



LUUPDATE

Lucknow University MBA (LUMBA)

First Semester Examination, 2026

(New Syllabus w.e.f. July 2026)

QUESTION BANK

Model Question Papers - 5 Sets (Set A - Set E)

ORGANISATIONAL BEHAVIOUR AND MANAGEMENT PRACTICES

Paper : MBACC104 (CORE) - 4 Credits

Time : 3 Hours

Maximum Marks : 70

Answer any five questions. All questions carry equal marks.

Unit	Topic Coverage
I	Evolution of Management (Classical, Neo-Classical, Modern); Planning, Forecasting & Decision Making; Organizing, Delegation, Centralization vs Decentralization & Control; AI in Management, Indian Knowledge Systems, Sustainability & ESG
II	Meaning & Nature of OB, Robbins' Model, OB as Open System, Contemporary Challenges, People Analytics; Perception, Attitude, Learning, Emotional Intelligence; Gita's Svadharma, Pancha Kosha, Loka Sangraha
III	Motivation Theories (Maslow, Herzberg, McClelland, SDT, Theory X/Y/Z), Job Enrichment; Power & Organisational Politics; Groups - Functions, Types, Tuckman's Stages, Cohesiveness; ONA; Purushartha, Nishkama Karma, Saptanga
IV	Group Norms, Groupthink, Group Shift, Delphi & NGT; Groups vs Teams, Virtual & AI-Augmented Teams; Leadership - Fiedler, Hersey-Blanchard, Transactional/Transformational, Servant, Adaptive; Arthashastra's Sama-Danda-Bheda-Dana, Joint Hindu Family, Krishna as Servant Leader
V	Organisational Conflict, Negotiation, Third-Party Interventions; Organisational Culture - OCTAPACE, Hofstede, Trompenaars; Change Management - Lewin, Kotter, Digital Transformation & AI Analytics; Dharma, Guru-Shishya, Rajadharma, Panchayati System

This question bank contains five model question papers (Set A to Set E), each with ten unified 14-mark questions balanced across all five units of the syllabus, prepared for practice ahead of the LUMBA First Semester Examination.

Compiled for internal examination preparation and practice.

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LUMBA First Semester Examination, 2026

(New Syllabus w.e.f. July 2026)

ORGANISATIONAL BEHAVIOUR AND MANAGEMENT PRACTICES

Paper : MBACC104 (CORE)

[SET - A]

Time : 3 Hours]

[M.M. : 70

Note :- Answer any five questions. All questions carry equal marks.

Q.1. Trace the evolution of management thought from the classical school through the neo-classical school to modern management theories, bringing out the essential contribution and limitations of each phase. **[14]**

Q.2. Explain the meaning, nature and process of strategic planning, and discuss how forecasting techniques assist managers in arriving at sound organisational decisions. **[14]**

Q.3. Explain the meaning and nature of Organisational Behaviour, and discuss why it is regarded as an interdisciplinary field of study. **[14]**

Q.4. Describe Robbins' Model of Organisational Behaviour, and explain why an organisation is best understood as an open system interacting with its environment. **[14]**

Q.5. Compare Maslow's Need Hierarchy Theory, Herzberg's Two-Factor Theory and McClelland's Theory of Needs as explanations of employee motivation. **[14]**

Q.6. Explain Self-Determination Theory and Theories X, Y and Z of motivation, and discuss their implications for designing an effective motivational strategy. **[14]**

Q.7. Discuss the concept of group norms and cohesiveness, and explain the phenomena of Groupthink and Group Shift with suitable examples. **[14]**

Q.8. Compare the Delphi Technique and the Nominal Group Technique as methods of group decision-making, and discuss the sources of conflict that arise in dysfunctional groups. **[14]**

Q.9. Discuss the principal causes and consequences of organisational conflict, and explain the role of negotiation in resolving such conflict. **[14]**

Q.10. Explain the various third-party interventions available for resolving organisational conflict, and discuss their relative effectiveness. **[14]**

LUMBA First Semester Examination, 2026

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ORGANISATIONAL BEHAVIOUR AND MANAGEMENT PRACTICES

Paper : MBACC104 (CORE)

[SET - B]

Time : 3 Hours]

[M.M. : 70

Note :- Answer any five questions. All questions carry equal marks.

Q.1. Discuss the concept of organisational design, and examine the principles of delegation of authority that a manager must follow while assigning tasks to subordinates. **[14]**

Q.2. Distinguish between centralisation and decentralisation of authority in an organisation, and discuss the factors that determine the degree of decentralisation appropriate for a firm. **[14]**

Q.3. Discuss the major contemporary challenges faced by managers in the field of Organisational Behaviour, such as workforce diversity, hybrid workplaces, gig workers and human-AI teams. **[14]**

Q.4. Explain the concept and organisational significance of People Analytics as a contemporary tool for understanding and managing employee behaviour. **[14]**

Q.5. Discuss the concept of work redesign and job enrichment as approaches to enhancing employee motivation and job satisfaction. **[14]**

Q.6. Explain the various bases of power available to a manager, and discuss how organisational politics can be understood and managed effectively. **[14]**

Q.7. Distinguish between groups and teams, and discuss the special challenges involved in managing virtual and AI-augmented teams. **[14]**

Q.8. Explain Fiedler's Contingency Model of leadership, and discuss how situational factors determine the most effective leadership style. **[14]**

Q.9. Describe the OCTAPACE framework of organisational culture, and discuss its usefulness in diagnosing the culture of an organisation. **[14]**

Q.10. Compare Hofstede's and Trompenaars' frameworks for understanding cross-cultural dimensions of organisational culture. **[14]**

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LUMBA First Semester Examination, 2026

(New Syllabus w.e.f. July 2026)

ORGANISATIONAL BEHAVIOUR AND MANAGEMENT PRACTICES

Paper : MBACC104 (CORE)

[SET - C]

Time : 3 Hours]

[M.M. : 70

Note :- Answer any five questions. All questions carry equal marks.

Q.1. Explain the meaning and importance of managerial control, and describe the essential steps involved in an effective control system. **[14]**

Q.2. Examine the emerging applications of Artificial Intelligence in organisational planning, forecasting and managerial decision-making, and discuss the challenges managers face in adopting such tools. **[14]**

Q.3. Discuss the concept of Svadharma from the Bhagavad Gita as a framework for understanding role theory in organisations, along with the idea of Loka Sangraha as social responsibility. **[14]**

Q.4. Explain the factors influencing perception, and discuss Attribution Theory, Selective Perception and the Halo Effect as they operate in an organisational setting. **[14]**

Q.5. Discuss the important functions and types of groups found in organisations, and describe Tuckman's model of the stages of group development. **[14]**

Q.6. Explain the concept of group cohesiveness, and discuss the role played by informal groups within a formal organisational structure. **[14]**

Q.7. Describe the Hersey-Blanchard Situational Leadership Model, and distinguish between transactional and transformational styles of leadership. **[14]**

Q.8. Discuss the concepts of servant leadership and adaptive leadership, and examine the additional demands that hybrid team management places on a leader. **[14]**

Q.9. Explain Kurt Lewin's Three-Step Model of organisational change, and discuss the difficulties commonly encountered while unfreezing an organisation. **[14]**

Q.10. Describe Kotter's Eight-Step Model of organisational change, and discuss its relevance to managing large-scale digital transformation. **[14]**

LUMBA First Semester Examination, 2026

(New Syllabus w.e.f. July 2026)

ORGANISATIONAL BEHAVIOUR AND MANAGEMENT PRACTICES

Paper : MBACC104 (CORE)

[SET - D]

Time : 3 Hours]

[M.M. : 70

Note :- Answer any five questions. All questions carry equal marks.

Q.1. Discuss the relevance of Indian Knowledge Systems to modern management practice, with particular reference to the principles of ethical leadership and value-based governance found in Chanakya's Arthashastra. **[14]**

Q.2. Explain the concept of sustainability in management, and discuss how ESG (Environmental, Social and Governance) principles guide responsible organisational decision-making. **[14]**

Q.3. Discuss the formation of attitudes, the concept of Cognitive Dissonance, and the process of attitude change, along with their bearing on organisational commitment. **[14]**

Q.4. Explain the processes of Classical and Operant Conditioning and Social Learning, and discuss how these principles are applied in Organisational Behaviour Modification. **[14]**

Q.5. Examine the use of AI-powered Organizational Network Analysis as a tool for understanding communication and influence patterns within groups. **[14]**

Q.6. Discuss the Purushartha framework of Artha, Kama, Dharma and Moksha as an Indian philosophical approach to understanding human motivation at work. **[14]**

Q.7. Explain the Sama, Danda, Bheda and Dana framework of situational leadership described in Kautilya's Arthashastra, and discuss its relevance to modern managerial practice. **[14]**

Q.8. Discuss the structure and management practices of the Joint Hindu Family business model as a traditional Indian form of organisation. **[14]**

Q.9. Discuss the role of AI-powered change analytics and sentiment analysis in monitoring employee response during the different phases of organisational change. **[14]**

Q.10. Explain the concept of digital disruption, and discuss the challenges it poses for organisations attempting to manage planned change. **[14]**

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LUMBA First Semester Examination, 2026

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ORGANISATIONAL BEHAVIOUR AND MANAGEMENT PRACTICES

Paper : MBACC104 (CORE)

[SET - E]

Time : 3 Hours]

[M.M. : 70

Note :- Answer any five questions. All questions carry equal marks.

Q.1. Compare the classical, neo-classical and modern approaches to management, and discuss why a contemporary manager needs to draw upon all three in practice. **[14]**

Q.2. Discuss the decision-making process in management, and examine how AI-based analytics and forecasting are reshaping the traditional steps of rational decision-making. **[14]**

Q.3. Explain the concept and organisational significance of Emotional Intelligence, and discuss how AI-powered psychometric platforms are being used to assess employee behaviour. **[14]**

Q.4. Discuss the idea of duty-based motivation as found in the Bhagavad Gita, and examine the framework of Pancha Kosha as a holistic model for understanding human behaviour at work. **[14]**

Q.5. Explain the concept of Nishkama Karma from the Bhagavad Gita, and discuss its relevance as a motivational philosophy for the modern workplace. **[14]**

Q.6. Describe the Saptanga (seven instruments of power) outlined in Kautilya's Arthashastra, and discuss their relevance to the exercise of power in modern organisations. **[14]**

Q.7. Examine Lord Krishna's conduct in the Bhagavad Gita as an illustration of servant leadership, and discuss the lessons it offers for a contemporary manager. **[14]**

Q.8. Discuss the causes of Groupthink and Group Shift in organisational decision-making, and explain how structured techniques such as Delphi and NGT help to overcome them. **[14]**

Q.9. Discuss the idea of Dharma as a foundation of organisational culture, and examine the relevance of the Guru-Shishya tradition and Rajadharma from the Arthashastra to modern organisational leadership. **[14]**

Q.10. Explain the Panchayati system of consensus-based decision-making, and discuss its relevance as a model for resolving organisational conflict. **[14]**