



PRACTICE SET
End Semester Examination, December, 2025

Program: MBA

Semester: I

Course: Principles of Management and Organisational Behaviour

Course Code: 11CC.401

CLO 1. To provide a basic understanding of the theories, principles, concepts and essentials of management

CLO 2. To apply the tools and techniques to be used in the performance of the managerial job.

CLO 3. To apply basic principles of leadership, motivation and performance management.

CLO 4. To analyze different aspects of behavior at work & connect with the organizational behaviour theories and workplace issues.

Course Outcome - On the completion of the Course, the students will be able to:

CO 1. Understand the fundamental theories, principles, concepts, and essentials of management.

CO 2. Utilize relevant tools and techniques for effective performance of managerial responsibilities.

CO 3. Demonstrate basic principles of leadership, motivation, and performance management in organizational settings.

CO 4. Analyze workplace behavior and relate it to organizational behavior theories and real-world workplace issues.

SECTION A

Question for Five (5) marks:

1. Explain the difference between efficiency and effectiveness in managerial context. [CO1, Unit-I, BTL- LOT, Understand]
2. Define the principles of Unity of Command and Scalar Chain as proposed by Henri Fayol. [CO1, Unit-I, BTL- LOT, Knowledge]
3. Describe the significance of the Human Relations Movement in the evolution of management thought? [CO1, Unit-I, BTL- LOT, Understand]
4. State the differences between programmed and non-programmed decisions. [CO2, Unit-II, BTL- LOT, Remember]
5. Define Management by Objectives (MBO) and its primary purpose. [CO2, Unit-II, BTL- LOT, Remember]
6. Briefly explain the concept of Span of Control. [CO2, Unit-II, BTL- LOT, Understand]
7. Explain the importance of Coordination as the essence of management. [CO2, Unit-II, BTL- LOT, Understand]
8. Describe the fundamental premise of the Trait Theory of Leadership? [CO3, Unit-III, BTL- LOT, Understand]
9. List and briefly define the three needs identified in McClelland's Theory of Needs. [CO3, Unit-III, BTL- LOT, Remember]
10. Explain the role of Job Enrichment in performance management. [CO3, Unit-III, BTL- LOT, Understand]
11. Differentiate between transactional and transformational leadership styles. [CO3, Unit-III, BTL- HOT, Analyze]
12. Define Performance Appraisal and its two main objectives. [CO3, Unit-III, BTL- LOT, Remember]
13. Explain are the key characteristics of a Type A Personality? [CO4, Unit-IV, BTL- LOT, Remember]
14. Explain the difference between the input and output stages of the perception process. [CO4, Unit-IV, BTL- LOT, Understand]
15. Define Organizational Culture and its three levels of manifestation. [CO4, Unit-IV, BTL- LOT, Remember]
16. Describe Cognitive Dissonance? Give a workplace example. [CO4, Unit-IV, BTL- LOT, Understand]
17. Explain two common sources of organizational conflict. [CO4, Unit-IV, BTL- LOT, Understand]

18. Define Workplace Stress and list two environmental factors that contribute to it. [CO4, Unit-IV, BTL- LOT, Knowledge]
19. Explain how does Group Norms influence individual behavior in a team setting? [CO4, Unit-IV, BTL- LOT, Understand]
20. Briefly explain the term Emotional Intelligence (EI) in leadership. [CO3, Unit-III, BTL- LOT, Understand]

SECTION B

Question for Ten (10) marks:

21. Critically analyze the core principles of Scientific Management (F.W. Taylor). What are its key criticisms in the modern industrial scenario? [CO1, Unit-I, BTL- HOT, Analyze]
22. Discuss the five steps involved in the managerial function of Planning. [CO1, Unit-I, BTL- LOT, Understand]
23. Explain the different types of Decision-Making Environments (Certainty, Risk, Uncertainty) and how a manager should approach decision-making in each. [CO1, Unit-I, BTL- HOT, Analyze]
24. Discuss the process of Delegation of Authority. Why is effective delegation crucial for organizational growth? [CO2, Unit-II, BTL- LOT, Understand]
25. Explain the concept of Total Quality Management (TQM). How does it serve as a tool for managerial control? [CO2, Unit-II, BTL- LOT, Apply]
26. Describe the essential steps involved in the Controlling Process. [CO2, Unit-II, BTL- LOT, Understand]
27. Analyze Herzberg's Two-Factor Theory of Motivation. How can a manager use this theory to improve job satisfaction? [CO3, Unit-III, BTL- HOT, Analyze]
28. Explain the Vroom's Expectancy Theory. How does it apply to setting realistic performance targets? [CO3, Unit-III, BTL- LOT, Apply]
29. Compare and contrast the Trait Theory and the Behavioral Theory approaches to leadership study. [CO3, Unit-III, BTL- HOT, Evaluate]
30. Discuss the functions and challenges of Performance Management Systems in organizational settings. [CO3, Unit-III, BTL- LOT, Understand]
31. Analyze the factors that shape an individual's Personality. How does personality influence workplace behavior? [CO4, Unit-IV, BTL- HOT, Analyze]
32. Explain the barriers to accurate Perception in the workplace. Suggest ways managers can overcome these barriers. [CO4, Unit-IV, BTL- HOT, Analyze]
33. Describe the stages of Group Development (Forming, Storming, Norming, Performing, Adjourning). [CO4, Unit-IV, BTL- LOT, Understand]

34. Discuss the relationship between Organizational Culture and effective Organizational Change. [CO4, Unit-IV, BTL- HOT, Analyze]
35. How can organizations manage and reduce Workplace Conflict using various conflict resolution techniques? [CO4, Unit-IV, BTL- LOT, Apply]
36. Discuss the steps a manager should take to effectively implement a program of Organizational Change (Lewin's Model). [CO4, Unit-IV, BTL- LOT, Apply]
37. Explain the necessity of Communication as a managerial function and its role in organizational behavior. [CO2, Unit-II, BTL- LOT, Understand]
38. Explain the concept of Contingency Theory of Leadership (e.g., Fiedler's Model). Why is it considered more practical than earlier theories? [CO3, Unit-III, BTL- HOT, Evaluate]

SECTION C

Question for twenty (20) marks:

39. Case Study: Planning in Action — "Amul's Expansion Plan for Ice-Cream Division"

Background: Amul, India's largest dairy cooperative, decided in 2022 to expand its ice-cream division to capture more of the growing frozen dessert market. The management realized that without a proper plan, the resources, time, and investments might be wasted. Hence, they initiated a comprehensive planning process to guide their actions.

Draft a hypothetical plan with figures stating the effectiveness of Amul's planning process. Discuss how each step of planning (objectives, premises, alternatives, selection, implementation, review) contributed to achieving results. [CO1, Unit-I, BTL- HOT, Create]
40. A CEO is concerned about inconsistent performance reporting and lack of alignment between employee goals and organizational strategy. Develop a comprehensive MBO (Management by Objectives) system for this organization, detailing the steps required for implementation and explaining how MBO acts as both a Planning Tool and a Controlling Technique. [CO2, Unit-II, BTL- HOT, Create]
41. "Motivation is a complex, individual process, but its application is essential for team success." Critically evaluate this statement using Maslow's Hierarchy of Needs and Equity Theory. Discuss how a leader can tailor motivation strategies to a diverse workforce based on these theories. [CO3, Unit-III, BTL- HOT, Evaluate]
42. Analyze the key factors that lead to Organizational Stress. As an HR manager, formulate a detailed plan detailing both organizational (e.g., job redesign) and individual (e.g., wellness programs) strategies to manage and mitigate high stress levels in a rapidly growing technology company. [CO4, Unit-IV, BTL- HOT, Create]
43. Discuss the major steps in the Decision-Making Process. Evaluate the limitations of the Rational Decision-Making Model and explain how concepts like Bounded Rationality

and Intuition describe real-world managerial decision-making. [CO2, Unit-II, BTL-HOT, Evaluate]

44. Discuss the concept of Organizational Culture. Analyze how a weak or dysfunctional culture can negatively impact Team Performance, Conflict Resolution, and Resistance to Change. Recommend three specific strategies for a leader to foster a high-performance, ethical culture. [CO4, Unit-IV, BTL- HOT, Evaluate]

Summary Sheet:

CO Wise:	Question No.	Marks
CO1	1, 2, 3, 21, 22, 23, 24, 39	75
CO2	4, 5, 6, 7, 25, 26, 37, 40, 43	90
CO3	8, 9, 10, 11,12, 20, 27, 28, 29, 30, 38, 41	100
CO4	13, 14, 15, 16, 17, 18, 19, 31, 32, 33, 34, 35, 36, 42, 44	135
TOTAL MARKS	(44 Questions)	400

Unit Wise:	Question No.	Marks
I	1, 2, 3, 21, 22, 23,24, 39	75
II	4, 5, 6, 7, 25, 26, 37, 40, 43	90
III	8, 9, 10, 11, 12, 20, 27, 28, 29, 30, 38, 41	100
IV	13, 14, 15, 16, 17, 18, 19, 31, 32, 33, 34, 35, 36, 42, 44	135
TOTAL MARKS		400

Blooms Taxonomy Level (BTL) Wise:	Question No.	Marks
LOT	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 12, 13, 14, 15, 16, 17, 18, 19, 20, 22, 24, 25, 26, 28, 30, 33, 35, 36, 37	150
HOT	11, 21, 23, 27, 29, 31, 32, 34, 38, 39, 40, 41, 42, 43, 44	250
TOTAL MARKS		400

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Disclaimer: - This is a Practice Set. The Question in End term examination will differ from the Practice set. This Practice set is meant for practice only.