Answer></u>
<p>42. Which of the following is not a visual aid?</p> <p>(a) Chalkboards (b) Slides (c) Analogies (d) Physical objects (e) Transparencies.</p>	<u><Answer></u>

<p>43. Which of the following is not true about functional reports?</p> <p>(a) Memos are long formal reports with more than ten pages and are directed to outsiders (b) Letters are of five or fewer pages and are directed to outsiders (c) Preprinted forms are relatively short reports and deal with routine information (d) Manuscripts are from few to several pages and require a formal approach (e) Fill in the blank reports are used when it is requested by the person authorizing the report.</p>	<Answer>
<p>44. It is possible to stop talking, when you don't want to, but it's not possible to stop sending non-verbal clues. Hence, we can conclude that non-verbal communication is</p> <p>(a) Optional (b) Compulsory (c) Intentional (d) Unintentional (e) Deliberate.</p>	<Answer>
<p>45. The body of a speech to inform can be organized in any pattern except</p> <p>I. Spatial pattern. II. Causal pattern. III. Topical pattern. IV. Motivated pattern.</p> <p>(a) Only (I) above (b) Only (IV) above (c) Both (I) and (II) above (d) Both (II) and (III) above (e) (I), (II) and (III) above.</p>	<Answer>
<p>46. Which of the following should not be included while presenting information about work experiences in a resume?</p> <p>(a) The title of the job, including its major responsibilities (b) The inclusive dates of employment for the job (c) The obvious job duties which can be inferred from the job title (d) The name of the employer and the location of the job (e) Significant accomplishment on the job.</p>	<Answer>
<p>47. While organizing the letter, the reaction of the reader must be considered. Almost every letter will fit into one of four categories of anticipated reader reaction. Which of the following is not one of the four categories of anticipated reader reaction?</p> <p>(a) Pleasure (b) Displeasure (c) Interest but neither pleasure nor displeasure (d) Interest with both pleasure and displeasure (e) No interest.</p>	<Answer>
<p>48. You have devised a message to transmit to one of your friends regarding the project you recently undertook for an MNC. In the process of transmitting the data, your friend is called the</p> <p>(a) Decoder (b) Encoder (c) Recorder (d) Receptor (e) Carrier.</p>	<Answer>
<p>49. To communicate your purpose effectively, you need to understand the audience. Which of the following questions is least likely to help you analyze your audience?</p> <p>(a) What channel is most cost efficient? (b) How will the reader use the document? (c) What will the reader's initial reaction be to the message? (d) How much information does your reader need? (e) What is the education level of your audience?</p>	<Answer>
<p>50. When a topic is divided into parts, one part will be recognized as a central idea and the others as minor ideas. The process of identifying these ideas and arranging them in the right sequence is known as outlining or organizing.</p>	<Answer>

The concept of “everything in the paragraph belonging together because every part concerns every other part” is referred to as

- (a) Repetition
- (b) Unity
- (c) Adaptation
- (d) Rhetorical phrases
- (e) Roundabout construction.

[<Answer>](#)

51. Reports are business tools that convey information objectively from one organizational area to another or from one institution to another. In a report, the glossary is an alphabetical list of

- (a) Definitions
- (b) Tables
- (c) Graphs
- (d) Illustrations
- (e) Charts.

[<Answer>](#)

52. Suppose, you have approached a local industry to persuade them to provide funds for the school to be constructed for the poor kids. How do you stimulate the owner of the local industry to respond positively to your request?

- (a) Remind them that their reputation will be in jeopardy if they don't honor your request
- (b) Reveal the consequences of other businesses that did not honor similar request
- (c) Make your complaint emotionally hard-hitting so that the audience is persuaded to honor your request
- (d) Appeal to their sense of goodwill and give them some positive reasons to honor your request
- (e) Offer them something in return for honoring your request.

[<Answer>](#)

53. In the job market we have competition with thousands of other applicants, all vying for the same jobs we are aspiring to get. Hence, we need to have a resume which will properly convey our strengths. Which of the following should be given the most space in your résumé?

- I. The most recent jobs.
 - II. Jobs that relate most to your target position.
 - III. The jobs that you enjoyed most.
 - IV. The jobs at the most well-known organizations.
- (a) Both (I) and (II) above
 - (b) Both (II) and (IV) above
 - (c) (I), (II) and (III) above
 - (d) (II), (III) and (IV) above
 - (e) All (I), (II), (III) and (IV) above.

[<Answer>](#)

54. Which of the following are the parts of an interview?

- (a) The warm-up, the question-and-answer stage, and the close
- (b) The warm-up and the question-and-answer stage
- (c) The question-and-answer stage is the only part of an interview
- (d) An interview is a continuous conversation with no distinguishable parts
- (e) The analysis, question-and-answer stage and the close.

[<Answer>](#)

55. To promote the listener's comprehension of your ideas, and to maintain attention at a high level, you should organize the body of your speech into meaningful patterns. It is advisable to use spatial pattern

- (a) When you want to present the effects resulting from various causes
- (b) When you want to explain the processes, in presentation of historic events, and in relating personal experiences
- (c) When you want to present speeches describing a scene, a location, or a geographical distribution
- (d) When you want to present several facts of a topic that are obviously related and consistent with the subject of the speech
- (e) When you want to present bad news.

[<Answer>](#)

56. Good communication is the correct and deliberate use of words. The words should be used to convey the right

<p>(e) Expression.</p> <p>57. The structure of the interview determines the kind of planning you ought to put in and the sort of results you can expect. Which of the following is not true about directive interview?</p> <p>(a) The interviewer asks close-ended questions (b) The interviewer asks specific questions designed to keep the respondent focused on the type of information required (c) The interviewer does a minimum of talking and encourages the respondent to fully express his/her feelings (d) The interviewer opts for directive approach to get precise, reliable information in short time (e) The directive approach limits the respondent's initiative and prevents him/her from volunteering useful information.</p> <p>58. The initials of the person who has keyed in or typed the letter appears in lowercase</p> <p>(a) At the top of the letter (b) A double space below the signature block (c) A double space below the complimentary close (d) A double space after the inside address (e) A double space below the subject line.</p> <p>59. Non-verbal signals have more impact in conveying meaning than verbal content. Which of the following is not a characteristic of nonverbal communication?</p> <p>(a) Non-verbal messages primarily communicate emotions, attitudes etc. (b) Non-verbal cues substitute for, contradict, emphasize, or regulate verbal messages (c) Non-verbal cues are often ambiguous (d) Non-verbal cues are continuous (e) Non-verbal cues are generally seen as unreliable.</p> <p>60. The deductive organizational pattern</p> <p>(a) Suggests that requests be provided first before details (b) Suggests that conclusions be provided first before specifics (c) Suggests that answers be provided first before reasons (d) Requires moving from general idea to a series of specific ideas (e) Is the least common approach used in contemporary business writing.</p> <p>61. Listening is the most frequent, perhaps the most important type of on-the-job communication. Sensitive listening is supportive and nonjudgmental and demonstrates empathy toward others when they</p> <p>(a) Share their thoughts and feelings (b) Communicate within a group (c) Criticize another member of the group (d) Accuse you falsely (e) Critically evaluate.</p> <p>62. Mr. Sreeram entered into boss's room to submit his weekly report. As Sreeram sat in front of boss's table, boss sat back expansively, wrapped his arm over the back of the chair and stretched out his legs in front. The message boss was trying to convey to Sreeram in this situation was that, he was</p> <p>(a) Disturbed (b) Confident (c) Happy (d) Not happy (e) Attentive.</p> <p>63. Listening on the job is not only frequent, it is very important as well. If we ask a fundamental question, why do people listen at all? The answers to this question are many and varied. If one is engaged in critical listening, the goal is to</p> <p>(a) Understand and retain information (b) Understand the speaker's feelings, needs, and wants (c) Evaluate the logic and validity of the message (d) Appreciate the speaker's point of view (e) Criticize the speaker.</p>	<p><Answer></p> <p><Answer></p> <p><Answer></p> <p><Answer></p> <p><Answer></p> <p><Answer></p> <p><Answer></p> <p><Answer></p> <p><Answer></p>
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<p>64. Like the resume, the application letter is a tool to sell yourself. Application letters are ideally limited to one page. Therefore, in such letters, candidates should focus on their</p> <ul style="list-style-type: none"> (a) Key bargaining point (b) Key selling point (c) Key negotiating point (d) Key validating point (e) Key issues. 	<Answer>
<p>65. The goal while developing a report for an audience is to make the information as clear and convenient as possible. To achieve clarity and readability, the elements/components of the report must be carefully crafted and demarcated and the body [or text] of the report must be developed in a logical and focused manner. Which of the following would be included in the text of the report?</p> <ul style="list-style-type: none"> I. An introduction. II. The body and conclusion. III. An appendix and bibliography. IV. A table of content and a list of illustrations. <ul style="list-style-type: none"> (a) Both (I) and (II) above (b) Both (III) and (IV) above (c) (I), (II) and (III) above (d) (II), (III) and (IV) above (e) All (I), (II), (III) and (IV) above. 	<Answer>
<p>66. "Send your check for Rs. 15,000 today so that we can mark your account 'paid in full'." In which of the following stages is this collection letter?</p> <ul style="list-style-type: none"> (a) Ultimatum (b) Reminder (c) Appeal (d) Inquiry (e) Urgency. 	<Answer>
<p>67. In which of the following ways does a job application function?</p> <ul style="list-style-type: none"> (a) As a valuable suggestion (b) As a personal advertisement (c) As a brief summary (d) As a discreet inquiry (e) As a reminder. 	<Answer>
<p>68. Criticism at the work place needs to be handled tactfully. Which of the following is not true in handling criticism?</p> <ul style="list-style-type: none"> (a) Use the criticism as a learning experience. That is, remember the pain you feel, and vow not to do the same to others (b) Find fault in the person criticizing and pay him back (c) After being criticized, thank them for their kind advice and promise to take it into consideration (d) Although the complaint is probably not objective, there still may be some truth to what they say. Try to use this as an opportunity to grow (e) Do not get defensive and resist any tendency to want to dismiss criticism or retaliate. 	<Answer>
<p>69. Sometimes there are communication problems because of problems in reception. Which of the following are barriers to reception?</p> <ul style="list-style-type: none"> I. External sounds. II. Number of transmission links. III. A smelly cigar. IV. Overcrowded room. <ul style="list-style-type: none"> (a) Both (I) and (II) above (b) Both (II) and (III) above (c) Both (III) and (IV) above (d) (I), (II) and (III) above (e) (I), (III) and (IV) above. 	<Answer>
<p>70. Imagine you are an HR manager in a medium sized firm, which recently put out an advertisement for sales representatives. The company needs three people and you get nearly 500 applications. You decided to include the</p>	<Answer>

representatives. The company needs three people and you get nearly 500 applications. You decided to judge the content of the application according to its appearance. In which of the following ways the applicant's letter would be attractive to you?

- (a) When they use long paragraphs with detailed information
- (b) When they use long paragraphs and use more than 3 pages
- (c) When they use only single line paragraphs through out their letter
- (d) When they use four or five paragraphs upto one page
- (e) When a paragraph is written carelessly.

[<Answer>](#)

71. The place of a meeting is usually decided by custom or availability of space. Studies have shown that people react in certain predictable ways in certain physical surroundings. The seating arrangements can have a bearing on the outcome of the meeting. How far individual members are expected to participate in the meeting depends on how the leader positions himself/herself in relation to the other participants. Which of the following seating arrangement focuses attention on the leader and enables him/her to focus on agenda?

- (a) Covertly directive
- (b) Overtly directive
- (c) T-formation
- (d) The equalizing pattern
- (e) Banquet style.

[<Answer>](#)

72. There are many directions in which organizational communication flows. Which of the following is **not true** about basic purpose of downward communication in the organization?

- (a) It provides job instructions to subordinates
- (b) It helps understand the work and its relationship to other organizational tasks
- (c) It provides necessary information to the top management
- (d) It instills sense of mission in the workers
- (e) It provides information about procedures and practices.

[<Answer>](#)

73. Every official report has a specific way of communicating and format. Which of the following is **true** regarding memorandum format?

- (a) The subject, date, name of the sender are not required
- (b) The body is the only part memo's contain
- (c) The initial or signature of the writer is not required
- (d) The report is often presented on standardized interoffice stationery
- (e) The pages need not be numbered if the memo is more than one or two pages.

[<Answer>](#)

74. Good news memos or memos addressed to an audience receptive to our ideas are relatively easy to write. Memos that convey bad news need to be written

- (a) Inductively
- (b) Apologetically
- (c) Ambiguously
- (d) Quickly
- (e) Doubtfully.

[<Answer>](#)

75. In order to accomplish the desired objectives of the meeting, the leader must follow the agenda. Whenever the discussion strays from the agenda, he/she should redirect it so that he/she stays focused on the main purpose. Which of the following is **not true** regarding the role of a leader in a meeting?

- (a) To redirect the focus on the main purpose, the leader must be too directive
- (b) An effective leader does not start out by telling the others how a particular issue should be resolved
- (c) The leader prompts members to be more forthcoming
- (d) The leader should confront the troublemaker and make him realize that he is hampering the proceedings
- (e) The leader should thank the people for their participation, regardless of how he personally feels about their ideas.

[<Answer>](#)

76. When business people meet to discuss a problem, they are in general thinking of a common goal and want to achieve it.

<p>(e) Internet application.</p> <p>77. Which of the following is not a part of the reflective thinking developed by John Dewey?</p> <p>(a) Problem identification (b) Problem analysis (c) Nominal group technique (d) Criteria selection (e) Solution generation.</p>	<p><Answer></p>
<p>78. There are many ways that a group can make a final decision, agree on a solution or come to an agreement. Which of the following is not a way of making decision?</p> <p>(a) Consensus (b) Compromise (c) Coercion (d) Decision by leader (e) Arbitration.</p>	<p><Answer></p>
<p>79. Identify the sentence that is grammatically correct and conveys the meaning clearly.</p> <p>(a) Employees who require personal time should consult with their supervisor (b) Employees should consult with their supervisor who require personal time (c) Employees who require to consult should give their supervisor personal time (d) The supervisor should consult with their employees who require personal time (e) The supervisor should consult with their employee who require personal time.</p>	<p><Answer></p>
<p>80. Which of the following is not a step one can follow to become a good listener?</p> <p>(a) Be motivated to listen (b) Be prepared to listen (c) Be preoccupied (d) Be alert to all cues (e) Be objective.</p>	<p><Answer></p>
<p>81. If you are asked to present a direct-order report, then which of the following patterns do you choose?</p> <p>(a) Conclusion, analysis, introduction (b) Introduction, analysis, conclusion (c) Conclusion, introduction, analysis (d) Introduction, conclusion, analysis (e) Analysis, introduction, conclusion.</p>	<p><Answer></p>
<p>82. The concluding sentence of the paragraph usually restates the main idea in a different way and elicits the type of essay you have written. Which of the following is not a commonly used conclusion?</p> <p>(a) Result (b) Restatement (c) Prediction (d) References (e) Recommendation.</p>	<p><Answer></p>
<p>83. Which of the following is the optional component in a business letter?</p> <p>(a) Date (b) Address (c) Attention line (d) Year (e) Complimentary close.</p>	<p><Answer></p>
<p>84. Which of the following is to be avoided while writing sales letters?</p> <p>(a) Gain the reader's attention (b) Emphasize central selling points and benefits (c) Support your claims with evidence (d) Present opinions as facts (e) Try to be persuasive.</p>	<p><Answer></p>
<p>85. The listing of major findings at the end of a report to present information is the</p>	<p><Answer></p>

<ul style="list-style-type: none"> (a) Conclusion (b) Recommendations (c) Introduction (d) Analysis (e) Summary. 	
<p>86. As in other persuasive letters, the primary purpose of a collection letter is to get action. A secondary goal is to maintain a customer's goodwill. In the ultimatum stage of the collection series, the letter should be organized</p> <ul style="list-style-type: none"> (a) Deductively (b) Inductively (c) Legally (d) Graciously (e) Emotionally. 	<Answer>
<p>87. Business reports include lots of information. Several terms are used for the convenience of reader. In which part of the report would definitions of terms like uhf and hrz be placed?</p> <ul style="list-style-type: none"> (a) Glossary (b) List of symbols (c) Contents page (d) Executive summary (e) Abstract. 	<Answer>
<p>88. Normally, using you-attitude pays in the business writing. Without empathy for the audience's feelings, it is hard to gain its cooperation or persuade it to accept tough decisions. However, in which of the following situations it is advisable not to use you-attitude?</p> <ul style="list-style-type: none"> (a) When the message attacks or criticizes the reader (b) When the message congratulates the reader (c) When points out something important for the reader (d) Sympathizes with the reader (e) Giving your suggestions to the reader. 	<Answer>
<p>89. Which of the following types of interview acts as a guidance or assistance to the employees?</p> <ul style="list-style-type: none"> (a) Employment interview (b) Counseling interview (c) Performance appraisal interview (d) Disciplinary interview (e) Persuasive interview. 	<Answer>
<p>90. How one presents the information decides the success or failure of the message. Some times a harsh message may be presented in such way that the impact of the message is lessened. If you are sending an informative message to employees about policy statements or procedural changes</p> <ul style="list-style-type: none"> (a) You can assume that employees will have a neutral response (b) You should use the indirect approach (c) You should use the body of the message to highlight how the policy or procedure will benefit the readers (d) You should describe the circumstances leading to the changes (e) You should not consider the readers' reaction. 	<Answer>
<p>91. "Thank you for your order, which we really appreciate. We sincerely welcome you to our ever-growing list of satisfied customers. We were delighted to send you 30 porta-phone telephones. They were shipped by express today." Which of the following indicates the mistake in the above sentence?</p> <ul style="list-style-type: none"> (a) It delays the main idea and sounds cliched (b) It is too direct and positive (c) It is too aggressive and direct (d) It delays the main idea and sound too sincere (e) It is too negative. 	<Answer>
<p>92. <i>How can business messages be more effective?</i></p>	<Answer>

<p>(e) By giving detailed explanations.</p> <p>93. The communication between interviewer and the respondent should be guided by certain ethical guidelines. Which of the following is not true about the interviewer's response?</p> <p>(a) He should be controlling and overbearing (b) He should ask realistic questions (c) He should hide confidential information (d) He should not ask illegal questions (e) He should be friendly.</p>	<p><Answer></p>
<p>94. Emblems are gestures that have a meaning that is understood by the public at large. Of course, most of them are culture specific. Sometimes the same emblem may have different meanings in different cultures, for instance, forming an "O" with index and thumb means "OK" in the US, while in Japan it means</p> <p>(a) Drink (b) Money (c) Zero (d) Same OK (e) Not OK.</p>	<p><Answer></p>
<p>95. The introduction part of a report provides</p> <p>I. The purpose of the report. II. The report's contents and organization. III. The detailed conclusion and recommendation. IV. The tone of the report.</p> <p>(a) Both (I) and (II) above (b) Both (II) and (III) above (c) Both (I) and (IV) above (d) Both (III) and (IV) above (e) (I), (II) and (IV) above.</p>	<p><Answer></p>
<p>96. Which of the following is/are correct sentence(s)?</p> <p>I. To express themselves, graffiti decorate walls. II. Graffiti decorate walls to express themselves. III. To express themselves, some youths decorate walls with graffiti.</p> <p>(a) Only (I) above (b) Only (III) above (c) Both (I) and (II) above (d) Both (I) and (III) above (e) All (I), (II) and (III) above.</p>	<p><Answer></p>
<p>97. The success of a meeting depends on the ability of each individual member of a group to communicate with the rest of the group as a whole. The biggest mistake in holding meetings is</p> <p>(a) Not having a specific goal (b) Not inviting enough participants (c) Circulating the agenda too far in advance (d) Sticking too closely to the agenda (e) Not ensuring the right ambience for the meeting.</p>	<p><Answer></p>
<p>98. Which of the following is not correct about the standard features of business letter?</p> <p>(a) A mailing notation is used to indicate how the letter is sent or how the letter is to be handled (b) A copy notation is used when people other than the addressee are sent copies of the correspondence (c) An enclosure is used when papers or documents accompany the letter (d) Postscript is used to emphasize the summary of what is mentioned in the letter (e) A reference line directs the reader to previous files or documents.</p>	<p><Answer></p>
<p>99. When you are forced to listen to a quick succession of messages, then after a point your receptivity dulls. You find it impossible to listen attentively. Coping with a deluge of information is like juggling-you can keep only a few things in the air at a time. This is a situation in which which of the following is most helpful to listening?</p>	<p><Answer></p>

- (c) Preoccupation
- (d) Message overload
- (e) Poor listening habits.

100. Complete the following sentence using the appropriate word from the options. 'None of the funds _____ reserved for emergencies.'

[<Answer>](#)

- (a) Were
- (b) Was
- (c) Being
- (d) Having
- (e) Is.

END OF QUESTION PAPER

Suggested Answers

Managerial Effectiveness – I (MB121): July 2008

ANSWER	REASON	
1. B	A "win-win" strategy should be used to resolve conflict at the workplace.	<TOP>
2. D	Regulators control the communication exchange. Ex. Patting an employee on the back may encourage him to keep talking.	<TOP>
3. A	Because people are not rational or predictable, negotiating cannot be learned. One can learn how to deal with dictatorial or superstitious people. But if one doesn't know how they will behave, one cannot learn how to deal with them.	<TOP>
4. D	The communicator could use either direct or indirect approach to present the topics of the documents. He can use the direct approach if the audience is receptive and he can use indirect approach if the audience are hostile.	<TOP>
5. E	Vimal's resume will not be shortlisted because he has not highlighted his capability as a investment analyst. Vimal should have structured the resume considering compatibility of his qualification and the prospective employer.	<TOP>
6. C	Routine, good news, and goodwill messages are the most straightforward.	<TOP>
7. B	For effective cross-cultural communication, we should be aware of and sensitive to cultural differences. But a celebration of differences may not be appropriate for most business communications.	<TOP>
8. B	To increase one's listening involvement, one should lean forward and maintain eye contact with the speaker. Hence, option (b) is correct.	<TOP>
9. C	Polarization is breaking up into opposing groups. An argument over positions in a negotiation leads to polarization.	<TOP>
10. B	There are several factors that affect group dynamics and thereby shape the outcome of group discussions. The factor that aims at forming long term as well as short term goals for handling different activities in the group is Longevity.	<TOP>
11. A	In the closing section of the application letter your primary task is to ask the reader for a specific action. In the middle section of the application letter you discuss your qualifications for the job; it will be the longest one. The opening of your application letter will probably make or break the letter i.e., it will decide whether the reader will respond favorably to the request of an interview or not.	<TOP>
12. B	The statement "the solution to your problem" in the attention-getting part of the message will create maximum impact.	<TOP>
13. C	When you list your experience in a chronological format it is advisable to list all jobs in reverse chronological order.	<TOP>

14. E An unsolicited proposal is initiated by an organization that is attempting to obtain business or funding on its own. [<TOP>](#)
15. C Responding to personal attacks won't help the negotiating parties to reach an agreement. [<TOP>](#)
16. D Describe the reason for rejection before the bad news is presented. [<TOP>](#)
17. A Companies want to maintain good relations and will generally honor a well-documented reasonable claim with a fair adjustment. We can assume that the company will adjust the claim, so we can make a direct claim request in the message. [<TOP>](#)
18. C By conveying the subject to the intended audience in such a way that the writer's purpose is achieved, you can write an effective business letter. [<TOP>](#)
19. E Aubrey Fisher identified four stages in group problem solving. They are [<TOP>](#)
 A. orientation stage,
 B. The conflict stage,
 C. The emergence stage,
 D. The reinforcement stage.
 Hence, option (e) is correct.
20. C Since, you are responding positively to the claim it is good to place the news in the first sentence itself. [<TOP>](#)
21. C If you have negative comments to express regarding the qualifications of a job candidate, it's best to place your criticism in the context of a generally favorable recommendation. [<TOP>](#)
22. A The three purposes of reports are to analyze and justify, persuade and propose, and provide information. [<TOP>](#)
23. D Face-to-face conversation is the 'richest' communication medium as it saves time, has the ability to convey the message accurately, and provides immediate feedback. [<TOP>](#)
24. C Decision-making in effective teams is done by participation of all the members and not by the team leaders alone. Hence, option (c) is correct. [<TOP>](#)
25. B Tables are ideal when the audience needs facts that would be difficult or tedious to handle in the main text. [<TOP>](#)
26. B Title fly is a plain sheet of paper with only the title on it. It precedes the title page and is not necessary to add, it only adds a touch of formality to the report. It contains nothing else than the title. [<TOP>](#)
27. C "Gear your message to the needs of every individual receiving your document" this statement is not true with respect to audience analysis. Hence, option (c) is correct. [<TOP>](#)
28. D Tone of voice refers to the rising or falling inflection that tells you whether a group of words is a question or a statement, whether the speaker is uncertain of confident, or whether a statement is sarcastic or sincere. [<TOP>](#)
29. D You should explain that your company tries its best to satisfy customers, and errors are unusual and correctable. [<TOP>](#)
30. D Most of the business is transacted in the social distance zone which extends from 4- 12 ft. Hence, option (d) is correct. [<TOP>](#)
31. B Line charts, depict changes in quantitative data over time and illustrate trends. Unlike bar charts, which show only the total amount for a time period, line charts show variations within each time period. [<TOP>](#)
32. A Process of communication starts with the Sender, the person who intends to communicate with other person. He puts the message in mutually understandable language. Communication once reached to the person whom it is intended, the reaction he sends back to the sender on the message he received is called as the feedback. Hence communication process starts with [<TOP>](#)

the sender and ends with the feedback from the receiver.

33. B The minutes of a meeting indicate the name of all participants present in previous meeting. [<TOP>](#)
34. D An acknowledgment of any assistance you received in preparing the material will be placed on the letter of transmittal. [<TOP>](#)
35. B The first step in conflict resolution is to make sure the people involved really disagree. Hence, option (b) is correct. [<TOP>](#)
36. A Background information promotes the understanding of the problem in a report. [<TOP>](#)
37. E Theatre style is appropriate for large groups that are meeting to obtain information. Hence, option (e) is correct. [<TOP>](#)
38. B The correct term (used by communication scholars) is “authenticated.” It means, “to make valid or establish as genuine.” The purpose of a signature is to establish the genuineness or validity of the memo. [<TOP>](#)
39. E Avoid writing buffer that is too long. The buffer should be brief and to the point. [<TOP>](#)
40. D The best way to present the numerical figures is through tables and charts. [<TOP>](#)
41. B Body of report consists of detailed information. [<TOP>](#)
42. C An analogy is conveyed orally. (a), (b), (d) and (e) are considered visual aids because they can be seen by the audience. Slides and transparencies are projected on screen for all to see. The chalkboard is frequently used to visually explain some points or problems in class. [<TOP>](#)
43. A Memos are common for short informal reports distributed within organization. It is usually fewer than ten pages. [<TOP>](#)
44. D Non-verbal communication is not intentional and conveys the true meaning of the verbal messages. [<TOP>](#)
45. B The motivated sequence pattern is only used for persuasive speeches. Any of the other three patterns can be used in the speech to inform, depending on the nature of the topic. The purpose of a speech to inform is to convey the matter clearly. Any pattern that allows the speaker to do so is suitable. [<TOP>](#)
46. C The obvious job duties which can be inferred from the job title should be omitted. [<TOP>](#)
47. D The four categories of anticipated reader reaction are: (1) Pleasure, (2) Displeasure, (3) Interest but neither pleasure nor displeasure, and (4) No interest. [<TOP>](#)
48. A The receiver “decodes” the message. Hence he is called the decoder. He does not record the message for posterity. The person who sends the message is the encoder. The terms ‘receptor’ and ‘carrier’ are not used in communication jargon. [<TOP>](#)
49. A Cost efficiency of channels is not likely to help in audience analysis. Hence, option (a) is correct. [<TOP>](#)
50. B The concept of "everything in the paragraph belonging together because every part concerns every other part" is referred to as unity. [<TOP>](#)
51. A The glossary always provides meanings of technical terms. Therefore, the correct answer is ‘definitions’. [<TOP>](#)
52. D In order to stimulate our audience's interest and desire to respond positively to our persuasive claim request, we should appeal to their sense of goodwill and give them some positive reasons to grant our claim. [<TOP>](#)
53. A The resume must convey your most recent jobs and jobs that relate most to your target position. The job that your enjoyed most and job with a well known organization has of no weightage to employer if it is not related to the job you apply for. [<TOP>](#)

54. A The warm-up, the question-and-answer stage, and the close are the distinct parts of any interview. [<TOP>](#)
55. C When you want to present speeches describing a scene, a location, or a geographical distribution. [<TOP>](#)
56. B Enunciation relates to the correctness of how a word is pronounced. Hence, option (b) is correct. [<TOP>](#)
57. C When the interviewer does a minimum of talking and encourages the respondent to fully express his/her feelings, he is actually resorted for non-directive approach of interview. Hence option (c) is not true about directive interview. [<TOP>](#)
58. B The reference initials of the person who has keyed in or typed the letter appears in lowercase a double space below the signature block. [<TOP>](#)
59. E Nonverbal cues are generally seen as more reliable. [<TOP>](#)
60. A In deductive approach proposal is stated first and argument that supports follows. [<TOP>](#)
61. A Sensitive listening is supportive and nonjudgmental and demonstrates empathy toward others when they share their thoughts and feelings. Hence, option (a) is correct. [<TOP>](#)
62. B Boss here is trying to convey to Sreeram with his gestures of sitting back expansively, wrapping his arm over the back of the chair and stretching out his legs in front that, he is confident. Hence, option (b) is correct. [<TOP>](#)
63. C In critical listening, the individual listens mainly to evaluate the logic and validity of the message. Hence, option (c) is correct. [<TOP>](#)
64. B Candidates “sell themselves” through application letters. Therefore B is the correct answer. When applying for a job, there is nothing for them to bargain or negotiate over. Therefore (A) and (C) are incorrect answers. Issues are never discussed in application letters. There is no such thing a validating point. Therefore (D) and (E) are incorrect answers. [<TOP>](#)
65. A Text of the report contains an introduction, body, and conclusion. [<TOP>](#)
66. C Closure is a type of appeal which states the amount due and keeps a reserve to say something new if some additional letter is needed. [<TOP>](#)
67. B Job application letter is like a persuasive letter. It is used to market or sell one’s abilities to the recruiter. Hence it is termed as personal advertisement. [<TOP>](#)
68. B Find fault in person criticizing and pay him back. [<TOP>](#)
69. E Statements I, III and IV are correct. The second statement denotes the barrier in message transmission. [<TOP>](#)
70. D When they use four or five paragraphs upto one page [<TOP>](#)
71. B Overtly directive seating arrangement focus on the leader as well as the agenda of the meeting. Hence, option (b) is correct. [<TOP>](#)
72. C Downward communication flows from superior to subordinate. Providing necessary information to the top management is upward communication where information flows from subordinate to superiors. [<TOP>](#)
73. D These memorandum reports are generally written for the interoffice communication hence, they will be written on the standardized interoffice stationery. [<TOP>](#)
74. A Like bad-news letters, bad-news memos have to be written inductively. An apologetic or ambiguous tone may irritate the reader. Bad-news memos cannot be written quickly – it takes time to compose a bad-news memo. Bad-news memos written in haste often receive a negative response. ‘Doubtfully’ is irrelevant to the context. [<TOP>](#)
75. A To redirect the focus on the main purpose, the leader should not be too [<TOP>](#)

directive. Hence, option (a) is correct.

76. A Proposal is a persuasive presentation for consideration of something that is either written or oral [<TOP>](#)
77. C Developed by John Dewey, reflective thinking is a careful, systematic approach to a problem. This approach involves six steps: 1. Problem identification, 2. Problem analysis, 3. Criteria selection, 4. Solution generation, 5. Solution evaluation and selection and 6. Solution implementation, but Nominal group technique is not one of them. [<TOP>](#)
78. C The popular ways of making decision include- consensus, compromise, majority vote, decision by leader and arbitrator. Coercion is a wrong answer. [<TOP>](#)
79. A This sentence clearly indicates that the employees require personal time. Option (b) is not only grammatically incorrect ('require' should be singular), it also suggests that the supervisor wants personal time. Option (c) makes no sense at all. Option (d) is not only ungrammatical; it also conveys the wrong meaning – that the supervisor should consult with employees. Option (e) has the same problems as option (d). [<TOP>](#)
80. C Be preoccupied is a barrier to be a good listener. [<TOP>](#)
81. C While presenting the direct structure we start with the conclusion, introduction, and analysis. We use this structure when we are presenting to the audience willing to receive our information. Hence, option (c) is correct. [<TOP>](#)
82. D The commonly used conclusions are the following: Result, Restatement, Prediction, Recommendation and Quotation. References appears at the end of the report. [<TOP>](#)
83. C Attention line is the optional component of the business letter. Hence, option (c) is correct. [<TOP>](#)
84. D While writing a sales letter it is advisable not to use opinions as facts that may backfire with educated audience. [<TOP>](#)
85. E Summary is list of major findings at the end of the report. [<TOP>](#)
86. A At this stage, a deductive letter might achieve the desired result. [<TOP>](#)
87. B Since these are symbols, not words, they would be placed in the list of symbols. The glossary provides meanings of technical terms, not symbols. The contents page lists the contents of the report—it does not define anything. The executive summary or abstract does not provide definitions. [<TOP>](#)
88. A When your message is about finding fault with the reader or criticize the reader's actions it is advisable not to use you-attitude. [<TOP>](#)
89. B Counseling interview provide guidance and assistance to employees. [<TOP>](#)
90. C If you are sending an informative message to employees about policy statements or procedural changes you should use the body of the message to highlight how the policy or procedure will benefit the readers. [<TOP>](#)
91. A Considering that this was a favorable response to an order letter, there was no need to delay the main message till sentence 4. The opening sentences sound clichéd and say the same thing that has been said to thousands of other customers. [<TOP>](#)
92. C Business messages can be more effective by being purposeful, audience-centered, and concise. These are the three qualities that will make a message useful and convincing. Hence, option (c) is correct. [<TOP>](#)
93. A He should not be controlling and overbearing. [<TOP>](#)
94. B In Japan it means money. [<TOP>](#)
95. E The introduction part of a report provides:
The purpose of the report, The report's contents and organization, The tone of the report. Detailed conclusion and recommendations are provided later and specifically. [<TOP>](#)

96. B Only sentence III states the subject clearly. Hence, option (b) is correct. [<TOP>](#)
97. A The biggest mistake in holding meetings is 'not having a specific goal'. Hence, option (a) is correct. [<TOP>](#)
98. D Postscripts are used to emphasize something else which may be omitted from the letter. [<TOP>](#)
99. D The explanation signifies message overload, an environmental barrier. Hence, option (d) is correct. [<TOP>](#)
100. A 'None' usually takes the singular verb—but there are exceptions. In this case, the plural "were" is required because the noun 'funds' is plural. 'Was' and 'is' cannot be used. The continuous tense (being, having) cannot be used because the sentence does not describe action continuing over a period of time. [<TOP>](#)

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