



Seat No. : _____

DN-101

December-2025

4th Year MBA, Sem.-VII

Principles and Practices of Management

Time : 2:30 Hours]

[Max. Marks : 70

1. Attempt the following questions : [Any Two] 14
 - (A) Which of Fayol's Principle of Management do you observe are in use in organizations today ?
 - (B) Analyze how the four principal activities of the management process interrelate in achieving organizational objectives and justify how different categories of managers contribute to their successful execution.
 - (C) Examine the major variables that make up an organization's indirect action environment and explain how they influence managerial decision-making.

2. How do organizations navigate cultural differences in global operations ? Use Hofstede's cultural dimensions to support your explanation. 14

OR

2. Explain the concept of organizational culture and outline its core elements. Discuss the factors that shape the development of these elements. 14

3. (A) Explain the key differences between strategic plans and operational plans. 7
(B) How does Porter's Five Forces Model assess competitive pressure within an industry ? Describe the five forces. 7

OR

3. Write short notes : 14
 - (A) Operational Plans
 - (B) Management by Objectives

4. (A) How organization's activities are formally divided, grouped and coordinated into relationships between managers and employees, managers and managers and employees and employees ? 7
(B) Authority is a form of Power; specifically formal authority is legitimate power. Discuss types of authority. 7

5. **Case Study : SBI's Transformation from Manual to Computerized Banking.** **14**

State Bank of India (SBI), India's largest public-sector bank, faced increasing pressure in the early 1990s as private and foreign banks began offering faster, technology-driven services. SBI's traditional manual operations – ledger writing, passbook updates and cash processing – were slow, error-prone, and unable to handle the rising customer load. Recognizing this gap, SBI initiated a structured change process to shift from manual banking to a fully computerized model.

The bank first created awareness among employees about the need for modernization and introduced the idea of Core Banking Solutions (CBS). After studying global banking technologies, SBI evaluated various software options and assessed the cost, training needs and infrastructural upgrades required. Pilot branches were selected for testing computerized transactions, ATMs and digital record-keeping. These trials helped identify technical issues and reduce employee resistance.

Following successful pilots, SBI adopted full-scale computerization across all branches. CBS enabled interlinked operations, real-time updates and uniform service delivery nationwide. The bank further reinforced the change through continuous training, system upgrades and the introduction of digital services such as internet banking, mobile banking and eventually YONO.

SBI's transformation illustrates how a large organization can successfully manage technological change through careful planning, phased implementation and strong employee support.

Answer the following questions :

- (A) Considering the above case study apply the concept of Process of Change developed by Kurt Lewin.
- (B) Why is planned change important ? Justify your answer in context of above case study.

OR

5. Explain the following : **14**

- (A) Deming's Fourteen Points
- (B) The Systems approach of TQM.