

SRM VALLIAMMAI ENGINEERING COLLEGE

(An Autonomous Institution)

SRM Nagar, Kattankulathur – 603 203

DEPARTMENT OF MANAGEMENT STUDIES

QUESTION BANK

I SEMESTER

BA3162 – MANAGEMENT CONCEPTS AND ORGANISATIONAL BEHAVIOUR

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UNIT I: INTRODUCTION TO MANAGEMENT

SYLLABUS: Basics of Management - Importance of Management, Levels of Management, Evolution of Management - Classical Era- Contribution of F.W.Taylor, Henri Fayol, Neo-Classical- Mayo & Hawthorne Experiments- Modern Era – System & Contingency Approach - Managerial Skills - Effective Communication Process.

PART- A

S.NO	QUESTIONS	COMPETENCE	BT LEVEL	CO Level
1.	Define Management.	Remembering	Level 1	CO1
2.	Interpret the importance of Management.	Understanding	Level 2	CO1
3.	List the benefits of Unity of Direction.	Remembering	Level 1	CO1
4.	Interpret the Managerial Skills.	Understanding	Level 2	CO1
5.	Infer the stages in the evolution of Management thought.	Understanding	Level 2	CO1
6.	Recall the roles of Managers to perform.	Remembering	Level 1	CO1
7.	Interpret the meaning of System approach to Management.	Understanding	Level 2	CO1
8.	What is Motion Study?	Remembering	Level 1	CO1
9.	Infer the benefits of Scientific Management.	Understanding	Level 2	CO1
10.	What is Time Study?	Remembering	Level 1	CO1
11.	List the need of effective communication.	Remembering	Level 1	CO1
12.	Distinguish between Management and Administration	Understanding	Level 2	CO1
13.	What are Centralization and Decentralization?	Remembering	Level 1	CO1
14.	Interpret the characteristics of modern management thought.	Understanding	Level 2	CO1
15.	Recall the parts of a classical management theory.	Remembering	Level 1	CO1
16.	Interpret the different levels of Management.	Understanding	Level 2	CO1
17.	List the essential skills needed for the Managers.	Remembering	Level 1	CO1
18.	Infer the functions of Management.	Understanding	Level 2	CO1
19.	List down the main functions of Top level of Management.	Remembering	Level 1	CO1
20.	Interpret the scope of Management.	Understanding	Level 2	CO1
21.	List down the main functions of Middle level of Management.	Remembering	Level 1	CO1

22.	Interpret the main functions of Lower level of Management.	Understanding	Level 2	CO1
23.	List the objectives of Management.	Remembering	Level 1	CO1
24.	Interpret the nature of Management.	Understanding	Level 2	CO1

PART- B				
S.NO	QUESTIONS	COMPETENCE	BT LEVEL	CO Level
1.	Explain the Scope and Nature of Management.	Applying	Level 3	CO1
2.	Examine the importance of Management.	Analysing	Level 4	CO1
3.	Explain in detail three levels of management with suitable examples.	Applying	Level 3	CO1
4.	Analyses the different managerial roles performed by managers.	Analysing	Level 4	CO1
5.	Explain the fourteen principles of Management as advocated by Henry Fayol.	Applying	Level 3	CO1
6.	Examine the contributions of System approach in detail.	Analysing	Level 4	CO1
7.	Identify the various functions of Management.	Applying	Level 3	CO1
8.	Examine the major contributions of Hawthorne experiment towards the development of Management thought.	Analysing	Level 4	CO1
9.	Identify the contributions of Contingency approach to management.	Applying	Level 3	CO1
10.	Examine in detail, the scope for Management as a Science, Arts or Profession.	Analysing	Level 4	CO1
11.	Suresh works in a bulb manufacturing company. Each bulb which is manufactured is of standard size and quality. Further if there is any unrequired type of bulb manufactured then its production is stopped. Last month when the company came to know that 10 watt bulbs were no more liked by customers, their production was stopped. He works in the purchase department. His job is to purchase the filaments required to make bulbs. This time when he purchases the filament he gets the instruction from the seller that some special care needs to be taken in the first hour of fixing the filaments inside the bulb. Suresh knows this information should be given immediately to the production department before the assembling process starts. However he finds that his company's policies only allow him to give the message to his immediate boss who will further pass this message	Applying	Level 3	CO1

	<p>to his boss. The passing of this message will continue till it reaches the desired person in the production department. Which technique of management is followed here? Also name the principle of management followed here by the company? Which option is now available to Suresh since the company is not allowing him to interact with the concerned worker in the production department?</p> <p>Rajeev is a middle lever manager. He keeps all his subordinates under a lot of discipline. His employees however complain of wastage of time and efforts as they feel that nothing is being assigned in a proper way and a proper place, also no proper schedule is made for working. Which principle of management is violated here?</p>			
12.	<p>Case Study: Mr.Ankit just graduated from a reputed institute of management and joined his father's small business, which employed about 30 semi-skilled workers. After one week, his father, a retired government bureaucrat, called him and said, "Ankit, I observed your working style for the past few days. I must admit that you are too nice to people in the organization. I know they taught you human relations theories at your management institute, but it just does not work here. I remember, when the Hawthome studies were first reported, everyone in the academic field got all excited about them. But believe me, there is more to manage people than just being nice to them".</p> <p>Questions:</p> <p>(a) Do you think, Ankit's father understood and interpreted the Hawthome studies correctly?</p>	Analysing	Level 4	CO1
13.	Explain the Evolution of Management thought.	Applying	Level 3	CO1
14.	Examine the elements of scientific management.	Analysing	Level 4	CO1
15.	Identify the different managerial skills required for managers.	Applying	Level 3	CO1
16.	Examine the various methods of Communication.	Analysing	Level 4	CO1
17.	Identify the Effective Communication Process.	Applying	Level 3	CO1

UNIT II: FUNCTIONS OF MANAGEMENT

SYLLABUS: Nature and Purpose of Planning – Planning Premises - Planning Process, Objectives – Setting Objectives – Management by Objectives, Decision Making – Type of Decision – Significance of Decision Making, Staffing Process, Coordination and Controlling - Process and Types of Control.

PART- A				
S.NO	QUESTIONS	COMPETENCE	BT LEVEL	CO Level
1.	Define Planning.	Remembering	Level 1	CO2
2.	Interpret the objectives of Planning.	Understanding	Level 2	CO2
3.	List the features of Planning.	Remembering	Level 1	CO2
4.	Interpret the different types of Planning.	Understanding	Level 2	CO2
5.	Outline the importance of Mission.	Understanding	Level 2	CO2
6.	List the advantages of Objective.	Remembering	Level 1	CO2
7.	Interpret the factors to be considered while formulating Strategies.	Understanding	Level 2	CO2
8.	What is meant by Strategy?	Remembering	Level 1	CO2
9.	Interpret the important observations suggested about planning.	Understanding	Level 2	CO2
10.	Define Staffing.	Remembering	Level 1	CO2
11.	List the characteristics of control.	Remembering	Level 1	CO2
12.	Interpret the two approaches of objectives.	Understanding	Level 2	CO2
13.	Define Control.	Remembering	Level 1	CO2
14.	Interpret the importance of setting organizational objectives in a modern complex Organisation.	Understanding	Level 2	CO2
15.	Recall the any four guidelines for Objectives Setting.	Remembering	Level 1	CO2
16.	Interpret the importance of timely decision making.	Understanding	Level 2	CO2
17.	List the benefits of MBO.	Remembering	Level 1	CO2
18.	Interpret the conditions of Decisions making.	Understanding	Level 2	CO2
19.	List the types of Decisions.	Remembering	Level 1	CO2
20.	Interpret any four types of control.	Understanding	Level 2	CO2
21.	Recall the three approaches generally adopted by managers in selecting an alternative.	Remembering	Level 1	CO2
22.	Interpret the advantages of planning.	Understanding	Level 2	CO2
23.	List the flow diagram of planning steps.	Remembering	Level 1	CO2
24.	Interpret the factors affecting staffing.	Understanding	Level 2	CO2

PART- B				
S.NO	QUESTIONS	COMPETENCE	BT LEVEL	CO Level
1.	Explain the nature of Planning.	Applying	Level 3	CO2
2.	Analyze the purpose and need for Planning.	Analysing	Level 4	CO2
3.	Explain the process of Planning.	Applying	Level 3	CO2
4.	List the advantages and limitations of Planning.	Analysing	Level 4	CO2
5.	Explain the different types of Planning.	Applying	Level 3	CO2
6.	Examine the process of Management By Objectives (MBO).	Analysing	Level 4	CO2
7.	Identify the process of decision - making with the help of an example?	Applying	Level 3	CO2
8.	'Kanpur Leather Ltd.' is the manufacturer of leather products. It is producing on large scale and its organisational structure is functional. In the production department various foremen have been employed. Each foreman has been made responsible for production planing, implementation and control. This has led to a situation of confusion and uncertainty. Suggest a technique of scientific management to Kanpur Leather Ltd. which may help it to effectively organise planning and its execution.	Analysing	Level 4	CO2
9.	Identify the various types of decision. Explain the decision making under different conditions are made.	Applying	Level 3	CO2
10.	Case study: You are a MD of ABC Ltd. You plan to automate the assembly line to increase the quantity and quality of production. New machines are installed and the proper training has been given to operators. It seems that even having advance system and all required supports, the production is declined. A meeting of managerial heads has been called. The HR manager stated that the workers are fear of job loss due to increasing automation and no additional incentives are offered to them for increased production. The low morale of worker is thus the reason of low production. You want to solve the problem in consultation with your subordinates. Questions: (a) What steps will you take to solve this problem? (b) Explain the conditions of your decision.	Analysing	Level 4	CO2
11.	Explain the staffing process in detail.	Applying	Level 3	CO2

12.	Examine the Process of controlling.	Analysing	Level 4	CO2
13.	Classify the planning premises and explain its significance.	Applying	Level 3	CO2
14.	Examine the Nature and role of objectives.	Analysing	Level 4	CO2
15.	Explain the guidelines for setting objectives for newly started company.	Applying	Level 3	CO2
16.	Examine the types of control and analyse its characteristics for avoiding mismanagement.	Analysing	Level 4	CO2
17.	Evaluate the process of Decision making as in important skill of Management.	Applying	Level 3	CO2

UNIT III: ORGANISATION BEHAVIOUR

SYLLABUS: Organization - Formal and Informal - Organization Structure – Types - Delegation of Authority – Centralization and Decentralization, Meaning of Organizational Behavior- Contributing Disciplines- Importance of Organizational Behavior - Frame Work – Organisational Behaviour Models.

PART- A

S.NO	QUESTIONS	COMPETENCE	BT LEVEL	CO Level
1.	Define Organisation.	Remembering	Level 1	CO3
2.	Difference between formal organisation and informal organisation.	Understanding	Level 2	CO3
3.	Write a short note on organisation structure.	Remembering	Level 1	CO3
4.	Interpret the features of good Organization structure.	Understanding	Level 2	CO3
5.	Interpret the nature of an Organisation.	Understanding	Level 2	CO3
6.	List the ways for designing an organisation structure.	Remembering	Level 1	CO3
7.	Interpret the formation of organisation Structure.	Understanding	Level 2	CO3
8.	Define Organisation Structure.	Remembering	Level 1	CO3
9.	Interpret the importance of organisation structure.	Understanding	Level 2	CO3
10.	Define Organizational Behaviour.	Remembering	Level 1	CO3
11.	Recall the meaning of formal organisation.	Remembering	Level 1	CO3
12.	Interpret the characteristics of formal organisation.	Understanding	Level 2	CO3

13.	Why is informal Organisation needed?	Remembering	Level 1	CO3
14.	Interpret the types of organisation structure.	Understanding	Level 2	CO3
15.	List the principles governing delegation.	Remembering	Level 1	CO3
16.	Interpret the characteristics of informal organisation.	Understanding	Level 2	CO3
17.	Define Delegation of authority.	Remembering	Level 1	CO3
18.	Interpret the elements of delegation.	Understanding	Level 2	CO3
19.	List the advantages of centralization.	Remembering	Level 1	CO3
20.	Compare centralization and decentralization.	Understanding	Level 2	CO3
21.	Recall the advantages decentralization.	Remembering	Level 1	CO3
22.	Interpret the levels of Organizational Behaviour.	Understanding	Level 2	CO3
23.	Recall the importance of Organizational Behaviour.	Remembering	Level 1	CO3
24.	Interpret the Organizational Behaviour models.	Understanding	Level 2	CO3

PART- B				
S.NO	QUESTIONS	COMPETENCE	BT LEVEL	CO Level
1.	Explain the effectiveness of the organizational structure in providing a detailed description of its nature.	Applying	Level 3	CO3
2.	Analyse the functions of formal organisation and informal organisation.	Analysing	Level 4	CO3
3.	Explain the various types of organization structure.	Applying	Level 3	CO3
4.	Classify the features of good Organization structure.	Analysing	Level 4	CO3
5.	Explain the military organization with neat diagram.	Applying	Level 3	CO3
6.	List the scope of Organizational Behaviour.	Analysing	Level 4	CO3
7.	Identify the importance of Organizational Behaviour.	Applying	Level 3	CO3
8.	Examine the fundamental concepts of Organizational Behaviour.	Analysing	Level 4	CO3
9.	Explain the various processes of Organizational Behaviour.	Applying	Level 3	CO3
10.	Examine the Steps and process in Delegation of authority.	Analysing	Level 4	CO3

11.	Identify the advantages and disadvantages of centralization & decentralization.	Applying	Level 3	CO3
12.	Ramesh is the owner of a printing press. The size of his organisation has y/increased during the recent past. There are many employees who work in his organisation. The organisation is considered good and has earned a lot of reputation in the market. However when it comes to making key decisions in the organisation related to many things he never considers the opinions of his subordinates. Even though the size of the organisation has increased yet he tries to take all the key decisions on his own. Which principle of Fayol has been violated by him?	Analysing	Level 4	CO3
13.	Explain the Framework of Organization Behaviour.	Applying	Level 3	CO3
14.	Analyze the disciplines contributing to Organizational Behaviour and explain its importance?	Analysing	Level 4	CO3
15.	Explain the various models of Organizational Behaviour.	Applying	Level 3	CO3
16.	Analyze and explain the theoretical frameworks of Organizational Behaviour.	Analysing	Level 4	CO3
17.	Explain the need and significance of Group behavior.	Applying	Level 3	CO3

UNIT – IV – INDIVIDUAL & GROUP BEHAVIOUR

SYLLABUS: Individual Behaviour - Perception and Learning – Personality - Types of Personality, Motivation Theories, Values, Attitudes and Beliefs, Leadership – Process – Styles of Leadership – Theories and Significance, Formation of Groups – Group Dynamics.

PART- A

S.NO	QUESTIONS	COMPETENCE	BT LEVEL	CO Level
1.	What is Individual Behaviour?	Remembering	Level 1	CO4
2.	Interpret the nature of Leadership.	Understanding	Level 2	CO4
3.	Define Perception.	Remembering	Level 1	CO4
4.	Interpret the nature of Individual Behaviour.	Understanding	Level 2	CO4
5.	Infer the characteristics of Perception.	Understanding	Level 2	CO4
6.	Define Learning.	Remembering	Level 1	CO4
7.	Infer the perceptual process.	Understanding	Level 2	CO4

8.	What is meant by Values?	Remembering	Level 1	CO4
9.	Infer the components of Perception.	Understanding	Level 2	CO4
10.	Define Personality.	Remembering	Level 1	CO4
11.	List the styles of Leadership.	Remembering	Level 1	CO4
12.	Infer the benefits of Groups.	Understanding	Level 2	CO4
13.	Define Motivation.	Remembering	Level 1	CO4
14.	Infer the types of Personality.	Understanding	Level 2	CO4
15.	Define Attitudes.	Remembering	Level 1	CO4
16.	Infer the process of Learning.	Understanding	Level 2	CO4
17.	List the Characteristics of learning.	Remembering	Level 1	CO4
18.	Interpret the types of Motivation.	Understanding	Level 2	CO4
19.	List the importance of Group Dynamics.	Remembering	Level 1	CO4
20.	Interpret the characteristics of values.	Understanding	Level 2	CO4
21.	List the objectives of values.	Remembering	Level 1	CO4
22.	Interpret the sources of values.	Understanding	Level 2	CO4
23.	List the advantages of Motivation.	Remembering	Level 1	CO4
24.	List the components of attitude.	Remembering	Level 1	CO4

PART- B				
S.NO	QUESTIONS	COMPETENCE	BT LEVEL	CO Level
1.	Explain your understanding of individual behavior by describing its key nature and needs.	Applying	Level 3	CO4
2.	Analyze the foundations of individual behavior.	Analysing	Level 4	CO4
3.	Explain your understanding of leadership by explaining its nature and basic qualities of leadership.	Applying	Level 3	CO4
4.	Explain the characteristics and components of perception.	Applying	Level 3	CO4
5.	Analyze the need and importance of leadership.	Analysing	Level 4	CO4
6.	Analyze the basic qualities of leadership.	Analysing	Level 4	CO4
7.	Explain the various leadership theories.	Applying	Level 3	CO4
8.	List the characteristics of learning.	Analysing	Level 4	CO4

9.	Explain the concept of Personality and the types of personality.	Analysing	Level 4	CO4								
10.	Explain the concept of leadership and identify the major leadership styles.	Applying	Level 3	CO4								
11.	Explain your understanding to explain the motivation theories.	Applying	Level 3	CO4								
12.	Examine the different types of motivation.	Analysing	Level 4	CO4								
13.	Explain the process of leadership.	Applying	Level 3	CO4								
14.	<p>Case Study: Match the panel of leaders and the leadership quality they possess:</p> <table border="0"> <tr> <td>a. Azim Premji</td> <td>a. Autocratic</td> </tr> <tr> <td>b. Bill Gates</td> <td>b. Transformational</td> </tr> <tr> <td>c. Hitler</td> <td>c. Charismatic</td> </tr> <tr> <td>d. Mother Teresa</td> <td>d. Benevolent</td> </tr> </table> <p>Authenticate your answer by describing the leadership qualities of each individual listed above.</p>	a. Azim Premji	a. Autocratic	b. Bill Gates	b. Transformational	c. Hitler	c. Charismatic	d. Mother Teresa	d. Benevolent	Analysing	Level 4	CO4
a. Azim Premji	a. Autocratic											
b. Bill Gates	b. Transformational											
c. Hitler	c. Charismatic											
d. Mother Teresa	d. Benevolent											
15.	Explain the different styles of leadership with examples.	Applying	Level 3	CO4								
16.	Examine the Characteristics, objectives and measurement of attitudes.	Analysing	Level 4	CO4								
17.	Explain the formation of groups and Group Dynamics.	Applying	Level 3	CO4								

UNIT – V - DYNAMICS OF ORGANIZATION BEHAVIOUR

SYLLABUS: Organisational Creativity and Innovation, Organization Change & development, Organization culture and climate, Conflict Management process – Stages and styles, Power and politics, Managing Stress, Managing cultural diversity.

PART- A

S.NO	QUESTIONS	COMPETENCE	BT LEVEL	CO Level
1.	What is organization creativity?	Remembering	Level 1	CO5
2.	Interpret the sources of power.	Understanding	Level 2	CO5
3.	Write the factors of Organization Change.	Remembering	Level 1	CO5
4.	Interpret the role of organizational creativity?	Understanding	Level 2	CO5

5.	Outline the nature of politics.	Understanding	Level 2	CO5
6.	Why is Organisational creativity important?	Remembering	Level 1	CO5
7.	Interpret the characteristics of Organization development.	Understanding	Level 2	CO5
8.	Compare Proactive change and Reaction changes.	Understanding	Level 2	CO5
9.	List the elements of Organization Culture.	Remembering	Level 1	CO5
10.	Define Organization Change.	Remembering	Level 1	CO5
11.	Interpret the process of Organization Development.	Understanding	Level 2	CO5
12.	Infer the techniques of Organization Development.	Understanding	Level 2	CO5
13.	Define Organization Culture.	Remembering	Level 1	CO5
14.	Infer the types of Organization Change.	Understanding	Level 2	CO5
15.	Define Organization Development.	Remembering	Level 1	CO5
16.	Interpret the characteristics of Organization Climate.	Understanding	Level 2	CO5
17.	List the objectives of Organization Change.	Remembering	Level 1	CO5
18.	Interpret the nature of Organization Change.	Understanding	Level 2	CO5
19.	List the characteristics of Organization Culture.	Remembering	Level 1	CO5
20.	Interpret the levels of political action.	Understanding	Level 2	CO5
21.	List the tactics used to gain political power.	Remembering	Level 1	CO5
22.	Interpret the impact of stress on employee performance.	Understanding	Level 2	CO5
23.	List the causes of stress.	Remembering	Level 1	CO5
24.	Interpret the consequences of stress.	Understanding	Level 2	CO5

PART- B				
S.NO	QUESTIONS	COMPETENCE	BTLEVEL	CO Level
1.	Explain the nature and objectives of organizational change?	Applying	Level 3	CO5
2.	Analyze the driving forces organizational change?	Analysing	Level 4	CO5
3.	Explain the types of organizational change.	Applying	Level 3	CO5
4.	Analyze the process of organizational change by identifying and explaining the key stages.	Analysing	Level 4	CO5

5.	Examine the comprehensive organizational development (OD) strategy that integrates key characteristics.	Analysing	Level 4	CO5
6.	Examine the various Process of Organization development.	Analysing	Level 4	CO5
7.	Explain the techniques of Organization Development.	Applying	Level 3	CO5
8.	Analyze the elements of Organization Culture.	Analysing	Level 4	CO5
9.	Explain the importance and Characteristics of Organization Culture.	Applying	Level 3	CO5
10.	Examine the types of Organization Culture.	Analysing	Level 4	CO5
11.	Identify the Factors of Organization Culture. Analyze the challenges and strategies involved in sustaining and maintaining an organizational culture	Applying	Level 3	CO5
12.	Classify the various characteristics of Organization Climate.	Analysing	Level 4	CO5
13.	Explain the Conflict Management process.	Applying	Level 3	CO5
14.	Examine the Nature and classify the types of stress.	Analysing	Level 4	CO5
15.	Explain the measures to prevent and manage of stress.	Applying	Level 3	CO5
16.	Examine the various Sources of power in detail and its application in management of the organization.	Analysing	Level 4	CO5
17.	<p>Case Study: Mr. Bharat is versatile cricket player. He is playing for Mumbai Gymkhana Cricket Team for last seven years. His record is remarkable and consistent. He is basically a batsman. He is very talkative and open minded person. He is not afraid of calling spade a spade. He believes in hard core merit and very vocal about it. Other players laud his cricketing skills but do not appreciate his nature. He desired to be captain of the team upon his past sound cricketing record. But management of Mumbai Gymkhana, preferred other equally bright candidate but junior to Mr. Bharat. The candidate chosen by management is silent performer. He is not very vocal and does not speak his mind to exhibit any prejudice. Mr. Bharath is shocked and surprised by this move. He feels victimized by politics. Management thinks, it's not only cricketing merit, but other qualities also do matter in such decisions.</p> <p>Questions: (a) Do you feel politics has taken toll on the ambitions of Mr.Bharath? Elucidate your opinion. (b) Is management right in selecting junior candidate for captainship? Write your opinion with justification.</p>	Applying	Level 3	CO5