



**K. K. Wagh Institute of Engineering Education and Research,
Nashik**

(An Autonomous Institute from A. Y. 2022-23)

**Model Answer
End-Sem Examination-I, Winter 2025**

Academic Year: 2025-2026	Semester: I
Class: PG-I	Program: MBA
Branch Code: 10	Pattern: 2024
Name of Course: Principles of Management	Course Code: 2410501

Q. No.	Details	Max. Marks
Q1	<p>Define Vision and Mission with example. Ans Vision is defined as, “the act of power of imagination.” When you apply vision to the future, you can create a mental picture that can be used to direct your actions. Vision serves as a guide and can be used to provide a sense of purpose.</p> <ul style="list-style-type: none">• Why is Vision Important?• For both people and businesses, having a vision proves to be extremely important. When you have a clear vision of what you want to happen, you can make better decisions. <p>Mission is the core purpose of an organization or a company. It is a summary of the aims and core values.</p> <ul style="list-style-type: none">• A mission tells what you as an organization do for customers. A mission is comprehensive but also very specific to set you apart from other organizations. <p>For ex-Yahoo!</p> <ul style="list-style-type: none">• to be the most essential global internet service for consumers & businesses <p>For ex-Facebook</p> <ul style="list-style-type: none">• to give people the power to share and make the world more open and connected	[6]
Q2	<p>Describe Accountability and Authority in detail with example. Ans The term “accountability” refers to the acceptance of responsibility for honest and ethical conduct toward others. In the corporate world, a company’s accountability extends to its shareholders, employees, and the wider community in which it operates. In a wider sense, accountability implies a willingness to be judged on performance. Example When thinking of accountability at work, examples include completing tasks on time, meeting performance expectations, and teams working together productively and efficiently. Authority - The power to give orders or make decisions. Example - A project manager has the authority to allocate resources, make project-related decisions, and direct the activities of team members working on a specific project.</p>	[6]
	<p>a) Determine Administrative Approach and its pros and cons used for Decision-Making in detail. Ans Administrative Approach - The administrative approach, also known as</p>	[16]



<p>Q3</p>	<p>the behavioural or descriptive approach, acknowledges that real-world decision-making is often less rational and more influenced by human limitations and organizational constraints.</p> <p>Pros of Administrative Approach:</p> <ul style="list-style-type: none">• Realistic: It offers a more realistic view of decision-making by recognizing that managers have limited cognitive capabilities and often face incomplete or ambiguous information.• Adaptable: This approach is adaptable to situations where decision-makers must contend with uncertainty and constraints, making it suitable for complex and dynamic environments.• Satisficing: Instead of seeking the best solution, the administrative approach embraces satisficing, which means choosing a solution that is “good enough” given the available resources and limitations. <p>Cons of Administrative Approach:</p> <ul style="list-style-type: none">• Potential for Suboptimal Outcomes: Embracing satisficing can lead to suboptimal decisions where better alternatives might exist but are not explored.• Lack of Clarity: The approach’s emphasis on ambiguity and limited rationality can make decision-making processes less clear and straightforward.• Overly Descriptive: Some critics argue that the administrative approach is too descriptive and does not provide practical guidance for improving decision-making. <p style="text-align: center;">OR</p> <p>b) Classify the difference between Tactical and Operational Decisions with example.</p> <p>Ans Decisions that are pertaining to various policy matters in the organization are known as policy decisions. These are taken by top management and do have a long-term impact on the organization. For example, decisions regarding the location of the plant or volume of production. These are tactical decisions</p> <p>Operational decisions are all day-to-day decisions that need to be taken for the proper functioning and operation of the organization. These can be taken by middle or lower-level managers.</p> <p>For example, the Calculation of bonuses given to each individual is an operational decision and is performed by middle or lower-level managers.</p>	
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c) Illustrate Decision-making process.

Ans **1. Identify the Problem or Decision to Be Made**

- Clearly define the issue or decision point.
- Understand the goals or objectives to be achieved.

2. Gather Relevant Information

- Collect data, facts, and opinions relevant to the situation.
- Use reliable sources and consider both quantitative and qualitative inputs.

3. Identify Alternatives

- Brainstorm or research possible options.
- Aim for a comprehensive list, avoiding premature judgment.

4. Evaluate the Alternatives

- Assess each option based on criteria like feasibility, risks, costs, benefits, and alignment with objectives.
- Use tools like:
 - SWOT Analysis (Strengths, Weaknesses, Opportunities, Threats)
 - Decision matrices
 - Pros-and-cons lists

5. Choose the Best Alternative

- Select the option that best meets the objectives and minimizes risks.
- Consider stakeholder input where necessary.

6. Implement the Decision

- Develop an action plan to execute the chosen alternative.
- Assign roles and resources to ensure successful implementation.

7. Monitor and Review the Decision

- Evaluate the outcomes of the decision over time.
- Be prepared to make adjustments or changes if the desired results are not achieved.

OR

d) Determine the reasons why people resist to change.

Ans **1. Fear of the Unknown**



<ul style="list-style-type: none">• People are often apprehensive about uncertainty.• Lack of information about the change process can amplify fear. <p>2. Comfort with the Status Quo</p> <ul style="list-style-type: none">• Familiarity feels safe, even if the current situation isn't ideal.• Change disrupts routines, habits, and comfort zones. <p>3. Lack of Trust</p> <ul style="list-style-type: none">• When people don't trust leadership or the change initiators, they may resist.• Transparency and credibility are critical to reducing resistance. <p>4. Loss of Control</p> <ul style="list-style-type: none">• Change can feel like losing control over one's environment or decisions.• People may resist to regain a sense of autonomy. <p>5. Fear of Failure</p> <ul style="list-style-type: none">• Concerns about not being able to adapt or meet new expectations can lead to resistance.• Fear of inadequacy can undermine confidence. <p>6. Loss of Status or Power</p> <ul style="list-style-type: none">• Changes in roles, processes, or hierarchies may threaten an individual's position or influence.• This is particularly common in organizational settings. <p>7. Poor Communication</p> <ul style="list-style-type: none">• Misunderstanding the purpose, benefits, or process of change can create resistance.• Inadequate communication fosters scepticism and misinformation. <p>8. Perceived Negative Impact</p> <ul style="list-style-type: none">• If the change seems to have more risks than benefits, people are less likely to support it.• Concerns over job loss, increased workload, or diminished work-life balance can drive resistance. <p>9. Emotional Factors</p> <ul style="list-style-type: none">• Past negative experiences with change can create psychological	
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	<p>barriers.</p> <ul style="list-style-type: none"> • People may associate change with instability or loss. <p>10. Social Pressure</p> <ul style="list-style-type: none"> • Resistance can also stem from group dynamics. <p>If peers resist change, individuals may follow suit to maintain solidarity.</p>	
Q.4	<p>a) Explain Self-Determination Theory. Ans Self-Determination Theory (SDT), developed by Edward Deci and Richard Ryan in the 1980s, is a comprehensive theory of human motivation and personality. It focuses on how individuals achieve optimal functioning and well-being by satisfying three basic psychological needs. SDT emphasizes the importance of autonomy, competence, and relatedness for fostering intrinsic motivation and growth. Components of Self-Determination Autonomy: People need to feel in control of their own behaviors and goals. This sense of being able to take direct action that will result in real change plays a major part in helping people feel self-determined. Competence: People need to master tasks and learn different skills. When people feel that they have the skills needed for success, they are more likely to take actions that will help them achieve their goals. Connection or relatedness: Another essential part of self-determination is the ability to experience a sense of belonging and attachments to other people.</p> <p style="text-align: center;">OR</p> <p>b) Examine the steps involved in Directing Process. Ans 1. Setting Objectives 2. Planning 3. Organizing 4. Leading 5. Communicating 6. Monitoring 7. Problem Solving and Decision Making 8. Adjusting 9. Providing Feedback 10. Reviewing and Reflecting</p> <p>c) Identify the methods of achieving effective Coordination. Ans Define goals: Clearly define the goals of the organization and its units. Plan: Planning is the ideal stage for coordination. Communicate: Open and regular communication is key to coordination. Face-to-face communication is most effective. Define roles: Clearly define each team member's responsibilities. Use project management tools: Project management templates and tools can improve the effectiveness of a project. Resolve conflicts quickly: Disputes may arise between team members.</p>	[16]



	<p>Reward good teamwork: Coordination becomes an incentive when companies reward people for their efforts.</p> <p>Use committees: Committees help to promote unity of purpose and uniformity of action among different departments.</p> <p>Use work-tracking programs: Work-tracking programs can help you manage your daily tasks and avoid confusion.</p> <p>Coordinate early: Coordination can be achieved more easily in early stages of planning and policy-making.</p> <p>Build relationships: Build effective relationships with your team members during informal times like meals or after-hours socializing.</p> <p style="text-align: center;">OR</p> <p>d) Explain Motivational Technique in detail.</p> <p>Ans Goal setting - Involving employees in the goal-setting process can give them a sense of purpose in their work.</p> <p>Frequent feedback - Offering praise and constructive criticism can help employees improve and feel valued.</p> <p>Team building - Fun activities that promote teamwork can boost morale and collaboration.</p> <p>Professional development - Providing access to training and development programs can help motivate employees.</p> <p>Wellness programs - A workplace wellness program can help prevent sickness, fatigue, stress, and burnout.</p> <p>Build trust - Showing employees that you trust them to do their jobs can help foster a sense of responsibility.</p> <p>Flexible scheduling - A flexible management approach can promote positive feelings and loyalty among employees.</p>	
Q.5	<p>a) Explain why Effective Control is required.</p> <p>Ans 1. Reflecting Organizational Needs - All control systems and techniques should reflect the jobs they are to perform. There may be several control techniques which have general applicability such as, budgeting, costing, etc.</p> <p>2. Forward Looking - Control should be forward looking. Though many of the controls are instantaneous, they must focus attention as to how future actions can be conformed with plans.</p> <p>3. Promptness in - An ideal control system detects deviations promptly and forms the manager concerned to take timely actions.</p> <p>4. Pointing out Exceptions at Critical Points - Control should point exception at critical points and suggest whether action is to be taken for deviations or not some deviations in the organizations have no impact while others, through very little in quantity, may have great significance. Thus control system should provide formation for critical point control and control on exception.</p> <p>5. Objectives - The control should be objective, definite and determinable in a clear and positive way. The standards of measurement should be quantified as far as possible. If they are not quantifiable, such as training effectiveness etc. they must be determinable and verifiable.</p>	[16]



<p>6. Flexible - Control should be flexible so that it remains workable in the case of changed plans, unforeseen circumstances or outright failures.</p> <p>7. Economical - Control should be economical and must be worth its costs. Economy is relative, since the benefits vary with the importance of the activity, the size of the operation, the expense that might be incurred in the absence of control and the contribution the control system can make.</p> <p>8. Simple - Control system must be simple and understandable so that all managers can use it effectively.</p> <p>9. Motivating - Control system should motivate both controller and controlled.</p> <p>10. Reflecting - The control system should reflect organizational pattern by focusing attention on positions in organisation structure through which deviations are corrected.</p> <p style="text-align: center;">OR</p> <p>b) Discriminate the difference between Feedback Control, Concurrent Control and Feedforward Control.</p> <p>Ans Feedback Control</p> <p>Definition: A reactive approach that evaluates outcomes after the activity is completed to identify and correct errors or deviations.</p> <p>Purpose: Helps improve future performance by learning from past outcomes.</p> <p>Example: Customer satisfaction surveys conducted after product delivery to understand issues and improve future products.</p> <p>Feedforward Control</p> <p>Definition: A proactive approach that anticipates problems and takes corrective action before they occur.</p> <p>Purpose: Focuses on preventing deviations from goals or standards by planning and making adjustments ahead of time.</p> <p>Example: Quality checks of raw materials before they enter the production process to ensure the final product meets quality standards.</p> <p>Concurrent Control</p> <p>Definition: A real-time control process that monitors activities as they happen to ensure that standards are met.</p> <p>Purpose: Detects and addresses deviations during the process, ensuring immediate corrective action.</p>	
<p>c) Justify how planning and controlling relate to each other with example.</p> <p>Ans Planning without controlling is meaningless: Without controlling, it's impossible to monitor progress and keep a check on the proper implementation of plans.</p> <p>Controlling validates planning: Controlling ensures plans are effective by detecting deviations and implementing corrective measures.</p> <p>Controlling assesses planning efficiency: Controlling helps refine and adjust plans and actions by evaluating performance against plans.</p> <p>Planning decides the control process: Planning decides the control process.</p> <p>Controlling provides a sound basis for planning: Controlling provides a</p>	



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	<p>sound basis for planning.</p> <p style="text-align: center;">OR</p> <p>d) Determine the Problems of Control Process.</p> <p>Ans Employee resistance - Human behaviour is complex, and it can be difficult to impose controls without causing conflicts.</p> <p>Communication problems - Businesses that have quality issues often have communication problems within the organization. More transparency and collaboration between departments can help reduce errors and improve quality.</p> <p>Costs - The cost of a control depends on the cost of the tool and the cost of any unintended behavioural effects.</p>	
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