INDIAN INSTITUTE OF MANAGEMENT & COMMERCE
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BBA I Semester

Principles & Practices of Management
Question Bank

Unit I

Short Answer Questions

1. Define management. State its nature and scope.
2. Distinguish between a manager and an administrator.
3. State the functions under POSDCORB.
4. State any four principles of management given by Henri Fayol.
5. Write a short note on McGregor's Theory X and Theory Y.
6. What is Maslow's hierarchy of needs?
7. What are the different levels of Management.

Long Answer Questions

1. Explain the nature, scope, and significance of management.
2. Discuss the contributions of F. W. Taylor and Henri Fayol to management thought.
3. Explain the Human Relations and Behavioural approaches to management with reference to Mayo, McGregor, and Maslow.
4. Compare the quantitative, systems, and contingency approaches to management.

Unit II

Short Answer Questions

1. Define planning.
2. Nature of Planning
3. Single-use plans and Multiple Use plans.
4. Define objectives, strategies, policies, procedures, and rules.
5. State the types of decisions.

Long Answer Questions

1. Explain the meaning, nature, and importance of planning in an organisation.
2. Describe the steps involved in the planning process with suitable examples.
3. Define decision-making. Explain the steps in the rational decision-making process.
4. Discuss the types of decisions and the challenges faced by managers in decision-making.

Unit III

Short Answer Questions

1. Define organising. State the principles of organising.
2. Distinguish between formal and informal organisation.
3. What is departmentalisation? State its types.
4. Explain line and staff authority.

5. What is span of control?
6. Distinguish between delegation and decentralisation.

Long Answer Questions

1. Explain the principles of organising and their importance in designing an effective organisation.
3. Describe the Line, Line and Staff, Functional and Matrix Organization Structures with a flow chart.
4. Explain Departmentalization, Decentralization and span of control in organisational design.
5. Discuss the concepts of Authority, Responsibility and Delegation

Unit IV

Short Answer Questions

1. Define staffing.
2. What is recruitment? State its sources.
3. What is induction and orientation?
4. Define leadership.
5. What are communication channels?
6. Motivation and Supervision.

Long Answer Questions

1. Explain the selection process and the methods used for selecting employees.
2. Discuss induction, orientation, and training methods used for employee development.
3. Explain the communication process, channels of communication, and barriers to effective communication.

Unit V

Short Answer Questions

1. Define controlling.
2. State the common techniques of control.
3. Explain the relationship between planning and control.
4. Define coordination.
5. What are the types of coordination?
6. Distinguish between coordination and co-operation.

Long Answer Questions

1. Define controlling. Explain its importance, functions and process in management.
2. Discuss the various techniques of control used by managers in organisations.
3. Explain the relationship between planning and controlling with suitable examples.
4. Define coordination. Discuss its need, types, and techniques in an organisation.
5. Distinguish between coordination and co-operation with examples.

CASE STUDIES

Unit I: Introduction to Management and Evolution of Management Thought

Case 1: Levels and Skills of Management (Sunrise Bakery)

Sunrise Bakery has 3 outlets. Mr. Rao, the owner, decides to open 2 new branches next year. Mrs. Fatima, the area manager, translates this into targets for each outlet. Ravi, an outlet supervisor, schedules the bakers and checks that the bread is baked on time. Recently Ravi was promoted to area manager but is struggling: he is excellent at baking (technical skill) but finds it hard to plan and deal with people.

Questions:

1. Identify the top, middle and lower levels of management in this case.
2. Which skill (technical, human, conceptual) does Ravi lack at his new level?
3. How do skill needs change as one moves up the management ladder?

Case 2: Application of Management Theories (QuickStitch Garments)

QuickStitch's owner pays workers per piece stitched and times every task with a stopwatch. Output rose, but workers feel like machines and absenteeism is increasing. A new manager, Sneha, starts holding weekly chats with workers, forms friendly teams, and asks for suggestions. Productivity improves further.

Questions:

1. Which management theories do the owner's and Sneha's approaches reflect (Taylor, Mayo, etc.)?
2. Why did the owner's approach alone fail to sustain results?
3. Would a mix of both approaches work best?

Unit II: Planning and Decision Making

Case 1: Planning Process (Green Leaf Café)

Anita wants to start a café near a college. She sets an objective of earning ₹50,000 monthly profit within 6 months. She studies the market, lists options (takeaway kiosk, small café, large restaurant), evaluates costs, picks the small café, and prepares a budget, hiring plan and opening schedule. Later, she reviews sales every month.

Questions:

1. Match Anita's actions to the steps of the planning process.
2. Identify one single-use plan and one standing (multiple-use) plan she should make.
3. Why is reviewing progress important?

Case 2: Decision Making (Choosing a Delivery Method)
Kiran runs an online shop selling handmade candles. Customers complain about late deliveries. His options are: (a) continue with the current courier, (b) switch to a faster but costlier courier, or (c) hire his own delivery boy. He has limited funds and festival season is coming.

Questions:

1. Is this a routine or strategic decision? Why?
2. Apply the steps of decision making to help Kiran choose.
3. What challenges (limited information, time pressure, risk) does he face?

Unit III: Organising

Case 1: Organisational Structure (Fresh Mart)
Fresh Mart started with 1 store and 5 employees, where the owner gave all orders. It now has 20 stores. Staff are confused about whom to report to, and decisions are delayed. Consultants suggest departments (purchase, sales, HR, finance) and a clear reporting line, but employees also form informal groups that share work tips and sometimes spread rumours.

Questions:

1. Why did the old structure stop working?
2. Suggest a suitable departmentalisation for Fresh Mart.
3. Discuss one advantage and one disadvantage of the informal organisation here.

Case 2: Delegation of Authority (Dr. Meena's Clinic)
Dr. Meena handles patient care, billing, appointments and even ordering supplies herself. She feels overworked and patients wait long. When she asks her assistant, Suresh, to handle appointments, she keeps interfering and double-checking every entry, so Suresh loses confidence.

Questions:

1. What is wrong with Dr. Meena's delegation?
2. Distinguish between authority, responsibility and accountability here.
3. What should she do to delegate effectively?

Unit IV: Staffing and Directing

Case 1: Recruitment Sources (TechNest Solutions)
TechNest, a small IT firm, needs 5 software trainees. It can use: (a) campus recruitment, (b) employee referrals, (c) online job portals, or (d) newspaper ads. Previously, most hires came through referrals, but the team has become too similar in skills and ideas.

Questions:

1. Classify these sources as internal or external.
2. Give one merit and one demerit of each source.
3. Which source(s) would you suggest and why?

Case 2: Motivation (The Sales Team at ShineMobile)
ShineMobile's sales team gets a good salary but morale is low. Employees say that their efforts are never recognised, targets are unrealistic, and promotions are unclear. Last month, a manager started giving "Employee of the Month" awards and discussing career paths. Sales improved.

Questions:

1. Which of Maslow's needs were unmet earlier? Which were addressed later?
2. Distinguish between financial and non-financial incentives with examples from the case.
3. What role does leadership play in motivating this team?

Unit V: Controlling and Coordinating

Case 1: Controlling (Tasty Bites Restaurant)
Tasty Bites set a standard of serving food within 15 minutes. Over a month, the manager noticed average serving time was 25 minutes and customer complaints rose. After

investigation, he found one chef was often absent and the kitchen layout was poor. He hired a helper and rearranged the kitchen. Service time dropped to 16 minutes.

Questions:

1. Identify each step of the control process in this case (standard, measure, compare, corrective action).
2. Is this feedback control or feedforward control? Explain.
3. How are planning and controlling related?

Case 2: Coordination between Departments (Star Footwear)
Star Footwear's marketing team promised customers a new sandal model by Diwali. But the production team was unaware and had scheduled other orders, and the purchase team had not ordered enough raw material. The product launched late, and customers were disappointed.

Questions:

1. What caused the failure of coordination?
2. Suggest techniques (meetings, common goals, communication systems) to improve coordination.
3. Distinguish between coordination and cooperation using this case.