

JEPPIAAR ENGINEERING COLLEGE

DEPARTMENT OF ELECTRICAL AND ELECTRONICS ENGINEERING

VISION OF INSTITUTION

To build Jeppiaar Engineering College as an institution of academic excellence in technology and management education, leading to become a world class University.

MISSION OF INSTITUTION

- To excel in teaching and **learning, research and innovation** by promoting the principles of scientific analysis and creative thinking.
- To participate in the production, **development, dissemination of knowledge** and interact with **national and international communities**.
- To equip students with ethical **values, and life skills** that would enrich their lives and enable them to meaningfully contribute to the **progress of the society**.
- To prepare students for **higher studies and lifelong learning**, enrich them with the **practical and entrepreneurial skills** necessary to excel as future professionals and contribute to **Nation's economy**.

PROGRAM OUTCOMES (POs)

- 1 **Engineering knowledge:** Apply the knowledge of mathematics, science, engineering fundamentals, and an engineering specialization to the solution of complex engineering problems.
- 2 **Problem analysis:** Identify, formulate, review research literature, and analyze complex engineering problems reaching substantiated conclusions using first principles of mathematics, natural sciences, and engineering sciences.
- 3 **Design/development of solutions:** Design solutions for complex engineering problems and design system components or processes that meet the specified needs with appropriate consideration for the public health and safety, and the cultural, societal, and environmental considerations
- 4 **Conduct investigations of complex problems:** Use research-based knowledge and research methods including design of experiments, analysis and interpretation of data, and synthesis of the information to provide valid conclusions.
- 5 **Modern tool usage:** Create, select, and apply appropriate techniques, resources, and modern engineering and IT tools including prediction and modeling to complex engineering activities with an understanding of the limitations.
- 6 **The engineer and society:** Apply reasoning informed by the contextual knowledge to assess societal, health, safety, legal and cultural issues and the consequent responsibilities relevant to the professional engineering practice.
- 7 **Environment and sustainability:** Understand the impact of the professional engineering solutions in societal and environmental contexts, and demonstrate the knowledge of, and need for sustainable development.
- 8 **Ethics:** Apply ethical principles and commit to professional ethics and responsibilities and norms of the engineering practice.
- 9 **Individual and team work:** Function effectively as an individual, and as a member or leader in diverse teams, and in multidisciplinary settings.
- 10 **Communication:** Communicate effectively on complex engineering activities with the engineering community and with society at large, such as, being able to comprehend and write effective reports and design documentation, make effective presentations, and give and receive clear instructions.
- 11 **Project management and finance:** Demonstrate knowledge and understanding of the engineering and management principles and apply these to one's own work, as a member and leader in a team, to manage projects and in multidisciplinary environments.
- 12 **Life-long learning:** Recognize the need for, and have the preparation and ability to engage in independent and life-long learning in the broadest context of technological change.

VISION OF THE DEPARTMENT

The Department of Electrical and Electronics Engineering strives to be a Centre of Excellence in education and technical research, in the endeavour of which the Department will continually update the teaching methodologies, progress in the emerging technologies and continue to play a vital role in the development of the society.

MISSION OF THE DEPARTMENT

M1	To develop the ability to learn and work creatively that would enhance the ability of both students and faculty to do innovative research .
M2	To create and maintain state-of-the art facilities which provide students and faculty with opportunities to analyse, apply and disseminate knowledge globally .
M3	To impart the knowledge in essential interdisciplinary fields which will enhance the interpersonal skills , team work, professional ethics and make them work effectively for their own benefit and the betterment of the society .
M4	Prepare students for lifelong learning of theoretical and practical concepts to face intellectual, economical and career challenges.

PROGRAM EDUCATIONAL OBJECTIVES (PEOs)

PEO 01	Strengthen the knowledge in Electrical and Electronics Engineering to enable them work for modern industries by promoting energy conservation and sustainability.
PEO 02	Enrich analytical, creative and critical logical reasoning skills to solve problems faced by emerging domains of electrical and electronics engineering industries worldwide.
PEO 03	Develop effective communication and inter-personal skills to work with enhanced team spirit in multidisciplinary projects with a broader ethical , professional, economical and social perspective.
PEO 04	Prepare the students either to establish start ups or to pursue higher education at reputed institutions.

PROGRAM SPECIFIC OUTCOME (PSOs)

PSO 1	Professional Skills: Apply the knowledge of Mathematics, Science and Engineering to solve real time problems in the field of Power Electronics, Electrical Drives, Power Systems, Control Systems and Instrumentation .
PSO 2	Research and Innovation: Analyze and synthesize circuits by solving complex engineering problems to obtain the optimal solution using effective software tools and hardware prototypes in the field of robotics and renewable energy systems.
PSO 3	Product development: Develop concepts and products by applying ideas of electrical domain into other diversified engineering domains.

MG6851 PRINCIPLES OF MANAGEMENT

UNIT I INTRODUCTION TO MANAGEMENT AND ORGANIZATIONS

Definition of Management – Science or Art – Manager Vs Entrepreneur - types of managers - managerial roles and skills – Evolution of Management – Scientific, human relations , system and contingency approaches – Types of Business organization - Sole proprietorship, partnership, company-public and private sector enterprises - Organization culture and Environment – Current trends and issues in Management.

UNIT II PLANNING

Nature and purpose of planning – planning process – types of planning – objectives – setting objectives – policies – Planning premises – Strategic Management – Planning Tools and Techniques – Decision making steps and process.

UNIT III ORGANISING

Nature and purpose – Formal and informal organization – organization chart – organization structure – types – Line and staff authority – departmentalization – delegation of authority – centralization and decentralization – Job Design - Human Resource Management – HR Planning, Recruitment, selection, Training and Development, Performance Management , Career planning and management.

UNIT IV DIRECTING

Foundations of individual and group behaviour – motivation – motivation theories – motivational techniques – job satisfaction – job enrichment – leadership – types and theories of leadership – communication – process of communication – barrier in communication – effective communication – communication and IT.

UNIT V CONTROLLING

System and process of controlling – budgetary and non-budgetary control techniques – use of computers and IT in Management control – Productivity problems and management – control and performance – direct and preventive control – reporting.

L: 45, T: 0, Total = 45Periods

Books Referred:

TEXT BOOKS:

1. Stephen P. Robbins & Mary Coulter, “ Management”, Prentice Hall (India) Pvt. Ltd., 10th Edition, 2009.
2. JAF Stoner, Freeman R.E and Daniel R Gilbert “Management”, Pearson Education, 6th Edition, 2004.

REFERENCES:

1. Stephen A. Robbins & David A. Decenzo & Mary Coulter, “Fundamentals of Management” Pearson Education, 7th Edition, 2011.
2. Robert Kreitner & Mamata Mohapatra, “ Management”, Biztantra, 2008.
3. Harold Koontz & Heinz Weihrich “Essentials of Management” Tata McGraw Hill,1998.
4. Tripathy PC & Reddy PN, “Principles of Management”, Tata Mcgraw Hill, 1999.

Course code& Name: **MG6851 & PRINCIPLES OF MANAGEMENT**

Degree/Programme: **B.E/EEE** Semester: **VII**

Section: **A, B**

Duration: **JUNE – DEC 2018**

Regulation: **2013/AUC**

Name of the Staff:

Course Objectives:

To enable the students to study the evolution of Management, to study the functions and principles of management and to learn the application of the principles in an organization.

Course Outcomes

C4 4.1	Describe the basic of management and its types, skills, management roles, types of business organization and current trends in business.
C4 4.2	Explain the nature and purpose of planning, types, objectives of planning and decision process.
C4 4.3	Compare the different organization structures, authorities and responsibilities, human resource management and training and development.
C4 4.4	Estimate the individual and group behavior, motivation, job satisfaction types and theories of leadership, communication and IT.
C4 4.5	Apply the knowledge using the various system and process of controlling, budgetary and non-budgetary control techniques, use of computer and IT in management control, reporting.

Mapping of Course Outcomes(COs), Course(C), Program Specific Outcomes (PSOs)with Program Outcomes. (POs)– [Levels of correlation:3 (High),2 (Medium), 1(Low)]

EE6701	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO 12
C4 4.1	-	2	1	2	3	3	3	3	3	3	3	3
C4 4.2	-	2	1	2	3	3	3	3	3	3	3	3
C4 4.3	-	2	1	2	3	3	3	3	3	3	3	3
C4 4.4	-	2	1	2	3	3	3	3	3	3	3	3
C4 4.5	-	2	1	2	3	3	3	3	3	3	3	3

MG6851	PSO1	PSO2	PSO3
C4 4.1	-	3	3
C4 4.2	-	3	3
C4 4.3	-	3	3
C4 4.4	-	3	3
C4 4.5	-	3	3

LESSON PLAN

UNIT I INTRODUCTION TO MANAGEMENT AND ORGANIZATIONS

Course delivery details:

Sl. No.	Course Content	Knowledge level	Delivery method	No. of Hrs to be handled
1	Definition of Management – Science or Art	R, U	chalk and board / PPT	1 h 30 m
2	Manager Vs Entrepreneur	R, U	chalk and board / PPT	45m
3	types of managers - managerial roles and skills	R, U	chalk and board / PPT	45m
4	Evolution of Management- Scientific, human relations , system and contingency approaches	R, U	chalk and board / PPT	45m
5	Sole proprietorship, partnership, company-public and private sector enterprises	R, U	chalk and board / PPT	45m
6	Organization culture and Environment	R, U	chalk and board / PPT	1 h 30 m
7	Current trends and issues in Management	R, U	chalk and board / PPT	45m

UNIT II PLANNING

Course delivery details :

Sl. No.	Course Content	Knowledge level	Delivery method	No. of Hrs to be handled
8	Nature and purpose of planning	R, U	chalk and board / PPT	1 h 30 m
9	planning process	R, U	chalk and board /	45m
10	types of planning – objectives	R, U	chalk and board /	45m
11	setting objectives – policies	R, U	chalk and board / PPT	45m
12	Planning premises	R, U	chalk and board / PPT	45m
13	Strategic Management	R, U	chalk and board / PPT	45m

14	Planning Tools and Techniques	R, U	chalk and board / PPT	45m
15	Decision making steps and process	R, U	chalk and board / PPT	45m

UNIT III ORGANISING

Course delivery details :

Sl. No.	Course Content	Knowledge level	Delivery method	No. of Hrs to be handled
16	Nature and purpose- Formal and informal organization	R, U, An	chalk and board / PPT	45m
17	– organization chart – organization structure – types	R, U, An	chalk and board / PPT	45m
18	Line and staff authority – departmentalization	R, U, An	chalk and board / PPT	45m
19	– delegation of authority – centralization and decentralization	R, U, An	chalk and board / PPT	45m
20	Job Design - Human Resource Management	R, U, An	chalk and board / PPT	45m
21	HR Planning, Recruitment, selection, Training and Development	R, U, An	chalk and board / PPT	1 h 30 m
22	Performance Management , Career, planning and management	R, U, An	chalk and board / PPT	1 h 30 m

UNIT IV DIRECTING

Course delivery details :

Sl. No.	Course Content	Knowledge level	Delivery method	No. of Hrs to be handled
23	Foundations of individual and group behaviour	R, U, An	chalk and board	45m
24	motivation – motivation theories – motivational techniques	R, U, An	chalk and board	45m
25	job satisfaction – job enrichment	R, U, An	chalk and board	45m
26	leadership	R, U, An	chalk and board	45m
27	types and theories of leadership	R, U, An	chalk and board	45m

28	communication – process of communication	R, U, An	chalk and board	45m
29	barrier in communication	R, U, An	chalk and board	45m
30	effective communication	R, U, An	chalk and board	45m
31	communication and IT	R, U, An	chalk and board	45m

UNIT V CONTROLLING

Course Delivery Details :

Sl. No.	Course Content	Knowledge level	Delivery method	No. of Hrs to be handled
32	System and process of controlling	R, U, An, E	chalk and board	45m
33	budgetary and non-budgetary control techniques	R, U, An, E	chalk and board	45m
34	use of computers and IT in Management control	R, U, An, E	chalk and board	45m
35	Productivity problems and management	R, U, An, E	chalk and board	45m
36	control and performance	R, U, An, E	chalk and board	90m
37	direct and preventive control	R, U, An, E	chalk and board	90m
38	reporting	R, U, An, E	chalk and board	45m

R- Remember, U- Understand, A- Apply, An- Analyze, E- Evaluate & C- Create.

Books Referred:

TEXT BOOKS:

1. Stephen P. Robbins & Mary Coulter, “ Management”, Prentice Hall (India) Pvt. Ltd., 10th Edition, 2009.
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3. Harold Koontz & Heinz Weihrich “Essentials of Management” Tata McGraw Hill, 1998.
4. Tripathy PC & Reddy PN, “Principles of Management”, Tata McGraw Hill, 1999.

Comments Given by the Scrutinizing Committee Members	
Signature of the Scrutinizing	
Signature of the HOD	

MG 6851 Principles of Management

UNIT – I

Part A

1. Define Management. (Nov/Dec 2012, April/May 2017)

Management is the process of designing and maintaining an environment in which individuals, working together in groups, accomplish their aims effectively and efficiently.

According to Koontz and Wehrlich "Management is process of designing and maintaining of an environment in which individuals working together in groups, efficiently and efficiently attain the organizational goals."

2. State the Functions of Manager. (Nov/Dec 2012, Nov/Dec 2016)

P – Planning O – Organizing S – Staffing D – Directing CO – Coordinating R – Reporting
B – Budgeting

3. What are the various skills required by a manager? (Nov/Dec 2013)

Managers require three kinds of skills

Technical Skill – Knowledge of and proficiency in working with tools and technology

Human Skill – Ability to work with people

Conceptual Skill – Ability to recognize important element in a situation and understand relationship among elements.

4. Write some characteristics of Management

Management is a continuous process. 2) Managers use the resources of the organization both physical as well as human to achieve the goals. 3) Management aims at achieving the organization goals by ensuring effective use of resources.

5. Define Productivity.

It implies effectiveness and efficiency in individual and organizational performance.

Productivity = $\frac{\text{Outputs}}{\text{Inputs}}$

(within a time period, quality considered)

6. What is Effectiveness & Efficiency?

Effectiveness is the achievement of objectives and Efficiency is the achievement of the ends with the least amount of resources. Effectiveness is doing right things & efficiency is doing things rightly.

7. What are management levels?

Top level management. 2) Middle level management. 3) Lower level management.

8. Write some important functions of top level management.

To formulate goals and policies of the company. 2) formulate budgets. 3) To appoint top executives.

9. What is social responsibility?

Social responsibility is the part of the management to initiate actions to protect the interest of the society.

10. Write Fayol's fourteen principles of management.

1) Division of work. 2) Authority and Responsibility. 3) Discipline. 4) Unity of command. 5) Unity of direction. 6) Subordination of Individual interest to general interest. 7) Remuneration. 8) Centralization 9) Scalar chain. 10) Order. 11) Equity. 12) Stability of Tenure. 13) Initiative. 14) Esprit de Corps.

11. What is scalar chain?

The instructions and orders should be sent from the top management to the lower management.

12. Explain: Management is both —A science and an art.

Management is a science because it contains general principles. It is also an art because it requires certain personal skills to achieve desired results.

13. What is Esprit-de-corps?

It means 'Unity is strength'

In an organization, amongst the employees there should be harmony and unity.

14. List out the claimants of the business enterprise.

1) Shareholders. 2) Employees. 3) Customers. 4) Creditors. 5) Suppliers. 6) Government

15. What are the major contributions of Taylor?

The major contributions of F.W. Taylor are as follows

- He developed the principle of division of labourwork
- He developed method study
- He advocated time study
- He developed certain principles to breakup each job into small independent elements
- He developed the concept of fair day's work
- He proposed the functional organization

16. Write some important functions of top level management.

To formulate goals and policies of the company. 2) formulate budgets. 3) To appoint top executives.

17. What is time study?

Time study refers to the measuring of (under controlled conditions) the time for completing a particular process using specific materials and techniques. This will be useful in arriving at a scientific standard for each work task in the marketing process.

18. Define partnership

Under the Indian Partnership Act of 1932, Partnership is defined as –“the relation between persons who have agreed to share the profits of a business carried on by all or by any one of them acting for all”.

19. What do you mean by ‘unity of command’?

‘Unity of command’ is an important principle proposed by Henry Fayol. This implies that an employee should receive orders from one superior only.

20. What is centralization?

The organization is centralized when the power is concentrated in the hands of few people.

21. Name the different levels of Management. (May/June 2012)

1) Top level management. 2) Middle level management. 3) Lower level management.

22. Who is known as father of modern operations management theory? (May/June 2012)

HENRY FAYOL is the father of modern operational management theory

23. What are the goals of managers?

The goal of managers is to create a surplus. They aim at being productive. Their main concern is to achieve a favorable output input ratio within a specific time period.

24. What are the contributions of theories regarding management?

The contributions of theories regarding management to bring something to our knowledge of what managers do. Each approach has its own characteristics and advantages as well as limitations.

25. What is productivity?

Productivity implies effectiveness (achieving objectives) and efficiency (using the least amount of resources)

26. Differentiate administration and management. (Nov/Dec 2014, May/June 2014)

The administration includes the people who are either owners or partners of the firm. They usually contribute to the firm's capital and earn profits or returns on their investment. The main administrative function is handling the business aspects of the firm, such as finance. Other administrative functions usually include planning, organizing, staffing, directing, controlling and budgeting. Administration must integrate leadership and vision, to organize the people and resources, in order to achieve common goals and objectives for the organization. Management usually incorporates the employees of the firm who use their skills for the firm in return for remuneration. Management is responsible for carrying out the strategies of the administration. Motivation is the key factor of a management. Management must motivate and handle the employees. It can be said that management is directly under the control of administration.

27. What are the different roles of manager?(May/June 2014,May/June 2015)

Interpersonal, informational and decisional role.

30.Give the current trends in management? (Nov/Dec2016)

Globalization, Technology, Study of Psychology ,Sustainability and Corporate Social Responsibility are some of the prominent trends in management. And also, Modern trends in management favor agile, iterative processes that focus on innovation, software development, and social impacts.

31.what is an organizational culture?(April/May 2017)

Organizational culture is a system of shared assumptions, values, and beliefs, which governs how people behave in organizations. These shared values have a strong influence on the people in the organization and dictate how they dress, act, and perform their jobs.

Part B

1. Explain the Functions of Management.
- 2.Discuss whether Management is a Science or Art.
- 3.Explain Systems approach to Operational Management.(Nov/Dec2013)
- 4.Explain the Henry Fayol's principles of management.(May 2013)
- 5.Explain the contributions of FW Taylor.
- 6.Explain forms of business organizations.(Nov/Dec 2016, April/May 2017)
- 7.State the characteristics of a company.
- 8.Discuss the scope and Nature of management. What are the environmental factors that affect business? Explain (Nov/Dec 2012)
- 9.Enumerate the trends and challenges of Management in the globalised era. (Nov/Dec2012,May2013)
- 10.State and explain the important contributions of Taylor and Fayol in the field of management thoughts. (May/June 2012,Nov/Dec2013)
- 11.Discuss the role of manager. Describe the various types of decision. (May/June 2012)
12. (a).Discuss the relative importance of each type of the skills to lower,middle and upper level managers. (8) (b).Discuss the motion study as used by Gilberths . (8) (MAY 2015)
- 13.Discuss in detail the evolution of management? (Nov/Dec 2016)
- 14.Explain the different roles and functions of a manager?(April/May 2017)

UNIT – II

Part A

1.Definition of planning(April/May 2017)

The determination of what is to be done, how and where it is to be done, who is to do it and how results are to be evaluated.

2.Types of planning(May/June 2012, Nov/Dec 2012)

Short range and long range planning repeated and *single use planning and functional planning*

3.What are the Qualities of good plan?

Simple , logical, flexible, practical, stable and it must be complete and integrated

4. What are Rules ?

Statement of expected results expressed in quantitative terms.

5.Define Procedure

It is a series of related task that up the chronological sequence and the established way of performing the work to be accomplished.

6.Define Budget.

Statement of expected results expressed in quantitative terms.

7. Define Objectives.

Objectives are goals established to guide the efforts of the company and each of its components

8. What is MBO ? (May/June 2012) (Nov/Dec 2016)

Process where by the superior and subordinate of an organization jointly identify its common goal, define each individual’s major areas of responsibility in terms of results expected of him and use this measures as guides for operating the unit and assessing the contribution of each if its members

9. What is TOWS matrix ?

It is a conceptual frame work for systematic analysis, which facilitates matching the external threats and opportunities with the internal weakness and strength of the organization.

10. Define Strategy.(Nov/Dec 2012)

Determination of basic long term objectives and of courses of action and allocation of resources to achieve these aims.

11. What are Policies ? (Nov/Dec 2016)

Verbal, written, or implied overall guide setting up boundaries that supply the general limits and direction in which managerial action will take place.

12. State different strategies of Porter’s generic strategy.

Overall cost leadership strategy, differentiation strategy and focused strategy

13. Define Planning Premises.

Anticipated environment in which plan are expected to operate. They include assumptions or forecasts of the future and known conditions that will effect the operation of plans

14. Define MIS

MIS is more advance technology for solving its basic requirements. MIS used for decision making in the various functional areas of business.

15. Explain the terms decision-making. (Nov/Dec 2013)

It is a process of selection from a set of alternative courses f action which is thought to fulfill the objectives of the decision problem more satisfactory than others.

16. What are the difference between PERT and CPM

S. No.	CPM	PERT
1.	It is activity oriented	PERT is event oriented
2.	CPM is planning device	It is control device
3.	It estimates only one time	It estimates three times
4.	It is a deterministic model	It is probabilistic model

17. What are classification of budget?

- a) Functional classification- Sales, production, cash, capital and master budget
- b) Time classification- Short, current and long term budget
- c) Activity level- Fixed and flexible budget

18. What is zero base budget?

Initially the budget is designed from a zero base. The main element is ZBB is future objective orientation.

19. What is DSS ?

DSS –use computers to facilitate the decision making process of semi structured tasks

20. Benefits of planning

Emphasis on objectives, minimizes uncertainty, facilitates control, improves coordination, secure economy, encourage innovation and improve competitive strength.

21. What is Satisficing?

It is a term sometimes used to describe picking a course of action that is satisfactory under the circumstances.

22.What are decision making techniques?

They include marginal analysis and cost effectiveness analysis. Experience, experimentation, research and analysis come under techniques of decision making.

23.What is preference theory?

It takes into account managers' willingness to take certain risks.

24.What is Portfolio Matrix?

It is a tool for allocating resources, linking the business growth rate with the relative competitive position of the firm.

25.Name some areas where strategies and policies need to be developed.(May/June 2014)

Finance, growth, organization, personnel, public relations and marketing.

26.What are the objectives of planning?(Nov/Dec 2013,May 2013)

Manpower Planning is putting right number of people, at the right time, doing the right things for which they are suitable for, for the achievement of goals of the organization.

27.List the steps in decision making process(Nov/Dec2013)

The steps in the decision making process are: Identification of the problem, finding alternatives and solutions to the problem, finding solution, taking action to the plan, evaluation, and responsibility. Decision making is a big tool to help out a person when faced with problems. It will guide a person to arrive at the best solution possible.

28.What is the process of policy making? (Nov/Dec 2014)

Public policy refers to the actions taken by government — its decisions that are intended to solve problems and improve the quality of life for its citizens. At the federal level, public policies are enacted to regulate industry and business, to protect citizens at home and abroad, to aid state and city governments and people such as the poor through funding programs, and to encourage social goals.

29.What is span of control? (Nov/Dec 2014)

It explains the narrow and wide span of management.

30.List the planning tools available in business management(April/May 2017)

The Seven Tools are,

- Affinity Diagram (KJ Method)
- Interrelationship Diagram (ID)
- Tree Diagram.
- Prioritization Matrix.
- Matrix Diagram or quality table.
- Process Decision Program Chart (PDPC)
- Activity Network Diagram.

Part B

- 1.Discuss the Nature of Planning.
- 2.Explain the Steps in Planning. (Nov/Dec 2012, May/June 2014, Nov/Dec 2014,May 2015)
- 3.Explain Various elements of Plans .
- 4.Explain Purpose of Planning.
5. Explain the Process of MBO. (May/June 2012, May/June 2014, May 2015)
- 6.Discuss the Advantages and Disadvantages of MBO. (Nov/Dec 2014,May 2015)
- 7.Explain Strategic Planning Process.(May 2013)
- 8.Explain Tows Matrix.
- 9.Explain Portfolio Matrix.
- 10.Suggest some recommendations to make strategies successful.

11. Explain the principle of planning and describe the various types of decision. (May/June 2012) (May 2015)
12. Write short notes on i) Management by objectives ii) Types of strategies. (Nov/Dec 2012)
13. Explain Decision making steps and process in detail. (Nov/Dec 2014) (May 2015) (Nov/Dec 2016) (April/May 2017)
14. Explain some of the tools for developing organizational strategies. (May 2015)
15. Discuss in detail about the classification of planning practices? (Nov/Dec 2016)
16. Explain the general planning process adopted by the business organization? (April/May 2017)

UNIT III

Part A

1. Define Organizing?

Organising is the process of identifying and activities required to attain the objectives, delegating & creating responsibility and establishing relationships I people to work effectively.

2. Mention any four characteristics of an organization.

- a. Common objectives
- b. Specialisation or Division of Labour
- c. Authority of structure
- d. Group of persons

3. List out the steps involved in organization process. (Nov/Dec 2013)

- a. Determination of activities
- b. Grouping of activities
- c. Assignment of Duties
- d. Delegation of authority

4. Mention the various principles involved in organization.

1. Principle of unity of objective
2. Principle of division of work or specialization
3. Principle of efficiency
4. Principle of span of control

5. Differentiate between formal and informal organization. (Nov/Dec 2013)

SI no.	Point of view	Formal organisation	Informal organisation
1.	Origin	It is created deliberately and consciously by the frames of the organisation.	It is created spontaneously and naturally.
2.	Purpose	It is created for achieving legitimate objectives of the organisation.	It is created by members of the organisation for social and psychological satisfaction.
3.	Nature	Planned and official	Unplanned and unofficial.
4.	Size	It may quite large.	It may be small size.

6. Mention the three categories of relationships in span of management.

- a. Direct single relationship b. Direct group relationships c. Cross relationship

7. State the important factors in determining an effective span of management.

1. Capacity of superior
2. Capacity of subordinates
3. Nature of work
4. Type of technology
5. Delegation of authority

8. What are the types of departmentation ?(Nov/Dec 2016)

1. Departmentation by function.
2. Departmentation by Territory or Geography.
3. Departmentation by Customers.
4. Departmentation by equipment or process.
5. Departmentation by product or service.

9. State the advantages of departmentation by function.

Advantages:

1. It is most logical, scientific, time proven and natural method of departmentation.
2. It provides specialization of work which makes maximum utilization of manpower and other resources.
3. It ensures proper performance control.
4. It facilitates delegation of authority and therefore, reduces the burden of top executives.

10. State the disadvantages of departmentation by function.

Disadvantages:

1. There is a tendency for overspecialization. The department managers are experts in handling the problems in their department alone. They may not be able to understand the problem of other departments.
2. Functional departmentation discourages communication across functions so that the workers develop a narrow technical point of horizontal conflicts.
3. It increases the workload and responsibility of the departmental heads.
4. It does not offer any scope for training for the overall development of manager.

11. Give a note on departmentation by customers.

This type of departmentation is preferred when the needs of customers are different in nature. Big organizations provide special services to different types of customer.

12. What is departmentation by product?

Departmentation By Product Or Service:

In this case, the units are formed according to the product. It is more useful in multi-line corporations where expansion and diversification, manufacturing and mark characteristics of the product are of primary concern.

13. Define authority.

"Authority is the right to give orders and the power to exact obedience".

14. List out the sources of authority. (April/May 2017)

- a. Formal authority theory
- b. Acceptance Authority Theory
- c. Competence theory

15. What is line authority?

Line authority is the direct authority which a superior exercises over a number of subordinates to carry out orders and instructions. In an organizing process, authority is delegated to the individuals to perform the activities.

16. What is staff authority?

A staff person assists the line people in attaining their objectives. Staff authority is purely advisory. Types of staff authority are a) Advisory staff authority, b) Compulsory staff authority & c) Concurrent staff authority.

17. State the types of organizational charts.

- a) Vertical or Top-to-Bottom chart
- b) Horizontal or Left-to-right chart
- c) Circular or concentric chart

18. What is departmentation by process?

Departmentation By Process Or Equipment:

Under this type of departmentation, activities are grouped on the basis of production processes or equipment involved.

19. What is Performance Appraisal? What are the different methods/techniques of Performance appraisal?(Nov/Dec 2016)

Performance Appraisal is evaluating the actual performance of the employee for determining the compensation and identifying the potential of the employees.

Methods/Techniques of Performance Appraisal:

(i) Trait-based appraisal: (job knowledge, leadership, judgment, ability, initiative, loyalty): Graphic scale method, ranking method, grading system, forced distribution method, check list method, Critical incident method, group appraisal

(ii) Appraisal by results: MBO, Behaviorally Anchored Rating(BARS), Assessment Centre, 360 degree performance appraisal.

20. What is functional departmentation?(May/June 2012)

It is most logical, scientific, time proven and natural method of departmentation. It provides specialization of work which makes maximum utilization of manpower and other resources. It ensures proper performance control. It facilitates delegation of authority and therefore, reduces the burden of top executives.

21. What is meant by delegation? (May/June 2012) (April/May 2017)

Delegation is the partnership of authority and responsibility to another person (normally from a manager to a subordinate) to carry out specific activities. It is one of the core concepts of management leadership.

22. What is decentralization? (Nov/Dec 2012, May 2013)

Decentralization is a systematic delegation of authority at all levels of management and in all of the organization. In a decentralization concern, authority is retained by the top management for taking major decisions and framing policies concerning the whole concern. Rest of the authority may be delegated to the middle level and lower level of management.

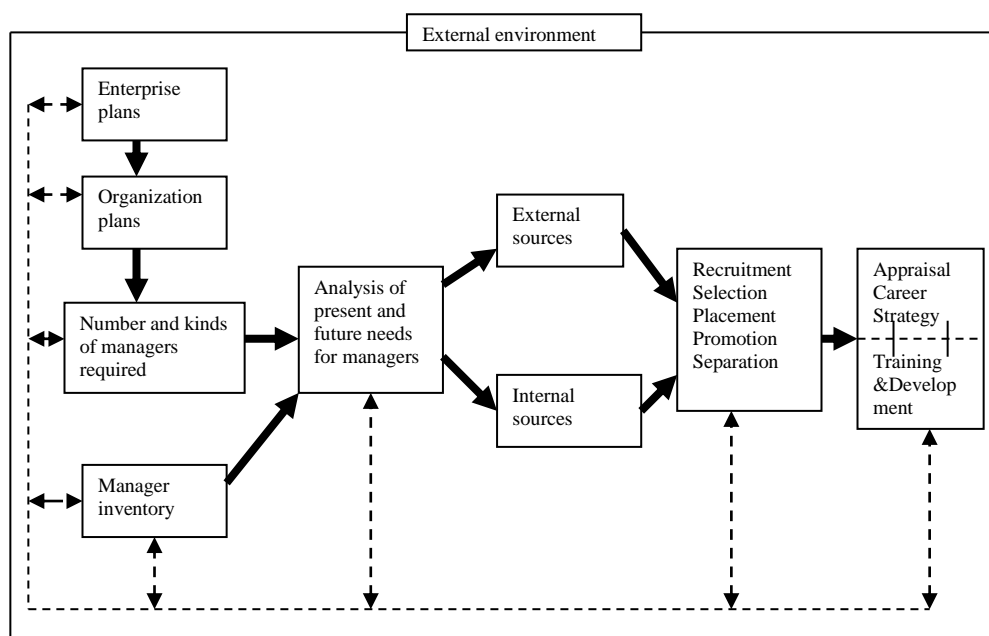
23. What are the sources of recruitment? (Nov/Dec 2012)

The different sources of recruitment are classified into two categories.

Internal : sources of recruitment are from within the organisation.

External : sources of recruitment are from outside the organisation.

24. What are various stages of staffing Process?



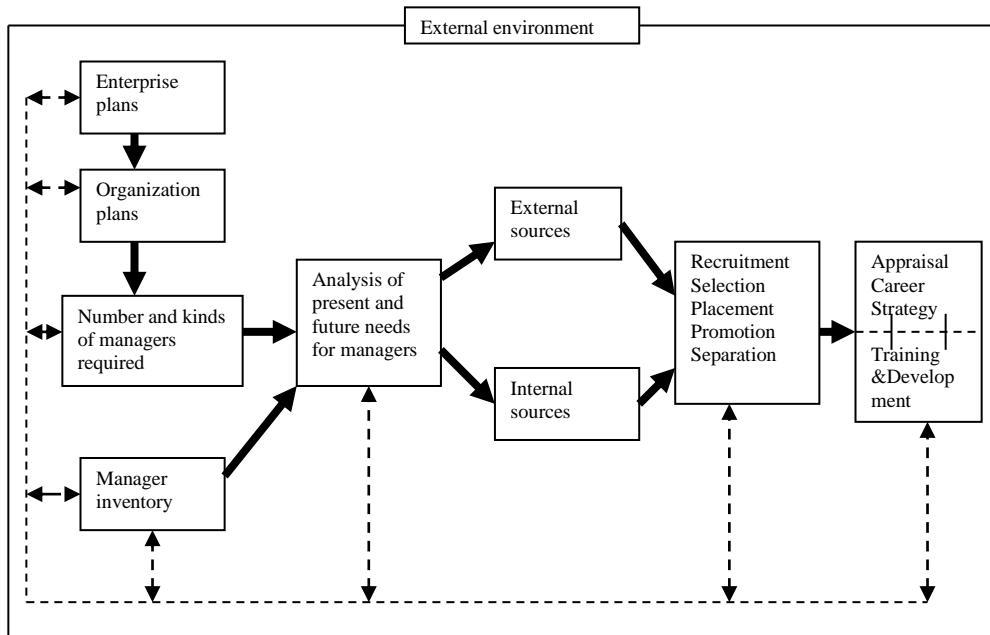
25. What are the new kinds of departmentation?

The new kinds of departmentation are the product, matrix or grid, or project organization and the strategic business unit.

26. What is staffing? (Nov/Dec 2014)

The process of allotting human resource to carry out the respective task in an organization.

27. What are various stages of staffing Process?



28. What do you understand by assessment centres?(MAY 2015)

An **assessment centre** is a process where candidates are **assessed** to determine their suitability for specific types of employment, especially management or military command.

Part B

1. What are the factors determining span of Management?(Nov/Dec 2013)
2. What are the various types of departmentation? (Nov/Dec 2016)
3. Discuss the factors determining the degree of decentralization of Authority.
4. What are various problems in organizing?
5. What are the various factors affecting staffing.
6. Describe Selection Process.(Nov/Dec 2012)
7. What are importance of Performance Appraisal ? (May/June 2012)
8. Describe departmentation by process and state its advantages and disadvantages? (Nov/Dec 2014)
9. Distinguish between formal and informal organization.
10. Explain the various sources of recruitment. What are their advantages and disadvantages?
11. Explain any four methods of performance appraisal. (Nov/Dec 2012)
12. Distinguish between formal and informal organization. Explain the line organization with a neat sketch. (May/June 2012,Nov/Dec 2013) (May/June 2014) (April/May 2017)
14. Explain the line and staff authority in detail. (Nov/Dec 2014)
15. Describe a case in which matrix organization structure will be effective. Also discuss the advantages and limitations of matrix organization.(10) (May 2015)
16. (a) "Delegation is the ability to get result through others"- Discuss Explain the steps and guidelines to be followed while delegating authority.(8) (MAY 2015)
(b). Explain the various methods of training(8)
17. (i) Discuss the types of centralization?
(ii) Explain about the organizational culture. (Nov/Dec 2016)
18. Describe the HR management activities in a business organization. (April/May 2017)

UNIT – IV

Part A

1. Define Leading.

It is a process of influencing people so that they will contribute to organization and group goals.

2. Define Motivation .

It is a process of stimulating people to action to achieve/ accomplish desired goals.

3. Democratic leader

He consults with subordinates on proposed actions and decisions and encourages participation from them.

4. Define Job Enrichment. (April/May 2017)

It attempts to make a job more varied by removing the dullness associated with performing repetitive operations

5. What is QWL?

Increasing productivity and reducing inflation and as a way of obtaining industrial democracy and minimizing labor disputes.

6. Define Leadership. (April/May 2017)

Art or process of influencing people so that they will strive willingly and enthusiastically towards achievement of the goal .

7. What are the Styles of Leadership ?

Autocratic, Democratic and Free-rien

8. Define Communication.

Transformation of ideas from one person to another.

9. What are the various types of communication?

Formal, informal, vertical, horizontal, grapevine, written and oral communication.

10. What is Country club management?

Mangers have little or no concern for production. but are concerned for people

11. Define Motivation (Nov/Dec 2012)

It is a process of stimulating people to action to achieve/ accomplish desired goals.

12. Explain - Maslow's Needs. (Nov/Dec 2016)

Physiological needs, Safety needs, Social needs, Self- Esteem needs and Self- actualization needs.

13. Define Incentives

An incentive is something which stimulates a person towards some determination

14. What are Job content factors

Achievement, advancement, responsibility, respect, growth and development.

15. Define Expectancy theory

force = Valance * Expectancy

16. What is Equity theory

Outcomes by a person

Outcomes by another person

----- = -----

Inputs by a person

inputs by another person

17. Define Creativity

Ability and power to develop new ideas

18. What is Innovation.

Use of new ideas.

19. Define Brainstorming (May 2013)

Improve problem solving by finding new ideas and unusual solution

20. Who is a leader? (Nov/Dec 2012)

Leader is one who influence people so that they will strive willingly and enthusiastically towards achievement of the goal.

21. Mention the elements of directing (May/June 2012, Nov/Dec 2013)

Supervision, communication, motivation and leadership are the elements of directing.

22. List the components of communication process. (May/June 2012)

Context Sender / Encoder, Message, Medium, Recipient / Decoder and feedback

23. What are special motivational techniques?

The special motivational techniques include using money, encouraging participation and improving the quality of working life. (QWL)

24. What is McClelland's theory?

It is based on the need for power, the need for affiliation and the need for achievement.

25. What are the two dimensions identified by managerial grid?

Concern for production and concern for people.

26. What is laissez faire leadership? (Nov/Dec 2014)

Free rein leadership where the subordinates has got the freedom to take decision discussing with the top level management.

27. How does leadership differ from management? (May 2015)

The main difference between leaders and managers is that leaders have people follow them while managers have people who work for them. A successful business owner needs to be both a strong leader and manager to get their team on board to follow them towards their vision of success. The manager's job is to plan, organize and coordinate. The leader's job is to inspire and motivate.

28. Define job enlargement. (May 2015)

Job enlargement means increasing the scope of a job through extending the range of its job duties and responsibilities generally within the same level and periphery. Job enlargement involves combining various activities at the same level in the organization and adding them to the existing job.

29. What are the elements in the Maslow's hierarchy of needs? (Nov/Dec 2016)

The elements in the Maslow's hierarchy of needs are physiological needs, Safety needs, Social needs, Self- Esteem needs and Self- actualization needs.

30. What is effective communication? (Nov/Dec 2016)

Effective communication is defined as verbal speech or other methods of relaying information that get a point across. An example of effective communication is when you talk in clear and simple terms. (or)

A two way information sharing process which involves one party sending a message that is easily understood by the receiving party. Effective communication by business managers facilitates information sharing between company employees and can substantially contribute to its commercial success.

Part B

1. Explain different theories of Motivation? (May/ June 2012, Nov/Dec 2012, May/June 2014, Nov/Dec 2014, April/May 2017)

2. Explain Likert's Four System of Management.

3. Explain Managerial Grid.

4. Describe Communication Process. (Nov/Dec 2013, May/June 2014)

5. What are the Barriers in communication and how they can be improved ? and explain its importance (May/ June 2012, Nov/Dec 2012, Nov/Dec 2013, Nov/Dec 2014, Nov/Dec 2016, April/May 2017)

6. What are the qualities required for effective leadership? (Nov/Dec 2012)

7. What are the essentials of good communication system?

8. Explain the various theories of Leadership? (Nov/Dec 2016)

9. What are the various types and networks of communication?

10. What are the various techniques of Motivation?

11. (a). Explain the types of formal organizational communications (8) (May 2015)

- (b).Discuss the obstacles to the leader flexibility and leader styles based on them.(8)(May 2015)
- 12.Does motivation important for organizational development achievement? Justify your answer with Maslow's hierarchy of needs.(May 2015)
- 13.Difference between motivation and satisfaction.(8) (Nov/Dec 2016)

UNIT - V
Part A

1.What is control?

Control is the measurement and correction of performance in order to make sure the enterprise objectives and the plans devised to attain them are accomplished.

2.Give some critical points standards of control.

Cost standard, revenue standards, goals standards and program standards.

3.What is concurrent control?

This control measures for taking corrective action while any programme meet any obstacle in this activities.

4.State the difference between feedback and feed forward control technique?

S.No.	Feedback	Feed forward
1.	It measures only the output of the e process	It measures the input of the process
2.	It is submissive approach	It is aggressive approach
3.	Less benefit	More benefit

5.Define Budget?(May/June 2012, Nov/Dec 2012)

A Budget the expression of a firm's plan in financial form for a period of time in to the future.

6.Define budgetary control?(Nov/Dec 2012)

A system which uses budgets as a means of planning and controlling all aspects of producing and selling commodities and services.

7.Write the objectives of budgetary control?

- a)It aims at maximization of profits
- b)To plan and control the income and expenditure of the organization
- c)To provide adequate working capital

8.What are classification of budget?

- a)Functional classification- Sales, production, cash, capital and master budget
- b)Time classification- Short, current and long term budget
- c)Activity level- Fixed and flexible budget

9.What is zero base budget?

Initially the budget is designed from a zero base. The main element is ZBB is future objective orientation.

10.What are the difference between PERT and CPM

S. No.	CPM	PERT
1.	It is activity oriented	PERT is event oriented
2.	CPM is planning device	It is control device
3.	It estimates only one time	It estimates three times
4.	It is a deterministic model	It is probabilistic model

11.Define MIS(May 2013)

MIS is more advance technology for solving its basic requirements. MIS used for decision making in the various functional areas of business.

12. Define productivity?

Productivity is a measure of how much input is required to produce a given output.

13. Define OR?

OR is a systematic analysis of a problem through scientific methods, carried out by appropriate specialists, working together as a team, finding an optimum and the most appropriate solution to meet the given objective under a given set of constraints.

14. Define Linear Programming?

It is a mathematical technique in operation research and a plan of action solve a given problem involving linearly related variables in order to achieve the laid down objectives in the form of minimizing or maximizing the objective function under given set of constraints.

15. What is Inventory Control

Inventory control refers to the control of raw materials and purchased material in store and regulation of investment in them.

16. What is JIT ?

Just in time inventory system, in this method the suppliers delivers the materials to the production spot just in time to be assembled. This method reduces the cost of inventory.

17. What are objectives of value engineering? (April/May 2017)

- a) It is a special type of cost reduction technique.
- b) Modify and improve product design
- c) Reduce the product cost
- d) Increase the profit
- e) Simplify the product

18. What is MNC?

Multinational corporation is an enterprise which own or control production or service facilities outside the country in which they are based.

19. Write some advantages of MNCs?

- f) It can promote quality product at low price
- g) MNC leads to increase in production aggregate employment, exports and imports of the required inputs
- h) It increases the government revenues.

20. What is work simplification?

It is the process of obtaining the participation of workers in simplifying their work through time study, motion study, work flow analysis and layout of work situation.

21. Define quality circles?

Quality circles are groups of people, from the same organizational area, who meet regularly to solve problems they experience at work. Members are trained in solving problems, in applying statistical quality control and working in groups.

22. What is preventive control?(May/June 2012) (April/May 2017)

It the method to develop better managers who will skillfully apply concepts, techniques and principles and who will look at managing the problems from system point of view, thus eliminating the unwanted results caused by poor management.

23. What are the various forms of international business? (May/June 2014)

Exportation, licensing agreement, management contracts, Joint ventures and subsidiaries.

24. What does production management refers to?

It refers to those activities necessary to manufacture products. It may also include purchasing, warehousing, transportation and other operations.

25. What is summary budget?

It is the summary of all operating revenue and expense budget.

26. What is purchase control? (Nov/Dec 2014)

It the control in the purchase of the inputs and maintain the stock.

27. List the types of control. (MAY 2015)

- Feedforward Control
- Concurrent Control
- Feedback Control
- Multiple Controls
- Managerial Approaches To Implementing Controls
- Market Control
- Bureaucratic Control
- Clan Control

28. What are the uses of computers in management control? (Nov/Dec 2016)

The use of computers for management controls poses an entirely new set of requirements on the system designers. Tied into automating information processing is the question of an adequate understanding of the control problem itself.

29. Discuss the productivity problems in a management? (Nov/Dec 2016)

Employee productivity needs to be monitored and developed for a company to remain profitable. Productivity issues should be addressed by management and the human resources group as soon as these issues appear. Your management team needs to become familiar with descriptions of productivity issues to identify them early and take appropriate action.

Part B

1. Discuss the control techniques. (May 2013)
2. Explain Operations Research Procedure.?
3. What are Techniques for improving productivity?
4. Discuss the Principles of Preventive Control.
5. Explain the Global Theory of Management.
6. What factors affect the Companies at International Level?
7. Why do companies decide to go international? Also explain the merits and limitations of multinational companies.
8. Explain how companies go international and also explain how they effect
9. Explain the functions of management at international level.
10. Discuss the various types of budgets. (Nov/Dec 2012)
11. Explain the concept and process of controlling and write short notes on different types of control. (Nov/Dec 2012, May 2013, April/May 2017)
12. Give an account of some popular non-budgetary control techniques, with special reference to break-even analysis and ratio analysis. (May/June 2012, Nov/Dec 2013, Nov/Dec 2016)
13. What tools and techniques do you suggest to improve productivity in Indian Organization?
14. Discuss about (i) break even analysis (ii) budget as tool for organizational control (MAY 2015)
15. Describe the potential barriers to successful controlling. (MAY 2015)
16. Impact of IT in management concepts – Discuss. (Nov/Dec 2016, April/May 2017)