

JEPPIAAR ENGINEERING COLLEGE

Jeppiaar Nagar, Rajiv Gandhi Salai – 600 119

DEPARTMENT OF MECHANICAL ENGINEERING

QUESTION BANK



VI SEMESTER

MG6851 – Principles Of Management

Regulation – 2013

JEPPIAAR ENGINEERING COLLEGE

Vision of Institution

To build Jeppiaar Engineering College as an institution of academic excellence in technological and management education 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 and dissemination of knowledge and interact with national and international communities.
- To equip students with values, ethics and life skills needed to enrich their lives and enable them to meaningfully contribute to the progress of 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.

PO1	Engineering knowledge: Apply the knowledge of mathematics, science, engineering fundamentals, and an engineering specialization to the solution of complex engineering problems.
PO2	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.
PO3	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
PO4	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.
PO5	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.
PO6	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.
PO7	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.
PO8	Ethics: Apply ethical principles and commit to professional ethics and responsibilities and norms of the engineering practice.
PO9	Individual and team work: Function effectively as an individual, and as a member or leader in diverse teams, and in multidisciplinary settings.
PO10	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.
PO11	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.
PO12	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.

JEPPIAAR ENGINEERING COLLEGE
DEPARTMENT OF MECHANICAL ENGINEERING

Vision of the Department

To create excellent professionals in the field of Mechanical Engineering and to uplift the quality of technical education on par with the International Standards.

Department Mission

1. **To reinforce** the fundamentals of Science and Mathematics to **Mechanical Engineering and critically and relatively investigate** complex **mechanical systems and processes**.
2. To engage in the **production, expansion and practice** of **advanced engineering applications** through knowledge sharing activities by interacting with global communities and industries.
3. To **equip** students with **engineering ethics, professional roles, corporate social responsibility** and life skills and **apply** them for the betterment of society.
4. **To promote** higher studies and lifelong learning and entrepreneurial skills and **develop** excellent professionals for empowering nation's economy.

PEO's

1. To **enrich** the technical knowledge of **design, manufacturing and management of mechanical systems** and **develop creative and analytical thinking** in research.
2. To **relate, strengthen and develop** the **theoretical knowledge of the Mechanical Engineering** by exhibiting various concepts applied through diverse industrial exposures and experts' guidance.
3. **Facilitate** the students to communicate effectively on complex social, professional and engineering activities with strict adherence to ethical principles.
4. **Create awareness for independent and life long learning and develop the ability to keep abreast of modern trends and adopt them for personal technological growth of the nation.**

PSO's

1. To understand the basic concept of various mechanical engineering field such as design, manufacturing, thermal and industrial engineering.
2. To apply the knowledge in advanced mechanical system and processes by using design and analysis techniques.
3. To develop student's professional skills to meet the industry requirements and entrepreneurial skills for improving nation's economy stronger.

MG6851- PRINCIPLES OF MANAGEMENT

COURSE OUTCOMES

C311.1	Understanding of management evolution and different types of business.
C311.2	Knowledge on planning and decision making process of management.
C311.3	Understanding of organization structure, HR planning and control.
C311.4	Acquaintance of the various process and elements of directing function of management like motivation, leadership and communication.
C311.5	Designing of performance controlling process, techniques of control and reporting to the management

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.

UNIT I INTRODUCTION TO MANAGEMENT AND ORGANIZATIONS 9

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 9

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**9**

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 9

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 9

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.

TOTAL: 45**PERIODS****TEXTBOOKS:**

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", 6th Edition, Pearson Education, 2004.

REFERENCES:

1. Stephen A. Robbins & David A. Decenzo & Mary Coulter, "Fundamentals of Management" 7th Edition, Pearson Education, 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.



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DEPARTMENT OF MECHANICAL ENGINEERING

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Subject : MG6851 – Principles of Management

Year / Sem : III / VI

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.

PART-A

CO Mapping : C311.1

Q.No.	Questions	BT Level	Competence	PO
1	Define Management.	BTL-1	Remembering	PO9
2	What are the various levels of management?	BTL-1	Remembering	PO9
3	What are the various skills required of a manager?	BTL-1	Remembering	PO9
4	What are the roles played by managers?	BTL-1	Remembering	PO9
5	What are the functions of a manager/management?	BTL-1	Remembering	PO9
6	Distinguish between manager and entrepreneur.	BTL-4	Analyzing	PO9
7	What is scientific management?	BTL-1	Remembering	PO9
8	What are the major contributions of Taylor?	BTL-1	Remembering	PO9
9	Write Fayol's fourteen principles of management.	BTL-1	Remembering	PO9
10	What do you mean by 'Unity of command'?	BTL-1	Remembering	PO9
11	What do you mean by 'Unity of direction'?	BTL-1	Remembering	PO9
12	What is authority?	BTL-1	Remembering	PO9
13	How did Fayol classify business activities?	BTL-1	Remembering	PO9
14	What is a 'scalar chain'?	BTL-1	Remembering	PO9
15	What is 'Esprit-de-corps'?	BTL-1	Remembering	PO9
16	What is meant by 'Business environment'?	BTL-1	Remembering	PO9
17	What are the major components of the business environment?	BTL-1	Remembering	PO9
18	Mention the nature of management.	BTL-1	Remembering	PO9

Q.No.	Questions	BT Level	Competence	PO
19	What are the functional areas of management?	BTL-1	Remembering	PO9
20	Is Management an art or science?	BTL-1	Remembering	PO9
21	What are the differences between administration and management?	BTL-4	Analyzing	PO9
22	What are the new ideas of Robert Owen?	BTL-1	Remembering	PO9
23	Define motion study, time study and fatigue study.	BTL-1	Remembering	PO9
24	What does illumination experiment convey?	BTL-1	Remembering	PO9
25	What does relay assembly test room experiment convey?	BTL-1	Remembering	PO9
26	What does mass interview program convey?	BTL-1	Remembering	PO9
27	Define Sole Proprietorship and Partnership.	BTL-1	Remembering	PO10
28	Define public company and private company.	BTL-1	Remembering	PO10
29	What is an organizational culture? What are the sources of organization culture?	BTL-1	Remembering	PO9
30	What are the types and characteristics of organization culture?	BTL-2 BTL-1	Understanding Remembering	PO9
31	What are the advantages and disadvantages of MNC?	BTL-1	Remembering	PO9, PO12
32	What is globalization?	BTL-1	Remembering	PO9, PO12
PART-B&PART-C				
1	Discuss the role of manager and important functions of management. Management: Science and Art – Discuss.	BTL-6 BTL-5	Creating Evaluating	PO9
2	Discuss about the overall development of management thought. Explain the important contributions of Henry Fayol and Taylor in the field of management thoughts.	BTL-6 BTL-2	Creating Understanding	PO9
3	Explain briefly about the different factors affecting the organizational environment.	BTL-2	Understanding	PO9,PO10
4	What is organizational culture? Explain the types of organizational culture. Explain the issues of organizational culture in modern organizations.	BTL-1 BTL-2	Remembering Understanding	PO9,PO10
5	Explain the types of Business organization. (Or Elucidate any four types of organization).	BTL-2	Understanding	PO9, PO10
6	Explain the trends and challenges of management in global scenario. Brief about the functions of MNC.	BTL-2	Understanding	PO9, PO12

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.

PART-A**CO Mapping : C311.2**

Q.No.	Questions	BT Level	Competence	PO
1	What is Planning?	BTL-1	Remembering	PO9
2	What are the various steps in planning?	BTL-1	Remembering	PO9,PO11
3	What are the objectives/purposes of planning?	BTL-1	Remembering	PO9
4	What are planning premises?	BTL-1	Remembering	PO9
5	Mention the benefits of planning.	BTL-1	Remembering	PO9
6	What are the various types of plans?	BTL-1	Remembering	PO9
7	What is an Objective?	BTL-1	Remembering	PO9
8	What is a Strategy?What do you understand by strategic management?	BTL-1	Remembering	PO9
9	What is a Policy?	BTL-1	Remembering	PO9
10	What is a Procedure?	BTL-1	Remembering	PO9
11	What is a Rule?	BTL-1	Remembering	PO9
12	What are the characteristics of objectives?	BTL-1	Remembering	PO9
13	Define Decision making.	BTL-1	Remembering	PO9
14	What are the steps in decision making? What are the types of decisions?	BTL-1	Remembering	PO9,PO11
15	What are the various decision-making conditions?	BTL-1	Remembering	PO9
16	Distinguish between 'risk' and 'uncertainty' in decision making.	BTL-4	Analyzing	PO9
17	What are top down and bottom up approaches?	BTL-1	Remembering	PO9
18	List few examples of objectives.	BTL-1	Remembering	PO9
19	What is KRA?	BTL-1	Remembering	PO9
20	What is Management By Objectives (MBO)?	BTL-1	Remembering	PO9
21	What is MBO process?	BTL-1	Remembering	PO9,PO11
22	What are the benefits and weakness of MBO?	BTL-1	Remembering	PO9
23	What are the steps in policy formulation process and type of policies?	BTL-1	Remembering	PO9,PO11
24	Mention any two features of decision making.	BTL-1	Remembering	PO9
25	What are the planning tools and techniques available in business management?	BTL-1	Remembering	PO9,PO11
26	Name any four Quantitative and Qualitative forecasting techniques.	BTL-1	Remembering	PO9,PO11
27	Distinguish strategic planning and tactical planning.	BTL-4	Analyzing	PO9

Q.No.	Questions	BT Level	Competence	PO
PART-B&PART-C				
1	Explain the general planning process adopted by business organizations. Explain the planning premises with types.	BTL-2	Understanding	PO9, PO11
2	Explain in detail the various types of planning.	BTL-2	Understanding	PO9, PO11
3	What are the steps involved in strategic planning?	BTL-1	Remembering	PO9, PO11
4	Discuss the various types of decision. Explain the process followed while taking a decision in normal situation. Is decision making a rational process? Discuss.	BTL-6 BTL-2 BTL-5	Creating Understanding Evaluating	PO9, PO11
5	What is MBO? State and explain the common steps involved in designing a scheme of MBO.	BTL-1 BTL-2	Remembering Understanding	PO9, PO11
6	Explain in detail about the TOWS matrix and SWOT analysis.	BTL-2	Understanding	PO9, PO11
7	What are the objectives of planning? Illustrate how you will set objectives for a manufacturing organization.	BTL-1 BTL-2	Remembering Understanding	PO9, PO11
8	Define policies with its types.	BTL-1	Remembering	PO9, PO11

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.

PART-A

CO Mapping : C311.3

Q.No.	Questions	BT Level	Competence	PO
1	Define the term 'Organization'.	BTL-1	Remembering	PO9
2	What is Organizing?	BTL-1	Remembering	PO9
3	Mention any four characteristics of an organization.	BTL-1	Remembering	PO9
4	List out the steps involved in organization process.	BTL-1	Remembering	PO9,PO11
5	State the important factors in determining an effective span of management.	BTL-1	Remembering	PO9
6	Define the term 'Departmentation'.	BTL-1	Remembering	PO9
7	What are the various types of departmentation?	BTL-1	Remembering	PO9

8	What is departmentation by product?	BTL-1	Remembering	PO9
Q.No.	Questions	BT Level	Competence	PO
9	What is meant by 'Delegation of Authority'?	BTL-1	Remembering	PO9
10	What is line authority? Give an example of how functional authority works in an organization.	BTL-1	Remembering	PO9
11	What is staff authority?	BTL-1	Remembering	PO9
12	What is Centralization?	BTL-1	Remembering	PO9
13	What is Decentralization? What are the advantages?	BTL-1	Remembering	PO9
14	What is Staffing?	BTL-1	Remembering	PO9
15	What is Manpower Planning?	BTL-1	Remembering	PO9
16	What is recruitment?	BTL-1	Remembering	PO9
17	What are the various sources of external recruitment?	BTL-1	Remembering	PO9,PO10
18	What are the various steps in the selection process?	BTL-1	Remembering	PO9,PO11
19	What is application blank?	BTL-1	Remembering	PO9
20	What is Performance Appraisal?	BTL-1	Remembering	PO9,PO12
21	Mention the various methods of performance appraisal.	BTL-1	Remembering	PO9,PO12
22	What are the importances of organizing?	BTL-1	Remembering	PO9
23	What do you understand by organizational chart? What are the types of organization chart?	BTL-2	Understanding	PO9
24	What are the types of organization structure?	BTL-2	Understanding	PO9
25	What are the differences between formal and informal organization?	BTL-1	Remembering	PO9
26	What are the types of span of control?	BTL-2	Understanding	PO9
27	What is meant by job description, specification and satisfaction?	BTL-1	Remembering	PO9,PO12
28	What are the types of interview? List few on and off the job training methods?	BTL-1 1BTL-2	Remembering Understanding	PO9,PO12
29	Mention any two merits of performance appraisal. (Or) Why performance management is important?	BTL-1	Remembering	PO9,PO12
30	What do you understand by assessment centers?	BTL-2	Understanding	PO9
31	Define Career Management.	BTL-1	Remembering	PO9,PO12
PART-B & PART-C				
Q.No.	Questions	BT Level	Competence	PO
1	Explain the need and importance of	BTL-2	Understanding	

	departmentation and the factor which influences the effective span of management.			PO9
2	In detail Explain the nature and purpose of organization. Describe about the process of organizing. Explain the parameters involved in forming an organizational chart.	BTL-2	Understanding	PO9,PO11
3	List the difference between formal and informal organization.	BTL-4	Analyzing	PO9
4	Explain different types of organizational structures with advantages and limitations.	BTL-2 BTL-4	UnderstandingAnalyzing	PO9
5	Explain the concept, merits and demerits of centralization and decentralization.	BTL-2	Understanding	PO9
6	State and explain the basic steps involved in a typical selection procedure. Discuss in detail about the performance appraisal.	BTL-2 BTL-6	Understanding Creating	PO9,PO11,PO1
7	Explain about the human resource planning. Distinguish between training and development. Explain the various methods of training.	BTL-2 BTL-4	UnderstandingAnalyzing	PO9,PO11,PO1

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.

PART-A

CO Mapping : C311.4

Q.No.	Questions	BT Level	Competence	PO
1	What are the various approaches to (theories of) leadership?	BTL-1	Remembering	PO9
2	Brief about leadership styles. (or) Different management strategies in leadership?	BTL-2	Understanding	PO9
3	What is Country Club management?	BTL-1	Remembering	PO9
4	What are the four types of managements explained in the Managerial Grid?	BTL-2	Understanding	PO9
5	Define Motivation.	BTL-1	Remembering	PO9
6	Mention the important theories of motivation.	BTL-1	Remembering	PO9
7	What are Maslow's Hierarchy of Needs?	BTL-1	Remembering	PO9
8	Write the essence of Maslow's Hierarchy theory of motivation.	BTL-1	Remembering	PO9

9	What are 'Hygiene' factors in Herzberg's theory?	BTL-1	Remembering	PO9
10	What are 'Motivators' in Herzberg's theory?	BTL-1	Remembering	PO9
11	Write about the ERG theory of Motivation.	BTL-1	Remembering	PO9
12	What is Communication?	BTL-1	Remembering	PO9, PO10
Q.No.	Questions	BT Level	Competence	PO
13	What are the various types of communication?	BTL-2	Understanding	PO9, PO10
14	What are the various components of the communication model?	BTL-1	Remembering	PO9, PO10
15	What is grape vine communication?	BTL-1	Remembering	PO9, PO10
16	Mention the major barriers to communication.	BTL-1	Remembering	PO9, PO10
17	What are semantic barriers?	BTL-1	Remembering	PO9, PO10
18	What are the types of motivation?	BTL-2	Understanding	PO9
19	What are the steps in motivation process?	BTL-1	Remembering	PO9
20	Mention 3 needs in McClelland's theory.	BTL-1	Remembering	PO9
21	What are the special motivational techniques?	BTL-1	Remembering	PO9
22	What do you mean by job rotation, Job enlargement, and Job enrichment?	BTL-1	Remembering	PO9,PO12
23	Who is a leader? What are the qualities of a leader?	BTL-1	Remembering	PO9
24	What are the methods of communication?	BTL-1	Remembering	PO9, PO10
25	What do you mean by the term 'Noise' in communication?	BTL-1	Remembering	PO9, PO10
26	What are the processes of socialization?	BTL-1	Remembering	PO9
27	What is meant by Brainstorming?	BTL-1	Remembering	PO9
28	How leadership differs from management?	BTL-4	Analyzing	PO9
29	What is personality?	BTL-1	Remembering	PO9
30	What is Leadership?	BTL-1	Remembering	PO9

PART-B& PART-C

1	Explain the different characteristics, functions and traits of leader. What are the essential qualities of a good leader?	BTL-2	Understanding	PO9, PO10
2	Explain about the theories and types of leadership.	BTL-2	Understanding	PO9
3	Explain about the theories of Motivation. Compare and discuss the Maslow and Herzberg's theory of Motivation.	BTL-2 BTL-6	Understanding Creating	PO9
4	What are the various barriers to communication? How will you overcome these barriers?	BTL-4 BTL-6	Analyzing Creating	PO9, PO10
5	Explain the process of communication. Brief about the role of IT in communication.	BTL-2	Understanding	PO9, PO10,PO12
6	"Job performance of Individual is significantly influenced by the employee attitude" – Discuss.	BTL-6	Creating	PO9

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.

PART-A

CO Mapping : C311.5

Q.No.	Questions	BT Level	Competence	PO
1	What are the steps in controlling process?	BTL-1	Remembering	PO9
2	What are the three types of control with respect to time?	BTL-2	Understanding	PO9
3	Distinguish between feedback control and feed forward control techniques.	BTL-4	Analyzing	PO9
4	What is a Budget?	BTL-1	Remembering	PO9,PO11
5	Define budgetary control.	BTL-1	Remembering	PO9,PO11
6	What are the objectives of budgetary control? (or) Why controlling is important?	BTL-1	Remembering	PO9,PO11
7	What are classifications of budget?	BTL-2	Understanding	PO9,PO11
8	What is a Zero Base Budget (ZBB)?	BTL-1	Remembering	PO9,PO11
9	What is clan control?	BTL-1	Remembering	PO9
10	What is Human Resource Accounting?	BTL-1	Remembering	PO9,PO11
11	What is MIS?	BTL-1	Remembering	PO9
12	What is 'Real-time information'?	BTL-1	Remembering	PO9
13	What are the characteristics of control?	BTL-1	Remembering	PO9
14	What are the steps involved in process of controlling?	BTL-1	Remembering	PO9
15	What are the requirements of effective control?	BTL-1	Remembering	PO9
16	What are the different budgetary control methods?	BTL-1	Remembering	PO9,PO11
17	What is PERT?	BTL-1	Remembering	PO9
18	What is CPM?	BTL-1	Remembering	PO9
19	What is meant by optimistic time?	BTL-1	Remembering	PO9
20	What is the role of MIS?	BTL-1	Remembering	PO9,PO10
21	What are the uses of computers in controlling?	BTL-1	Remembering	PO9,PO12
22	What is meant by productivity?	BTL-1	Remembering	PO9
23	What are the factors affecting productivity?	BTL-1	Remembering	PO9
24	What is meant by EOQ?	BTL-1	Remembering	PO9
25	What are the advantages of budgetary control system?	BTL-1	Remembering	PO9
26	What is Quality control?	BTL-1	Remembering	PO9
27	Define Purchase control.	BTL-1	Remembering	PO9
28	What is preventive control and direct control?	BTL-1	Remembering	PO9
29	What is maintenance control?	BTL-1	Remembering	PO9
30	Name any HR related controlling techniques.	BTL-1	Remembering	PO9,PO11
PART-B& PART-C				
1	Define controlling. Explain the steps involved in the process of controlling.	BTL-2	Understanding	PO9
2	Explain the steps in the implementation of budgetary control and non-budgetary control	BTL-2	Understanding	PO9,PO11

	techniques (or Explain the various controlling technique). Explain the different types of budgets.			
3	Distinguish direct control from preventive control. Explain the preventive control mechanism towards achieving a unified global management theory.	BTL-4 BTL-2	Remembering Understanding	PO9,PO11
Q.No.	Questions	BT Level	Competence	PO
4	Define productivity and identify the problems involved in measuring the productivity of knowledge workers. What tools and techniques do you suggest to improve productivity in Indian Organizations (IT Sector)?	BTL-1 BTL-4 BTL-6	Remembering Analyzing Creating	PO9,PO11
5	Explain the term operations management and major activities associated with operations management.	BTL-2	Understanding	PO9
6	Impact of IT in Management concept – Discuss. List out the needs and characteristics of MIS.	BTL-6	Creating	PO9,PO10,PO11
7	Case Study: Modern Manufacturing Company has been using a budgetary control system for the last three years. When asked to explain the system, Mr.John, the Managing Director of the company, observed: “We’re pretty flexible in our budgetary system. Every manager is given a total amount that he or she can spend for the next year. We don’t care how it is used as long as the total isn’t exceeded and organizational objectives are achieved”. (i) Discuss the merits of the company’s approach to budgeting. (ii) Do you agree or disagree with this approach? Explain your view.	BTL-6	Creating	PO9

UNIT I INTRODUCTION TO MANAGEMENT AND ORGANIZATIONS

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.

PART-A

1. Define Management. (MAY 2011, MAY 2016, MAY 2017, NOV 2017)

Koontz and Weihrich defines Management as “the process of designing and maintaining an environment in which individuals, working together in groups, accomplish their aims effectively and efficiently”.

2. What are the various levels of management?

The various levels existing in an average firm / company are:

Top level management, Middle level management, and Lower level management.

3. What are the various skills required of a manager?

Managers require four 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, and
 Design skill – Ability to solve problems which will benefit the company.

4. What are the roles played by managers? (MAY 2011, MAY 2015)

Interpersonal roles: Figurehead, Leader, Liaison.
 Informational roles: Recipient, Disseminator, Spokesman.
 Decision roles: Entrepreneur, Disturbance handler, Resource allocator, Negotiator.

5. What are the functions of a manager/management?(MAY 2012, MAY 2016)

Planning, Organizing, Directing, and Controlling. Some people include additional roles such as Leading, Staffing, Coordinating, etc.

6. Distinguish between manager and entrepreneur.

Dimensions	Entrepreneur	Manager
<i>Motive</i>	The main motive of an entrepreneur is to start a venture by setting up an enterprise	The main motive of a manager is to render his services in an enterprise
<i>Status</i>	An entrepreneur is the owner of an enterprise	A manager is an employee in the enterprise
<i>Risk-bearing</i>	Assumes all risk involved in running the enterprise	Does not bear any risk involved in the enterprise

7. What is scientific management? (MAY 2015)

Scientific management is an approach that emphasizes the scientific study of work methods in order to improve worker efficiency and productivity. It includes task and rate setting, planning the task, employee selection and training, standardization of working conditions, material, equipment etc, specialization and mental revolution.

8. What are the major contributions of Taylor?

The major contributions of F.W.Taylor are as follows
 He developed the principle of division of labor/work
 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 desirable qualities for SI engine fuel.

9. 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 and 14) Esprit de Corps.

10. 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.

11. What do you mean by ‘Unity of direction’?

It means that there should be complete identity between individual and organizational goals, as well as between departmental goals. They should not pull in different directions.

12. What is authority?

It is the power given to a person to get work from his subordinates.

13. List the factors that are involved in either producing (or) preventing knock.

Fayol classified business activities into six groups: Technical, Commercial, Financial, Accounting, Security, and Administrative (Managerial).

14. What is a ‘scalar chain’?

A scalar chain is a hierarchical chain of authority which extends from the top to the bottom of an organization and defines the communication path. However, horizontal communication (gangplank) is also encouraged as long as the managers in the chain are kept informed.

15. What is ‘Esprit-de-corps’?

It means ‘Unity is strength’. In an organization, there should be harmony and unity amongst the employees.

16. What is meant by ‘Business environment’?

An organization, being a subsystem of broader societal system, has to work within the framework provided by the society and its various constituents. These constituents are combined to constitute environment for a given organization. Thus environment includes all the conditions, circumstances, and influences surrounding and affecting the total organization or any of its part.

17. What are the major components of the business environment?

Economic, Political, Legal, Technological, Social, Cultural, and Competitive environments.

18. Mention the nature of management.

Management is Multidisciplinary, it’s a continuous process, it’s a universal activity, its dynamic and not static, it’s a profession, it’s a group activity.

19. What are the functional areas of management?

Financial management, marketing management, human resource management, material management, production management, purchasing management etc

20. Is Management an art or science?

Management is both an art and science. It’s a science because it contains general principles and also art because it requires skills to achieve desired results.

21. What are the differences between administration and management?(MAY 2013)

S.No	Administration	Management
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1	It is higher level function	It is lower level function
2	It refers to owners of management	It refers to employees
3	It acts through management	It acts through organization
4	Lays down policies	Executes the same

22. What are the new ideas of Robert Owen?

He firmly believed that workers performance was influenced by working conditions and treatment of workers.

23. Define motion study, time study and fatigue study.

Motion study is a study of movement of an operator in performing an operation with the purpose of eliminating useless motions.

Time study determines the proper time for performing the operations. The operation which takes minimum time is the best one.

Fatigue study indicates the amount and frequency of rest required in completing the job.

24. What does illumination experiment convey?

No consistent relationship between output of workers and illumination of factory.

25. What does relay assembly test room experiment convey?

Socio-psychological factors such as recognition, attention, participation etc. are keys for higher productivity.

26. What does mass interview program convey?

The results of mass interview program conveyed that the upward communication in organization creates positive attitude in work environment.

27. Define Sole Proprietorship and Partnership. (NOV 2017)

A sole proprietor carries on a business for his or her own benefit, without participation of other persons except employees.

A partnership is an agreement between two or more persons to operate a business particularly when investment or knowledge from others required.

28. Define public company and private company.

Under section 3(i)(iii) of the companies act, a private company has been defined as a company which by its articles of association, a) restricts the right to transfer the shares, if any, b) limits of number of its members to fifty, and c) prohibits any invitation to the public to subscribe for the shares or the debentures of the company.

Under section 3(i)(ii) of the companies act, a public company is a company which is not a private company. By implication, a public company is one which places no restrictions by its articles of association on the transfer of shares or on the maximum number of members can invite the public to subscribe for its shares and debentures and public deposits.

29. What is an organizational culture? What are the sources of organization culture? (MAY 2017)

Organizational culture is defined as "the specific collection of values and norms that are shared by people and groups in an organization and that control the way they interact with each other and with stakeholders outside the organization." Stories, rituals, language and material symbols are the sources of culture.

30. What are the types and characteristics of organization culture?

Types: Subculture, dominant culture, strong culture, weak culture, authoritarian culture, participative culture and national culture are the types of organization culture.

Characteristics : Risk tolerance, direction , unit integration , management support, identity, reward system, control, conflict tolerance, communication patterns are the characteristics of organization culture.

31. What are the advantages and disadvantages of MNC?

Advantages: better use of technology, increases productivity, expands markets.

Disadvantages: affects local industry, lack of development of local R&D.

32. What is globalization? (MAY 2013)

Globalization is the process of transformation of local or regional phenomena into the global ones. It can be described as a process by which the people of the world are unified into a single society and function together.

PART-B

1. Discuss the role of manager and important functions of management. Management: Science and Art – Discuss. (MAY 2017, MAY 2016, MAY 2015, MAY 2014)

Refer: "Stephen P. Robbins & Mary Coulter, "Management", Prentice Hall (India) Pvt. Ltd., 10th Edition, 2009.", Page No:9

Refer: "Tripathy PC & Reddy PN, "Principles of Management", Tata Mcgraw Hill, 1999", Page No from 6 to 7 and from 10 to 11.

2. Discuss about the overall development of management thought. Explain the important contributions of Henry Fayol and Taylor in the field of management thoughts. (NOV 2017, MAY 2016, MAY 2015, MAY 2014, MAY 2013, MAY 2012)

Refer: "Stephen P. Robbins & Mary Coulter, "Management", Prentice Hall (India) Pvt. Ltd., 10th Edition, 2009.", Page No from 28 to 38.

3. Explain briefly about the different factors affecting the organizational environment. (MAY 2015)

Refer: "Stephen P. Robbins & Mary Coulter, "Management", Prentice Hall (India) Pvt. Ltd., 10th Edition, 2009.", Page No from 46 to 51.

4. What is organizational culture? Explain the types of organizational culture. Explain the issues of organizational culture in modern organizations. (MAY 2017, MAY 2011)

Refer: "Stephen P. Robbins & Mary Coulter, "Management", Prentice Hall (India) Pvt. Ltd., 10th Edition, 2009.", Page No from 51 to 60.

5. Explain the types of Business organization. (Or Elucidate any four types of organization). (MAY 2017, MAY 2015, MAY 2014)

Refer: "Stephen P. Robbins & Mary Coulter, "Management", Prentice Hall (India) Pvt. Ltd., 10th Edition, 2009.", Page No from 547 to 549.

6. Explain the trends and challenges of management in global scenario. Brief about the functions of MNC.

(NOV 2017, MAY 2013, MAY 2012, NOV 2012)

Refer: "Stephen P. Robbins & Mary Coulter, "Management", Prentice Hall (India) Pvt. Ltd., 10th Edition, 2009.", Page No from 98 to 116.

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.

PART-A

1. What is Planning?

Planning involves selecting missions and objectives and the actions to achieve them. It requires decision making, that is, choosing future courses of action from among alternatives.

2. What are the various steps in planning?

Being aware of opportunities; Establishing objectives; Developing premises; Determining alternative courses; Evaluating alternative courses; Selecting a course; Formulating derivative plans; and Quantifying plans by budgeting.

3. What are the objectives/purposes of planning? (MAY 2013, MAY 2015, MAY 2016, MAY 2017)

It's a primary function of an organization. It helps in achieving objectives. It is done to cope with uncertainty and change. It helps in facilitating control. It helps in coordination. It increases organizational effectiveness. It's a dynamic process.

4. What are planning premises?

Planning premises are defined as the anticipated environment in which plans are expected to operate. They include assumptions or forecasts of the future and known conditions that will affect the operation of plans.

5. Mention the benefits of planning.

Focuses attention on objectives, minimizes uncertainty, facilitates control, improves coordination, increases organizational effectiveness, encourages innovation, and improves competitive strength.

6. What are the various types of plans?

Plans are classified into: Purposes or missions; Objectives; Strategies; Policies; Programs; Procedures; Rules; and Budgets

7. What is an Objective?

Both goal and objective can be defined as statements that reflect the end towards which the organization is aiming to achieve. However, there are significant differences between the two. A goal is an abstract and general umbrella statement, under which specific objectives can be clustered. Objectives are statements that describe—in precise, measurable, and obtainable terms which reflect the desired organization's outcomes.

8. What is a Strategy? What do you understand by strategic management? (MAY 2012, NOV 2017)

According to Chandler, Strategy is "the determination of the basic long-term goals and objectives of an

enterprise, making the best choices for the future and the adoption of action and the allocation of resources necessary to carry out these goals”.

9. What is a Policy? (NOV 2017)

Policies are guidelines or general limits within which the members of an enterprise act. They are general statements of understandings which guide thinking and actions. Policies exist at various levels of the enterprise-corporate, divisional and departmental.

10. What is a Procedure?

A procedure is a systematic way of handling regular events. It is stated in terms of steps to be followed in carrying out certain kinds of work. According to Terry, a procedure is series of related tasks that make up the chronological sequence and the established way of performing the work to be accomplished.

11. What is a Rule? (NOV 2017)

A specific statement telling the people what should or what should not be done.

12. What are the characteristics of objectives?

1. Objectives are multiple in number; 2. Objectives may be either tangible or intangible; 3. Objectives have a priority; 4. Objectives are generally arranged in a hierarchy and 5. Objectives sometimes clash with each other.

13. Define Decision making.

Decision making is defined as selection of a course of action from among alternatives; it is at the core of planning. It is a process of selection from a set of alternative courses of action one which is thought to fulfill the objective of the decision problem more satisfactorily than others.

14. What are the steps in decision making? What are the types of decisions?(MAY 2016)

Premising; Identifying alternatives; Evaluating the alternatives in terms of the goal sought; and Choosing the alternative. There are two types of decisions they are Programmed decisions and non-programmed decisions.

15. What are the various decision-making conditions?

Decision making under certainty; Decision making under risk; and Decision making under uncertainty.

16. Distinguish between ‘risk’ and ‘uncertainty’ in decision making.

‘Risk’ condition exists when the probabilities of occurrence of various outcomes of the decision are known. ‘Uncertainty’ condition exists when these probabilities are unknown.

17. What are top down and bottom up approaches?

Top down approach means that the top level management provides guidelines to the bottom level management.

Bottom up approach means that the low level management provides information to the top level management.

18. List few examples of objectives.

1. Maximise net profit over a period of time 2. Create a friendly workplace 3. Be service to community.

19. What is KRA?

KRA-Key Result Areas are identified on basis of organizational objectives and planning premises where organizational health can be measured.

20. What is Management By Objectives (MBO)?

Management By Objectives (MBO) is the process whereby the superior and subordinates of the organization jointly identify common goals, define each individual's major areas of responsibility in terms of results expected of him, and use these measures as guides for operating the unit and assessing the contribution of each of its members.

21. What is MBO process? (MAY 2011)

Setting of organizational objectives; Formulation of departmental objectives; Establishing goals or targets of subordinates; Establishing quantitative standard for performance; and Appraisal of performance and counseling.

22. What are the benefits and weaknesses of MBO?

Improvement of managing, clarification of organization , personnel satisfaction , team work, development of effective control, fast decision making.

Failure to teach the philosophy of MBO, Failure to give guidelines, difficulty in setting goals, Emphasis on short term goals, inflexibility, time consuming.

23. What are the steps in policy formulation process and type of policies?

Definition of policy, Creation of policy alternative, evaluation of policy, choice of policy, communication of policy, implementation and review. Types of policies: Formulated policies, appealed policy, imposed policy, written policy and implied policy.

24. Mention any two features of decision making.(MAY 2011)

1. Decision making is a selection process. The best alternative is selected among many available alternatives.

2. Decision making is a goal-oriented process. Decisions are made to achieve some goal or objective.

3. Decision making is the end process. It is preceded by a detailed discussion and selection of alternatives.

4. Decision making a human and rational process involving the application of intellectual abilities. It involves deep thinking and foreseeing thins.

25. What are the planning tools and techniques available in business management? (MAY 2017)

It is classified under the following headings

- Production planning tools such as machine chart, load chart, gantt chart,
- Project planning tools such as PERT/CPM, etc.
- Tools for allocation resources : Budgeting, etc.
- Techniques for assessing the environment: Forecasting, benchmarking, etc.

26. Name any four Quantitative and Qualitative forecasting techniques. (MAY 2013)

Quantitative Forecasting: Time series analysis, Regression analysis, Econometric models, Economic indicators, Substitution effect.

Qualitative Forecasting: Jury of opinion, Sales force composition, Customer evaluation

27. Distinguish strategic planning and tactical planning. (MAY 2015)

A tactical plan is concerned with what the lower level units within each division must do, how they do it, and who is in-charge at each level.

A strategic plan is an outline of steps designed with goals of the entire organization as whole in mind, rather than with goals of specific divisions and departments.

PART-B& PART-C

1. Explain the general planning process adopted by business organizations. Explain the planning premises with types. (MAY 2017, NOV 2015)

Refer: "Tripathy PC & Reddy PN, "Principles of Management", Tata Mcgraw Hill, 1999", Page No from 62 to 65.

2. Explain in detail the various types of planning. (NOV 2017)

Refer: "Stephen P. Robbins & Mary Coulter, "Management", Prentice Hall (India)Pvt. Ltd., 10th Edition, 2009.", Page No from 207 to 208.

3. What are the steps involved in strategic planning? (MAY 2014)

Refer: "Stephen P. Robbins & Mary Coulter, "Management", Prentice Hall (India)Pvt. Ltd., 10th Edition, 2009.", Page No from 224 to 228.

4. Discuss the various types of decision. Explain the process followed while taking a decision in normal situation. Is decision making a rational process? Discuss. (NOV 2017, MAY 2017, MAY 2016, MAY 2015, MAY 2014, MAY 2013).

Refer: "Stephen P. Robbins & Mary Coulter, "Management", Prentice Hall (India)Pvt. Ltd., 10th Edition, 2009.", Page No from 178 to 182.

5. What is MBO? State and explain the common steps involved in designing a scheme of MBO. (MAY 2017, MAY 2015, MAY 2013, MAY 2012)

Refer: "Stephen P. Robbins & Mary Coulter, "Management", Prentice Hall (India)Pvt. Ltd., 10th Edition, 2009.", Page No from 209 to 211.

6. Explain in detail about the TOWS matrix and SWOT analysis. (May 2015)

Refer: "Stephen P. Robbins & Mary Coulter, "Management", Prentice Hall (India)Pvt. Ltd., 10th Edition, 2009.", Page No:226

7. What are the objectives of planning? Illustrate how you will set objectives for a manufacturing Organization.(MAY 2016)

Refer: "Tripathy PC & Reddy PN, "Principles of Management", Tata Mcgraw Hill, 1999.", Page No:50 to 51 and 53 to 56.

8. Define policies with its types. (Nov 2015).

Refer: "Tripathy PC & Reddy PN, "Principles of Management", Tata Mcgraw Hill, 1999.", Page No:58 to 60.

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.

PART-A

1. Define the term ‘Organization’.

"Organizations are collections of people that have been established for the pursuit of specific objectives on a more or less continuous basis."

2. What is Organizing?(MAY 2011, MAY 2013, MAY 2016)

Organizing involves establishing a structure of roles for people to fill in an organization and ensuring that all the tasks necessary to accomplish goals are assigned to people who can do those best.

3. Mention any four characteristics of an organization.

a) Common objectives; b) Specialization or Division of Labor; c) Authority structure, and d) Group of persons.

4. List out the steps involved in organization process.

[i] Consideration of objectives; [ii] Grouping of activities into departments; [iii] Deciding which departments will be key departments; [iv] Determining levels at which various types of decisions are to be made; [v] Determining the span of management; and [vi] Setting up a coordination mechanism.

5. 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; and 5. Delegation of authority.

6. Define the term ‘Departmentation’.

The horizontal differentiation of tasks or activities into discrete segments is called departmentation. The aim is to take advantage of the division of labor and specialization up to a certain extent.

7. What are the various types of departmentation?

1. Departmentation by functions; 2. Departmentation by Territory; 3. Departmentation by customers; 4. Departmentation by equipment or process and 5. Departmentation by products or services.

8. What is departmentation by product?

This form is suited for large organizations manufacturing a variety of products. Under this method, for each major product, a separate department is created and is put under the charge of a manager who may also be made responsible for producing a profit of a given magnitude. Within each department, all the needed manufacturing, engineering, marketing, manpower and other facilities are created.

9. What is meant by ‘Delegation of Authority’? (MAY 2017)

A manager in an enterprise cannot himself do all the tasks necessary for the accomplishment of group goals. He, therefore, assigns some part of his work to his subordinates and also gives them necessary

authority to make decisions within the area of their assigned duties. This downward pushing of authority to make decisions is known as delegation of authority.

10. What is line authority? Give an example of how functional authority works in an organization. (MAY 2015)

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 subordinates to perform activities. Functional authority can be regarded as a part of the authority of line personnel. For example, the production manager delegates authority to plant engineer, plant superintendent and quality officer. These people issue instructions directly to foreman. This authority is called functional authority.

11. What is staff authority?

A staff person assists the line people in attaining their objectives. Staff authority is purely advisory.

12. What is Centralization?

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

13. What is Decentralization? What are the advantages? (MAY 2013, MAY 2016)

If the power is widely distributed among subordinates of the organization, it is decentralization. Advantages are: 1) It reduces burden of management so that it can focus more attention and strategic management. 2) It encourages the decision making and assumption of authority and responsibility. 3) It facilitates the growth and diversification in the organization. 4) It promotes the establishment and use of broad controls which may increase motivation. 5) It facilitates setting up profit centers.

14. What is Staffing?

The managerial function of staffing is defined as filling positions in the organization structure. This includes identifying work-force requirements, inventorying the people available, and recruiting, selecting, placing, promoting, appraising, planning the careers, compensation, and training of both candidates and current jobholders to accomplish their tasks effectively and efficiently.

15. What is Manpower Planning?

Manpower Planning is the process by which a firm ensures that it has the right number of people and the right kind of people at the right places at the right time, doing work for which they are economically most useful.

16. What is recruitment?

Recruitment is defined as the process of identifying the sources of prospective candidates and to stimulate them to apply for the jobs. Recruitment is the generating of applicants for specific positions.

17. 16. What are the various sources of external recruitment? (MAY 2012)

1. Re-employing former employees; 2. Friends and relatives of present employees; 3. Applicants at the gate; 4. Colleges and technical institutions; 5. Employment exchanges; 6. Advertising the vacancy; 7. Labor unions; and 8. Competitors' organizations.

18. What are the various steps in the selection process?

Designing application blank; Receiving applications; Screening of applications; Conducting selection

tests; Conducting formal interview; Examining the previous work history; Checking references; Provisional selection; Physical/medical examination; Final selection; Employment.

19. What is application blank?

It is a good means of quickly collecting verifiable historical data from the candidate. It is highly structured in which the questions are standardized and determined in advance. Besides, it tests the applicant's ability to write, organize his thoughts and present facts.

20. What is Performance Appraisal?

Performance appraisal is the evaluation of employees through proper and systematic procedures which reflects the effectiveness, efficiency or productivity of an employee. On the basis of their performance, rewards and incentives are given to the employees.

21. Mention the various methods of performance appraisal.

1. Ranking method, 2. Paired comparison method, 3. Rating scale method, 4. Checklist method, 5. Critical incidents method, 6. Field review, 7. Confidential report, etc.

22. What are the importances of organizing?

To facilitate administration, to increase efficiency, to improve growth and diversification, to better use of human resource, to improve communication, and to stimulate creativity.

23. What do you understand by organizational chart? What are the types of organization chart? (NOV 2017)

Organizational chart is graphical representation of organizational structure. The relationship existing between the members of an organization can be understood by an organizational chart. Types are :Vertical chart, Horizontal chart, Circular chart.

24. What are the types of organization structure?

Functional structure, divisional structure, matrix structure, team structure, network structure, organic structure and mechanistic structure.

25. What are the differences between formal and informal organization?

Point of view	formal organization	informal organization
Origin	Created deliberately	Created spontaneously
Purpose	Created for achieving objectives	Created for achieving satisfaction
nature	Planned and official	Unplanned and unofficial

26. What are the types of span of control?

Direct single relationship, direct group relationship and cross relationship.

27. What is meant by job description, specification and satisfaction?(NOV 2017)

Job description: It's a written statement showing job title, tasks, duties and responsibilities involved in job.

Job specification: It's a statement of minimum acceptable qualities needed for job incumbent for the

effective performance of the job.

Employee satisfaction (Job satisfaction) is the terminology used to describe whether employees are happy and contented and fulfilling their desires and needs at work. Factors include treating employees with respect, providing regular employee recognition, empowering employees, offering above industry-average benefits and compensation, providing employee perks and company activities, and positive management within a success framework of goals, measurements, and expectations.

28. What are the types of interview? List few on and off the job training methods?

Informal interview, formal interview, planned interview, depth interview, patterned interview, stressinterview, group interview, panel interview.

On the job training: job rotation, coaching, experience, temporary promotions, assignments, etc.

Off the job training: lecture, conference, seminars, case studies, business games, in basket method etc.

29. Mention any two merits of performance appraisal. (Or) Why performance management is important? (MAY 2011, MAY 2017)

1. It increases motivation and job satisfaction.
2. Clear understanding of what is expected and what needs to be done to meet expectations.
3. Opportunity to discuss aspirations and any guidance, support or training needed to fulfill these aspirations.
4. Improved working relationships with the superior.
5. Opportunity to overcome the weaknesses by way of counseling and guidance from the superior.
6. Increased sense of personal value as he too is involved in the appraisal process.

30. What do you understand by assessment centers? (MAY 2015)

Assessment center is one step of selection tools which simulate job, appropriate for evaluating managing potential.

31. Define Career Management? (MAY 2017)

Career management includes career planning and development. Career planning is the process by which individuals plan their life's work. Career development is the systematic process of growth and development by which individuals develop their interests and abilities.

PART-B& PART-C

1. Explain the need and importance of departmentation and the factor which influences the effective span of management. (NOV 2014, MAY 2013)

Refer: "Stephen P. Robbins & Mary Coulter, "Management", Prentice Hall (India) Pvt. Ltd., 10th Edition, 2009.", Page No:266 to 268 andfrom 271 to 272.

2. Explain the nature and purpose of organization. Describe about the process of organizing. Explain the parameters involved in forming an organizational chart. (MAY 2016, MAY 2015, MAY 2013, MAY 2012)

Refer: "Tripathy PC & Reddy PN, "Principles of Management", Tata Mcgraw Hill, 1999.", Page No from 95 to 97.

Refer: "Stephen P. Robbins & Mary Coulter, "Management", Prentice Hall (India) Pvt. Ltd., 10th Edition, 2009.", Page No:265 to 274.

3. List the difference between formal and informal organization. (NOV 2015, MAY 2015)

Refer: "Tripathy PC & Reddy PN, "Principles of Management", Tata Mcgraw Hill, 1999.", Page No from 148 to 158.

4. Explain different types of organizational structures with advantages and limitations. (MAY 2017, MAY 2016, MAY 2015)

Refer: "Tripathy PC & Reddy PN, "Principles of Management", Tata Mcgraw Hill, 1999.", Page No from 109 to 114.

5. Explain the concept, merits and demerits of centralization and decentralization. (MAY 2013, MAY 2012, NOV 2012)

Refer: "Stephen P. Robbins & Mary Coulter, "Management", Prentice Hall (India) Pvt. Ltd., 10th Edition, 2009.", Page No from 272 to 273.

6. State and explain the basic steps involved in a typical selection procedure. Discuss in detail about the performance appraisal. (MAY 2015, MAY 2012, NOV 2012)

Refer: "Stephen P. Robbins & Mary Coulter, "Management", Prentice Hall (India) Pvt. Ltd., 10th Edition, 2009.", Page No from 321 to 323 & from 326 to 328.

7. Explain about the human resource planning. Distinguish between training and development. Explain the various methods of training. (NOV 2017, MAY 2017)

Refer: "Stephen P. Robbins & Mary Coulter, "Management", Prentice Hall (India) Pvt. Ltd., 10th Edition, 2009.", Page No from 312 to 333.

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.

PART-A

1. What are the various approaches to (theories of) leadership?

Traits approach; Behavioral approach; Managerial Grid; Fiedler's contingency approach; Path-Goal approach, etc.

2. Brief about leadership styles. (or) Different management strategies in leadership? (MAY 2013, MAY 2016)

They are 1. Democratic 2. Autocratic 3. Free-rein

Autocratic leader: He is one who does not involve his subordinates in decision making process. He demands strict obedience and relies on power. The autocratic leader is thus one who commands and expects compliance and leads by the ability to punish or reward.

Democratic (participative) leader :He consults with subordinates on proposed actions and decisions and encourages participation from them.

Free-rein leadership (or) Laissez-faire :This type of leader uses his power very little and the subordinates are given high degree of independence or free-rein in their operation. The leader depends largely on his subordinates to set their own goals and the means of achieving them.

3. What is Country Club management?

It is a management style which gives more importance to people and less importance to production. It is strongly oriented to employee needs and keeping subordinates happy.

4. What are the four types of managements explained in the Managerial Grid?

Impoverished management; Country club management; Dedicated management; Autocratic task management.

5. Define Motivation. (MAY 2011)

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

6. Mention the important theories of motivation.

1. Maslow's Need Hierarchy Theory, 2. Herzberg's Two-Factor Theory, 3. McGregor's Theory X and Theory Y, 4. McClelland's Achievement Theory, 5. Vroom's Expectancy Theory, 6. Porter & Lawler Model, 7. Adam's Equity Theory, 8. Skinner's Reinforcement Theory and 9. Alderfer's ERG Theory.

7. What are Maslow's Hierarchy of Needs?

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

8. Write the essence of Maslow's Hierarchy theory of motivation?

If you want to motivate someone, according to Maslow, you need to understand what the level of the need hierarchy that person is currently on, and focus on satisfying those needs at or above that level.

9. What are 'Hygiene' factors in Herzberg's theory?

Fair company policies; Knowledgeable supervisor; Good relationship with supervisor and co-workers; Fair salary; Job security; Good working conditions, etc. The absence of these factors makes workers dissatisfied, but the presence of these factors does not create high levels of motivation.

10. What are 'Motivators' in Herzberg's theory?

Achievement at work; Recognition; Chance for advancement; Challenging work; Increased responsibility, etc. The presence of these factors leads to high levels of motivation and job satisfaction, but their absence does not lead to strong dissatisfaction.

11. Write about the ERG theory of Motivation.

ERG stands for existence, relatedness, and growth needs
Existence needs -- physiological and safety aspects of an individual
Relatedness needs -- involve relationship with other people, social status
Growth needs -- individual making creative efforts to achieve full potential in the environment and to reach self-actualization stage.

12. What is Communication?

It is the art of developing and attaining understanding between people. It is the process of exchanging information and feelings between two or more people.

13. What are the various types of communication?

Formal, informal, upward, downward, horizontal, diagonal, oral, written, and non-verbal are the various types of communication.

14. What are the various components of the communication model?

Sender, message, encoding, channel, receiver, decoding, understanding, and feedback.

15. What is grape vine communication?

Informal communication is called grape vine communication. It is the interpersonal relationship other than formal relationship like friendship, club membership or bridge group which constitutes an informal channel.

16. Mention the major barriers to communication.

Semantic barriers: Words/symbols with different meanings; Badly expressed message; Faulty translation; Unclear assumptions; Specialist's language (jargon).

Psychological barriers: Premature evaluation; Inattention; Poor retention; Distrust, threat or fear of communicator; Failure to communicate; Information overload.

Organizational barriers: Organizational policy, rules and regulations; Complexity in organizational structure; Organizational facilities; Status relationships.

17. What are semantic barriers?

These barriers arise from the language capacity of the persons involved in communication. They are semantic distortion, poorly expressed message, faulty translations, unclear assumptions, etc.

18. What are the types of motivation?

There are four types of motivation they are positive motivation, negative motivation, extrinsic and intrinsic motivation.

19. What are the steps in motivation process?

Analysis of situation, preparing, selecting and applying a set of appropriate motivating tools, follow ups are the steps in motivation process.

20. Mention 3 needs in McClelland's theory?

Need for power, need for affiliation and need for achievement are the three needs available in McClelland's theory.

21. What are the special motivational techniques?

Money, participation, quality of working life, job security, effective communication, power of authority, incentives are the special motivational techniques.

22. What do you mean by job rotation, Job enlargement and Job enrichment? (MAY 2015, MAY 2017, NOV 2017)

Job Enlargement : Job enlargement changes the jobs to include more and / or different tasks. Job enlargement should add interest to the work but may or may not give employees more responsibility.

Job Rotation : Job rotation moves employees from one task to another. It distributes the group tasks among a number of employees.

Job Enrichment : Job enrichment allows employees to assume more responsibility , accountability, and independence when learning new tasks or to allow for greater participation and new opportunities .

23. Who is a leader? What are the qualities of a leader? (MAY 2012)

Leader is someone who can influence others and who has managerial authority. Honesty, confidence, patience, focus, dedication, consistency, motivate others, effective communication, individuality are the qualities of an effective leader.

24. What are the methods of communication?

Formal and informal communication (written communication and oral communication) are the methods of communication.
<p>25. What do you mean by the term ‘Noise’ in communication? (MAY 2016)</p> <p>Noise is any type of disruption that interferes with the transmission or interpretation of information from the sender to the receiver.</p>
<p>26. What are the processes of socialization?</p> <p>Pre arrival stage, encounter stage and metamorphosis are the process of socialization.</p>
<p>27. What is meant by Brainstorming? (MAY 2013)</p> <p>Brainstorming is an excellent way of developing many creative solutions to a problem. It works by focusing on a problem, and then coming up with very many radical solutions to it. The essence of brainstorming is a creative conference, ideally of 8 to 12 people meeting for less than an hour to develop a long list of 50 or more ideas. Suggestions are listed without criticism on a blackboard or newsprint as they are offered; one visible idea leads to others. At the end of this session, participants are asked how the ideas could be combined and improved.</p>
<p>28. How leadership differs from management? (MAY 2015)</p> <p>A person emerges as a leader depends on a number of situational factors. A manager, on the other hand, is always put into his position by appointment.</p> <p>A leader always has some personal power (i.e., ability to influence) whereas a manager has some positional power (i.e., the right to command).</p> <p>There is mutuality of objectives between the leader and his followers whereas a manager seeks those objectives which his subordinates do not regard their own. Thus there is a clash of objectives.</p>
<p>29. What is personality? (MAY 2017)</p> <p>Personality refers the long-standing traits and patterns that propel individuals to consistently think, feel, and behave in specific ways.</p>
<p>30. What is Leadership?</p> <p>Art or process of influencing people so that they will strive willingly and enthusiastically towards achievement of the goal.</p>
PART-B& PART-C
<p>1. Explain the different characteristics, functions and traits of leader. What are the essential qualities of a good leader? (MAY 2015, MAY 2016)</p> <p><i>Refer: “Harold Koontz & Heinz Weihrich, “Essentials of Management”, Tata McGraw Hill, 1998”, Page No: from 311 to 317.</i></p>
<p>2. Explain about the theories and types of leadership. (NOV 2012)</p> <p><i>Refer: “Stephen P. Robbins & Mary Coulter, “Management”, Prentice Hall (India) Pvt. Ltd., 10th Edition, 2009.”, Page No: from 460 to 472.</i></p>
<p>3. Explain about the theories of Motivation. Compare and discuss the Maslow and Herzberg’s theory of Motivation. (NOV 2017, MAY 2017, MAY 2015, MAY 2014)</p> <p><i>Refer: “Stephen P. Robbins & Mary Coulter, “Management”, Prentice Hall (India) Pvt. Ltd., 10th Edition, 2009.”, Page No from 431 to 445.</i></p>
<p>4. What are the various barriers in communication? How will you overcome these barriers? (NOV 2017, MAY 2017, MAY 2013, MAY 2012, NOV 2012)</p> <p><i>Refer: “Stephen P. Robbins & Mary Coulter, “Management”, Prentice Hall (India) Pvt. Ltd., 10th Edition,</i></p>

2009.”, Page No from 409 to 415.

5. Explain the process of communication. Brief about the role of IT in communication.(MAY 2016)

Refer: “Stephen P. Robbins & Mary Coulter, “Management”, Prentice Hall (India) Pvt. Ltd., 10th Edition, 2009.”, Page No from 406 to 409 and from 416 to 421.

6. “Job performance of Individual is significantly influenced by the employee’s attitude” – Discuss. (MAY 2017)

Refer: “Stephen P. Robbins & Mary Coulter, “Management”, Prentice Hall (India) Pvt. Ltd., 10th Edition, 2009.”, Page No: 374 to 380.

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.

PART-A

1. What are the steps in controlling process?

Establishing standards; Measuring performance; Comparing performance with standard; Taking corrective action.

2. What are the three types of control with respect to time? (MAY 2013)

[a] Feed forward control, [b] Concurrent control, and [c] Feedback control.

3. Distinguish between feedback control and feed forward control techniques.

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

4. What is a Budget?

Budget is a financial and/or quantitative statement prepared prior to a definite period of time, of the policy to be pursued during that period, for the purpose of achieving a given objective.

5. Define budgetary control. (MAY 2012, NOV 2017)

It is a process of comparing the actual results with the corresponding budget data in order to approve accomplishments or to remedy differences by either adjusting the budget estimates or correcting the cause of the difference. [Terry].

6. What are the objectives of budgetary control? (or) Why controlling is important? (MAY 2017)

a] Maximization of profits; b] To plan and control the income and expenditure of the organization; and c] To provide adequate working capital.

7. What are classifications of budget?

Functional classification- Sales, production, cash, capital and master budget

Time classification- Short, current and long term budget

Activity level- Fixed and flexible budget.

8. What is a Zero Base Budget (ZBB)?

Zero base budgeting is a latest technique aimed at cost reduction and optimum utilization of resources. In zero-base budgeting, every year is taken as New Year and previous year is not taken as a base and planning starts from the scratch.

9. What is clan control?

It is an approach to organization control based on informal arrangement. It relies on group norms and a strong corporate culture and it gives employees the responsibility for controlling themselves. Employees are encouraged to work beyond minimum acceptable levels.

10. What is Human Resource Accounting?

It is accounting for people as an organizational resource. It involves measuring the costs incurred by organizations to recruit, select, hire, train, and develop human assets. It also involves measuring the economic value of people to the organization.

11. What is MIS?

Management Information System (MIS) is a system of gathering, integrating, comparing, analyzing and dispersing information internal and external to the enterprise in a timely, effective and efficient manner.

12. What is 'Real-time information'?

It is an offshoot of the development of computers and information technology. It is the gathering of information about what is happening while it is happening, that is, "online". It is a means of getting real-time control in areas of importance to the manager.

13. What are the characteristics of control?

It is universal, continuous process, its action based, its forward looking, it is closely related to planning.

14. What are the steps involved in process of controlling?

Establishing standards, measuring performance, comparing actual with standard, finding out deviations and correcting the deviations.

15. What are the requirements of effective control?

Suitability, flexibility, economical, simple, motivation, forward looking, objective, less time are the requirements of effective control.

16. What are the different budgetary control methods?

Definite objectives, support of top management, flexibility, budget committee, budget education, good feedback, participation, communication, reward and punishment.

17. What is PERT?

PERT-Project Evaluation and Review Technique; its event oriented, it's a control device, it's a probabilistic model.

18. What is CPM?

CPM- Critical Path Method is activity based, it's a planning device, it's a deterministic model.

19. What is meant by optimistic time?

Optimistic time is the shortest time every activity goes exceptionally well.

20. What is the role of MIS?

MIS is involved and useful in Marketing, manufacturing, logistics , finance and accounting, top management.

21. What are the uses of computers in controlling?

Payroll, accounting , business management , personnel management information, cost accounting, manufacturing information control, banking and credit are the uses of computers in.

22. What is meant by productivity? (NOV 2017)

Productivity is a measure of how much input required to produce a given output. (productivity= output/input)..

23. What are the factors affecting productivity?

Technology, Human resources, government policy, machinery and equipment, skill of worker, materials, plant equipment , capital etc.

24. What is meant by EOQ?

EOQ= Economic order Quantity. It is the optimum quantity of material to be ordered so that wastages are very minimum.

25. What are the advantages of budgetary control system?(MAY 2011)

1. It improves the planning in the organization.
2. It provides a better utilization of resources in the organization.
3. This system helps to take corrective action at right time in the organization.

26. What is Quality control? (MAY 2011)

Quality control is the procedure that followed to achieve and maintain the required quality.

27. Define Purchase control? (NOV 2014)

Any organization must have a continuous flow of materials, suppliers, and services to support operations. There are five purchase system: 1. Forward buying 2. Tender buying 3. Blanket order 4. Zero Stock 5. Rate contract.

28. What is preventive control and direct control? (MAY 2017)

An efficient manager applies the skills in managerial philosophy to eliminate an undesirable activity which are the reasons for poor management.

Direct control is the finding out the poor performance of employees and then correct their performance.

29. What is maintenance control?

It is the process of keeping the machine and equipment in good working condition.

30. Name any HR related controlling techniques? (MAY 2016)

There are several human resource controls used in human resources management to meet organizational goals. 1. Staff reports 2. Performance measurement systems 3. Balance Score card 4. Benchmarking 5. Controlling Competence 6. Human Capital Management.

1. Define controlling. Explain the steps involved in the process of controlling. (MAY 2017, MAY 2011)

Refer: "Stephen P. Robbins & Mary Coulter, "Management", Prentice Hall (India) Pvt. Ltd., 10th Edition, 2009.", Page No from 488 to 491.

2. Explain the steps in the implementation of budgetary control and non-budgetary control techniques (or Explain the various controlling technique). Explain the different types of budgets.

(NOV 2017, MAY 2015, MAY 2013, MAY 2012)

Refer: "Tripathy PC & Reddy PN, "Principles of Management", Tata Mcgraw Hill, 1999.", Page No from 321 to 335.

3. Distinguish direct control from preventive control. Explain the preventive control mechanism towards achieving a unified global management theory.(MAY 2016, MAY 2015)

Refer: "Harold Koontz & Heinz Weihrich, "Essentials of Management", Tata McGraw Hill, 1998", Page No from 386 to 391.

4. Define productivity and identify the problems involved in measuring the productivity of knowledge workers. What tools and techniques do you suggest to improve productivity in Indian Organizations (IT Sector)? (MAY 2016, MAY 2012, MAY 2011)

Refer: "Stephen P. Robbins & Mary Coulter, "Management", Prentice Hall (India) Pvt. Ltd., 10th Edition, 2009.", Page No from 526 to 530.

5. Explain the term operations management and major activities associated with operations management. (NOV 2011)

Refer: "Stephen P. Robbins & Mary Coulter, "Management", Prentice Hall (India) Pvt. Ltd., 10th Edition, 2009.", from Page No 516 to 525.

6. Impact of IT in Management concept – Discuss. List out the needs and characteristics of MIS. (NOV 2017, MAY 2017, MAY 2016, MAY 2015)

Refer: "Stephen P. Robbins & Mary Coulter, "Management", Prentice Hall (India) Pvt. Ltd., 10th Edition, 2009.", Page No from 497 to 498.

7. Case Study: (NOV 2017)

Modern Manufacturing Company has been using a budgetary control system for the last three years. When asked to explain the system, Mr. John, the Managing Director of the company, observed: "We're pretty flexible in our budgetary system. Every manager is given a total amount that he or she can spend for the next year. We don't care how it is used as long as the total isn't exceeded and organizational objectives are achieved".

(i) Discuss the merits of the company's approach to budgeting.

(ii) Do you agree or disagree with this approach? Explain your view.

Refer: "Tripathy PC & Reddy PN, "Principles of Management", Tata Mcgraw Hill, 1999.", Page No from 321 to 330.