

TILAK MAHARASHTRA VIDYAPEETH, PUNE
BACHELOR OF BUSINESS ADMINISTRATION (B.B.A.) (071)/
B.Sc IN BUSINESS ADMINISTRATION(B.Sc.BA) (755)
EXAMINATION: DECEMBER- 2025
SEMESTER - I

Sub.: Principles of Management (BBA 23-111, BBA 24-111, BSBA24-111)

Date : 17/12/2025

Total Marks : 60

Time: 10.00 am to 12.30 pm

Instructions: 1) All questions are compulsory.
2) Figures to the right indicate full marks.

Q. 1. Choose the most appropriate option. (05)

1. Management is primarily concerned with _____.
 - a) Personal goals
 - b) Achieving organizational objectives
 - c) Individual performance
 - d) Market share
2. Management as an art requires _____.
 - a) Scientific rules
 - b) Personal skills and creativity
 - c) Strict procedures
 - d) Machine efficiency
3. Which level of management focuses on policy making?
 - a) Top level
 - b) Middle level
 - c) Lower level
 - d) Workers
4. Staffing is mainly concerned with _____.
 - a) Appointing and training employees
 - b) Policy making
 - c) Budgeting
 - d) Decision making
5. A manager's responsibility is mainly to _____.
 - a) Set company policies
 - b) Perform clerical work
 - c) Coordinate and lead teams
 - d) Design products

Q. 2. State True / False (05)

- Marketing is a function of management.
a) True b) False
- Time consumption is a major disadvantage of planning.
a) True b) False
- First step in decision-making process is Selecting the solution.
a) True b) False
- Planning helps in discouraging teamwork
a) True b) False
- Universal application is a feature of management.
a) True b) False

Q. 3. Write Short notes on (Any Three) (15)

1. Nature and characteristics of management
2. Five functions of management
3. Four features of planning
4. Types of decisions
5. Classical theory of management

Q. 4. Answer in detail (Any Two) (20)

1. What is planning? Discuss the advantages and disadvantages of planning.
2. Evaluate the different decision-making styles of managers in detail.
3. Explain the importance of planning in business. Elaborate the steps in planning process.
4. Describe the various levels of management with proper diagram.

Q. 5. Case study (15)

At Sylvan Tech Solutions, a mid-sized IT support company, the operations team had recently expanded due to new client acquisitions. However, despite the growth, the company had not formally defined the roles and responsibilities of the newly appointed team manager, Rohan. Although he was given the designation of “Operations Manager,” no written job description, clear performance expectations, or authority boundaries were communicated to him. This ambiguity slowly began to impact the functioning of the department.

Team members were confused about whom to approach for approvals—whether to go directly to senior management or wait for Rohan’s instructions. Some employees expected him to handle project allocation, while others assumed he was only responsible for administrative tasks. Rohan, unsure of what exactly was expected from him, hesitated to take decisions independently. As a result, tasks were delayed, escalation issues increased and team coordination weakened.

Additionally, because his scope of authority was unclear, multiple decisions were overridden by senior leaders, unintentionally undermining his confidence. The team began experiencing overlapping duties, conflicting instructions, and frustration due to the absence of a central coordinating manager. The lack of clarity also affected communication with clients, as team members were unsure of who should provide final confirmation on project timelines.

Rohan attempted to address these concerns informally but avoided raising the issue formally with HR, fearing it might reflect poorly on his capability. Over time, team productivity dropped, employee morale decreased, and internal conflicts surfaced. Yet the organization continued operating without clearly defining the manager’s responsibilities, leaving the situation unresolved.

The company now faces growing inefficiencies but no concrete steps have been taken to clarify the manager’s role.

Questions:

1. How does the absence of clearly defined managerial roles impact team coordination and decision-making?
 2. What steps should the organization take to formally define and communicate the responsibilities of a manager?
 3. How can unclear roles affect employee motivation, performance, and organizational culture?
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