

**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”, 10th Edition, Prentice Hall (India) Pvt. Ltd., 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 Mc Graw Hill, 1998.
4. Tripathy PC & Reddy PN, “Principles of Management”, Tata McGraw Hill, 1999.

## **UNIT-I (OVERVIEW OF MANAGEMENT)**

### **1. Define Management. (Nov/ Dec 2014)**

According to **KOONTZ & WEIHRICH**, “Management is the process of designing and maintaining of an environment in which individuals working together in groups efficiently accomplish selected aims”.

“Management is the art of getting things through and with people in formally organized groups”.

**Ex:** Human Resource Management, Financial Management.

### **2. Difference between Administration and Management (Dec 2014)**

Management	Administration
Directing human efforts towards common goal	Determination of goals and policies of enterprise
Management is servant of administration	Controlling management and organization by making policies
Requires of function properly	Does not requires.

### **3. What are the roles played by a Manager? (May 2015, Dec 2013)**

#### ***Interpersonal roles***

1. Figurehead role
2. The leader role
3. The liaison role

#### ***Informational roles***

4. The recipient role
5. The disseminator role
6. The spokesperson role

#### **Decision roles**

7. The entrepreneurial role
8. The disturbance-handler role
9. The resource allocator role

### **4. Define Scientific Management. (May 2015)**

Scientific management involves specific method of determination of facts through observation. The concept of scientific management was introduced by Frederick Winslow

Taylor in the USA in the beginning of 20th century. It was further carried on by Frank and Lillian Gilbreth, Henry Gantt, etc.

“Scientific Management is concerned with knowing exactly what you want men to do and then see in that they do it best and cheapest way”.

#### **5. What are the functions performed by low level Managers? (Dec 2013)**

1. To train & develop workers
2. To assign job
3. To give orders and instructions
4. To report the information about the workers

#### **6. What are the essential skills of Managers? (Dec 2013)**

The major skills required or expected out of managers are:-

- **Technical skills** – Pertaining to knowledge and proficiency in activities involving methods and procedures;
- **Human skills** – Ability to work effectively with other persons and to build up cooperative group relations to accomplish organizational objectives;
- **Conceptual skills** – Ability to recognize significant elements in a situation; and to understand the relationship among those elements; and
- **Design skills** – Ability to solve problems in ways that will benefit the enterprise.

#### **7. Is Management - an art or science?**

Managing as practice is an art; the organized knowledge underlying the practice is a science.

Managing has the following features that make it an art.

- Creative
- Individual approach
- Application and dedication
- Initiative and
- Intelligence.

The following features make it a science.

- Systematic decision making
- Universal management process
- Situational output and
- Universally accepted management.

Thus management can be called both as an art and science.

### **8. List the principles of Scientific Management.**

Scientific management was introduced by F.W Taylor who is known as the Father of Scientific Management. He adopted scientific methods to increase the productivity and greater efficiency in production.

The principles of Scientific Management are:-

- Separation of planning and working
- Functional foremanship
- Time study
- Motion study
- Fatigue study
- Standardization
- Scientific selection of training
- Financial incentives and
- Economy and mental revolution.

### **9. List the contributions of Fayol towards Management.**

Henry Fayol is a French industrialist whose contributions are termed as operational management or administrative management. He followed 'The Classical Approach' to the evolution of management thought. His contributions are given as follows:-

- Grouping of activities of an industrial organization into six groups, namely- Technical, commercial, financial, security, accounting and managerial;
- Identified six types of qualities of a manager are- Physical, mental, moral, educational, and technical and experience;
- Fourteen principles of Management namely- Division of Work, Authority and responsibility and so on; and
- Five elements/functions of management- **Planning, organizing, commanding, coordinating and controlling.**

### **10. Mention the Functions of management**

- Planning
- Organizing
- Staffing
- Leading or Direction or Coordination
- Controlling

## **11. Management level and functions.**

- Top-level management
- Middle level management
- Lower level management

### ***Top level management functions***

1. To formulate goals and policies
2. To formulate budgets
3. To appoint top executives

### ***Middle level management functions.***

1. To train motives & develop supervisory level
2. To monitor and control the operations performance

### ***Low level management***

1. To train & develop workers
2. To assign job
3. To give orders and instructions
4. To report the information about the workers

## **12. List down the internal environment factors considered in the organization.**

- Technology
- Economic conditions
- Political factors
- Socio cultural factors.

## **13. What is globalization?**

All these policies measured clearly reflect the changing attitude of government towards business and the commitment of government to integrate Indian Economy with the world's economy is called globalization.

## **14. What are the function of management? (nov 2016)**

- Top-level management
- Middle level management
- Lower level management

## **15. Give the current trends in Management (nov 2016)?**

Management is a constantly evolving field, with a wide variety of formal and informal approaches and perspectives.

While new management perspectives are emerging everyday in manufacturing, technology, software, and social entrepreneurship, some of the most notable new perspectives are in software development.

**16. What is Technical skills?**

Pertaining to knowledge and proficiency in activities involving methods and procedures

**17. What is Human skills?**

Ability to work effectively with other persons and to build up cooperative group relations to accomplish organizational objectives

**18. What is Conceptual skills?**

Ability to recognize significant elements in a situation; and to understand the relationship among those elements

**19. What is Design skills ?**

Ability to solve problems in ways that will benefit the enterprise.

**20. What are the information roles?**

The recipient role

The disseminator role

The spokesperson role

**16 marks:**

1. Explain in detail about different type of business organization? (nov 2016)
2. Discuss in detail evolution of management? (nov 2016)
3. Trace the evolution of management with reference to the contributions made by management thinkers. (June 2014)
2. What is the role of scientific management in the modern era?
3. Explain the contributions of F.W.Taylor to Management. (Dec 2014)
4. Explain the contributions of Henri Fayol. (May 2015)
5. Discuss the functions of management with neat diagram.
6. What are the various environmental factors that a manager should consider in an organization?
7. Discuss the relative importance of each type of the skills to lower middle and upper level managers. (May 2015, Dec 2014)
8. Explain the salient features of neo- classical theory of management with the human relations

approach and behavioral science approach. (Dec 2013)

9. Discuss the management functions as related to trends and challenges in management of global scenario. (June 2014)
10. Explain the effect of globalization and liberalization in the global business environment with examples.
11. Explain management is an art or science both science and art

## **UNIT- II- (PLANNING)**

### **1. What is planning?**

Planning is a process of selecting the objectives & determining the course of action required to achieve these objectives.

Planning involves selecting missions and the objectives and the actions to achieve them. It ends with decision making, which is choosing the best alternative from the available future courses of action.

**EG:** The goal set for limited period like five year plans

### **2. Important observations subjected about planning? (Dec 2013, May 2015)**

- a) Planning is obtaining a future course of action in order to achieve an objective.
- b) Planning is looking ahead.
- c) Planning is getting ready to do something tomorrow.
- d) Plan is a trap laid down to capture the future.

### **3. List the steps in the decision making process.( Dec 2013)**

- Identification of problem
- Diagnosis and analysis the problem
- Search for alternatives
- Evaluation of alternatives
- Selecting an alternatives
- Implementation and follow up.

### **4. Write short notes on policy making. (Dec 2014)**

Policies are general statements of undertakings which guide or channel thinking in decision

making or subordinates.

### **5. Distinguish between planning and tactical planning. (May 2015)**

Planning is a process of selecting the objectives & determining the course of action required to achieve these objectives.

Tactical plan is concerned with what the lower level units within each division must do, how they must do it and who is incharge at each level.

#### **6. What do you meant by assessment centers? (May 2015)**

Individuals from various departments are brought together to spend two or three days working on an individual or group assignment similar to the ones they would be handling when promoted.

#### **7. Define mission and vision?**

**Mission** may be defines as a statement which defines the role that an organization plays in the society. **EG:** Canara Bank “Good People to Grow With”.

A **vision** statement indicates how the organization should be, after a particular time period.

#### **8. Define policies?**

Policies are general statement or understanding which provides guidance in decisions making to various managers.

#### **9. Defining 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 & known conditions that will effects the operation of plans.

#### **10. Explain in brief about the two approaches in which the hierarchy of objectives can be explained?**

There are two approaches in which the hierarchy can be explained.

1. top-down approach
2. bottom-up approach

In the top-down approach, the total organization is directed through corporate objective provided by the top-level management. In the bottom up approach, the top level management needs to have information from lower level in the form of objectives.

#### **11. Definitions of MBO(nov 2016)**

**KOONTZ & WEIHRICH:** Management by objectives (MBO) is defined as a comprehensive managerial system that integrates many key managerial activities in a



systematic manner and that is consciously directed towards the effective and efficient achievement of organizational and individual objective.

“MBO is a process whereby the superiors and the subordinate managers of an enterprise jointly identify its common goals, define each individual 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.” - **GEORGE ODIORNE**

## **12. Define strategy?**

A strategy may be defined as special type of plan prepared for meeting the challenges posted by the activities of competitors and other environment forces.

## **13. Steps involved in strategic planning:**

1. Mission and objectives.
2. Environmental analysis
3. Corporate analysis
4. Identification of alternatives.
5. Strategic decision making
6. Implementations review & control.

## **14. Name the classification of planning premises?**

1. Internal and external
2. Tangible and intangible premises.
3. Controllable and uncontrollable premises

## **15. Define Decision Making**

Decision Making is defined as selection of a course of action from among alternatives. It is a core of planning. A plan cannot be said to exist unless a decision – a commitment of resources, direction or reputation has been made. Until that point, there is only planning studies and analysis.

## **16. What are the three approaches in selecting an alternative?**

1. Experience
2. Experimentation
3. Research and Analysis

### ***Experience:***

Relying on past experience, the choice among alternatives is selected to avoid mistakes.

### ***Experimentation:***

A firm may test a new product in a certain market before expanding its sale nationwide.

***Research and Analysis:***

The trend in research and analysis is simulation i.e. to develop mathematical tools.

**17. Mention the characteristics of programmed and non programmed decisions.**

Programmed decision: The reason is that these types of decisions are taken frequently and they are repetitive in nature.

Non programmed decision: This is taken by the top management people whenever the need arises.

**18. Short notes on Rationality decision making.**

The concept of rationality is defined in terms of objectives and intelligent action. There are two contrasting views of models of decision making with each model using degree of rationality.

**19. What are programmed decisions? (Dec 2013)**

Programmed decision: The reason is that these types of decisions are taken frequently and they are repetitive in nature. Such decisions are generally taken by middle or lower level managers, and have a short term impact. This decision is taken within the preview of the policy of the organization. This is also known as structured decisions.

**20. List down the conditions decision making.**

- Certainty
- Risk
- Uncertainty

**20. What do you mean by a strategy?**

Strategy is defined as the determination of long-term objectives of an organisation. Making the best choices for the future and allocating the resources necessary to accomplish the objectives.

**21. What is decision making?**

Decision making is defined as the selection of a course of action among alternative courses of action. Decision making should be rational. Decision making involves a choice among alternatives.

**21. What is meant by policies?(nov 2016)**

A course or principle of action adopted or proposed by an organization or individual.

**16 marks:**

1. Explain the importance of planning and the steps involved in planning process. (June 2014, dec 2013, dec 2014)
2. Explain the decision making process. Also discuss how decision making under different conditions are made. (June 2014)(nov 2016)
3. Explain in detail MBO (Dec 2014)
4. Discuss some of the tools for developing organizational strategies.(May 2015)
5. Explain the steps involved in decision making process. (May 2015)
6. Explain the Process of decision making with neat diagram.
7. Define MBO. Explain the process of MBO with the merits and demerits.
8. Discuss in detail about classification of planning? (nov 2016)

**UNIT-III (ORGANIZING)**

**1. Define Organization.**

An identified group of people contributing their efforts towards the attainment of goals is called an organization. Organization is the process of establishing relationships among the members of the enterprise.

**2. What is the purpose of Organization? (may 2015)**

- Facilitates Administration
- Increases the efficiency management
- Stimulates creativity and innovation
- Facilitates growth and diversification and
- Facilitates co-ordination and communication.

**3. Define Authority. (Dec 2014)**

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

**4. Define Staffing? (Dec 2014)**

Staffing is the part of management process which is concerned with the procurement utilization and maintenance and development of a large satisfied work force on the organization.

**5. What are the difference between formal and informal communication? (Dec 2013)**

Formal organization:

- It is created deliberately and consciously by the frames of organization.
- Planned and official
- It may quite large.

Informal Organisation:

- It is created spontaneously and naturally
- It is unplanned and unofficial
- It may be small in size

#### **6. What are the limitation of matrix organization structure? (Dec 2013)**

- Since use of the matrix means the use of multiple commands, managers often end up with conflicts.
- The organizational relationship becomes very complex and there is a great confusion among personnel.

#### **7. What is organizing?**

Organizing refers to the formal grouping of people and activities facilitate achievement of the firm's objectives.

**Organizing** may be defined as the process of

- i) Identifying and classifying the required activities **i.e. Job Design**
- ii) Grouping the work to be performed **i.e., Departmentation**
- iii) Defining and delegating responsibility and authority **i.e. Delegation of authority**
- iv) Span of Control

#### **8. What is Job design?**

Job design is usually broad enough to accommodate people's needs and desires. It may be especially appropriate to design jobs for exceptional persons in order to utilize their potential. People spend a great deal of time on the job and it is therefore important to design jobs so that individuals feel good about their work.

Two important goals of job design are:-

- To meet the organizational requirements such as higher productivity, operational efficiency, quality of products/service etc.
- To satisfy the needs of the individual employees like interests, challenge, achievement etc.

#### **9. What is Organisation Structure? (nov 2015)**

In organisation structure simply by means the systematic arrangement of people working for the organisation. The organisation is concerned with establishment of positions and relationship between positions. The organisation structure has two dimensions.

1. Horizontal
2. Vertical

## **10. What is an Organizational chart?**

According to George Terry, “Organizational chart is a diagrammatical form, which shows the important aspects of an organization including the major functions and their respective relationships, the channels of supervision, and the relative authority of each employee who is in charge of each respective function”. It is a representation of the framework or structure of an organization. It may be a vertical or top-down chart, horizontal or left to right chart and circle or concentric chart.

## **11. Uses of Organisation Chart**

1. The organisation chart pinpoints the weakness of an organisation. This will help to overcome the short coming of organisation.
2. It tells quickly who is responsible for particular function.
3. It is useful in showing nature of an organisation and changes if any in the existing staff and new comers.

## **12. Distinguish between authority and power**

Power is the ability of individuals or groups to induce or influence the beliefs or actions of other persons or groups. Authority in organisation is the right in a position to exercise discretion in making decisions and affecting others.

## **13. What are the different bases of power?**

- Legitimate Power
- Referent power
- Reward power
- Coercive Power

## **14. Functional authority**

It is the right which is delegated to an individual or a department to control specified processes practices, policies or other matters relating to activities, undertaken by persons in other departments.

## **15. Formal rganization**

The structure of jobs and positions with clearly defined functions and relationship as prescribed by the top management and bound by rules, systems and procedures.

## **16. Informal rganization**

A network of interpersonal relationships that arise when people associate with each other.

### **17. Define Departmentation (nov 2016)**

The organizational process of determining how activities are to be grouped is called departmentation.

Departmentation is a means of dividing the large and complex organization into smaller, flexible administrative units.

### **18. Empowerment**

Empowerment means that employees, managers or teams at all levels in the organization are given the power to make decision without asking their superiors for permission.

### **19. Define Decentralization (Nov 2014)**

If the power is fully distributed to the subordinates of the organisation.

### **22. State the importance of HRM?**

- To achieve competitive advantage over other organisation.
- To improve the efficiency of the organisation.
- For the fuller utilization of available resources.
- Cost effective administration.

### **23. State the importance of staffing:-**

- It helps to make use of the Organisational resources.
- It provides effective and efficient personals to the organisation.
- Helps to discover talented and competent persons.
- Helps to ensure uninterrupted flow of business.

### **24. What is Human resource Management?**

Planning and executing all those activities are associated with recruitment, selection, training, and Performance appraisal and career development in known as human resource management.

### **25. What is span of control?**

Span of control tells the ratio between superiors and subordinates. Usually organizations are having two different types of spans. They are

1. Wide Span
2. Narrow span

### **26. What is career development?**

Career development is a ongoing process by which individual progress through a series of stages each of which is characterized by a relatively unique set of issues, themes or tasks.

**27. Write down the career stages.**

- Exploration stage
- Establishment stage
- Mid- career stage
- Late- career stage
- Decline stage.

**28. Define training.**

Training is the act of increasing the knowledge and skills of an employees for doing a particular job.

**29. What is performance appraisal? (nov 2016)**

Performance appraisal evaluates the performance of worker also his potential for development.

**30. Define Recruitment.**

The process of searching for perspective employees and stimulating to apply for jobs in the organization.

**31. What is selection?**

It is the process of finding out the most suitable candidate to thye job out of the candidates attracted.

**32. Define Orientation.**

Orientation refers to the activities in introducing the new employees to the organistion and its policies, procedures, rules and regulations.

**16 Marks**

1. Enumerate in detail about the selection process which is widely followed in selecting IT professionals. Also highlight the different techniques used in selection process. (Draw the figure)
2. Bring out the factors affecting centralization / decentralization. Also highlight the merits and demerits of centralization and decentralization with examples.(nov 2016)
3. Explain in detail about delegation of authority.
4. What do you mean by departmentation? Discuss in detail about the different strategies adopted in departmentation?(nov 2016)
5. Explain detail about performance appraisal with neat diagram.
6. Delegation is the ability to get result through others- Discuss. Explain the steps and guidelines to be followed while delegating authority. (May 2015)
7. Compare the Formal and informal organizations.(May 2015)
8. Describe a case in which matrix organization structure will be effective. Also discuss the

- advantages and limitations of matrix organization. (May 2015)
9. Describe the various bases for departmentation and suggest a scheme of departmentation for a large marketing organization with a field network all over the country. (Dec 2014)
10. Explain the differences between line and staff organization in an organization with merits and demerits. (June 2014)
11. Explain the span of control with its various types. (June 2013)

#### **UNIT IV (Directing)**

##### **1. Define Direction.**

Direction may be defined as the process of instructing, guiding and inspiring human factors in the organization to achieve organization objectives.

##### **2. State two important characteristics of Directing.**

Any two characteristics of Directing are:

- Directing is an important managerial function through which the management initiates actions in the organisation.
- It is a continuous process and it continues throughout the life of the Organization.

##### **3. Mention the importance of Leadership**

1. Motivating Employees
2. Leader develops team work
3. Better utilization of manpower
4. Creating confidence to followers
5. Directing group activities
6. Building morale
7. Maintaining discipline

##### **4. Name the various leadership styles.**

1. Autocratic or Dictatorial leadership
2. Participative or Democratic leadership
3. Laissez – faire or Free – rein leadership

##### **5. What are the advantages of democratic leadership?**

1. The subordinates are motivated by participation in decision – making process. This will also increase job satisfaction
2. Absence of leader does not affect output
3. Labour absenteeism and turn – over will be minimum
4. The quality of decision is improved
5. The leader multiplies his abilities through the contribution of his followers



## **6. What is Laissez – faire? (Dec 2014)**

Complete freedom is given to the subordinates so that they plan, motivate, control and otherwise be responsible for their own actions.

## **7. List out the human factors in managing.**

The Human factors in managing include:

- Multiplicity of roles
- Individuality and
- Personal dignity.

## **8. Define creativity.**

Creativity is defined as the ability to produce new and useful ideas through the combination of known principles and components in novel and non-obvious ways. Creativity exists throughout the population largely independent of age, sex and education.

## **9. What are the steps involved in creative process?**

Creativity is defined as the ability to produce new and useful ideas through the combination of known principles and components in novel and non-obvious ways. The steps involved in creative process are:

- Saturation
- Preparation
- Frustration and incubation
- Inspiration or illumination
- Verification

## **10. How are problems solved by creative tool?(may 2014)**

Creativity tools are designed to help you devise creative and imaginative solutions to problems. Creativity tools are designed to help you devise creative and imaginative solutions to problems.

## **11. What is a SCAMPER tool?**

SCAMPER is a checklist that helps us to think of changes where S - Substitute C - Combine A - Adapt M – modify P - Put to another use E - Eliminate and R - Reverse.

## **12. What is a meant by reframing matrix?**

Reframing matrix is a simple technique that helps to look at business problems from a number of different viewpoints. The approach relies on the fact that different people

with different experience approach problems in different experience approach in different ways.

### **13. What are the steps involved in simplex tool?**

Simplex tool is an industrial-strength creativity tool. The steps involved in simplex tool are:-

- Problem finding
- Fact finding
- Problem definition
- Idea finding
- Selection and evaluation
- Planning
- Sell data and
- Action.

### **14. Differentiate Innovation and Invention. (nov 2015)**

Innovation means the use of creative ideas. It is not only relevant to high-tech enterprises but also crucial for old-line, traditional companies, which may not service without the infusion of innovation.

Ex: A new product or a service.

Invention means really finding new things that are not already available. It is mostly applicable in the field of science.

Ex: Invention of radio.

### **15. How can be harmonizing objectives achieved?**

Harmonizing objectives can be achieved through:

- Mutual trust
- Cooperation and understanding and
- Workers participation in management.

### **16. Define Multiplicity of Roles.**

Individuals are not only the productive factor in management Plans. They are members of social system of many organizations.

### **17. Mention the various factors involved in using motivational techniques:**

1. Money
2. Reward : intrinsic and extrinsic

3. Participation
4. Quality of working life

**18. What is job enrichment? (May 2015)**

Building into jobs a higher sense of challenge and achievement. (or)

Job enrichment is therefore based on the assumption that in order to motivate personnel, the job itself must provide opportunities for the achievement, recognition, responsibility, advancement and growth.

**19. What are the limitations of job enrichment?**

1. Job enrichment is based on the assumption that workers want more responsibility. But, in practice, most of the workers may prefer less responsible jobs with good social interaction. Such workers may show feelings of inadequacy and fear of failure to job enrichment.
2. Some jobs cannot be enriched beyond a certain point.

**20. Give the required guidelines to make effective job enrichment. (nov 2016)**

1. Use job enrichment selectively after taking into account situational variables such as job characteristics, personal characteristics of employees, Organisational level etc.
2. Provide a supportive climate for innovation and change.

**21. Define Leadership**

Leadership is the process of influencing the behavior of others towards the accomplishment of goals in a given situation.

Leadership is the ability to influence others and enthusiastically making them to achieve the desired results.

**22. What is Communication?(nov 2016)**

Communication is passing of information from one person to another person with understandable manner

**23. Mention the various elements in the process of communication (Dec 2014)**

1. Sender
2. Communication Channels
3. Symbols
4. Receiver
5. Noise and feedback in communication

**24. List the different types of communication flow**

1. Downward Communication

2. Upward communication
3. Horizontal or Lateral Communication

**26. What is brainstorming? (nov 2015)**

This kind of training is given to increase people's creativity and decisional ability. These types of training individual participants are encouraged to give their own ideas to resolve the existing problem.

**27. Define organizational culture.**

It is a system of informal rules that spells out how people have to behave most of the time.

**28. Define Motivation.**

Motivation is the art of getting work done by the subordinates in order to attain common goals of the organization. Getting work done is a difficult task.

**16 marks:**

1. Explain the types of formal organization communication (May 2015)
2. Does motivation is important of organization development? Justify with Maslows Hierarchy theory. (May 2015,Dec 2004)(nov2016)
3. Compare formal and informal communication. (May 2015)
4. Explain the different barriers of communication. With steps can be taken to overcome such barriers. (Dec 2014, dec 2013)
5. Explain the porter and lawler theory of motivation and adam's equity effective communication (dec 2013)
6. Departmentation and explain in detail the various types of Departmentation with pros and cons
7. What is selection and what are all the different stages used for selecting the candidates.
8. Elucidate any three types of motivation theories in detail with clear pictures.
9. Enumerate the leadership theories with clear examples.(nov 2016)
10. Explain and enumerate organization structure and organization design with clear design.

**UNIT V- Controlling**

**1. List out the types of control. (May 2015, Dec 2013)**

- Feedback control
- Concurrent control
- Feed forward control
- Continuous control.

**2. What are the potential pitfalls of budget.(May 2015)**

- Inaccuracy
- Expenditure
- Distortion of goals.

**3. What are budgetary control.(Dec 20104)**

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

**4. Define purchase control (Dec 2014)**

Purchasing control is one of the basic functions of organizations. Any organization whether nit is a cement manufacturing company, sugar mill, insurance company, hospital, airline, governmental agency or automobile producer must have a continuous flow of materials, supplier and services to support operations.

**5. Define productivity. (Dec 2013)**

Productivity is a measure of how much input is required to produce a given output. i.e. the ratio output/inout is called productivity.

**6. What is Feed Forward Control?**

Feed Forward Control involves evaluation of input and corrective measures before a particular sequence of operation is completed. It is based on timely and accurate information about changes in the environment.

**7. What is Concurrent Control?**

Concurrent Control is also known as "real-time" or "steering" control. It provides for taking corrective actions or making adjustments while the programmes is still in operation and before any major damage occurs.

**8. List out the important features of controlling?**

- a) Function of Management.
- b) Continuous function
- c) Future -oriented and
- d) Action-oriented.

**9. What is Flexible Budget?**

Flexible Budget is one which is designed to change in accordance with the level of activity actually attained. It is suitable when the estimation of demand is uncertain and the enterprise works under conditions of lack of material and labor power.

**10. What are the benefits of control?**

1. Control eliminates actions which deviate or which is not in conformity with the cherished goals of the firm.
2. It offers enough information for future planning and Organising.

**11. List out the characteristics of Control function?**

- 1) Functional Management
- 2) Continuous function
- 3) Future-oriented
- 4) Action-Oriented
- 5) Measuring the performance and
- 6) Planning the control

**12. What are the basic steps involved in the process of controlling?**

1. Establishment of standards
2. Measurement of performance
3. Comparing performance with the slandered

**13. Define MIS.**

A system of obtaining abstracting, storing and analyzing data to productions information for the use in planning, controlling and decision making by managers at the time.

**14. What is Zero base budgeting?**

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

**15. What is maintenance control?**

Maintenance control is the process of keeping the machine and equipment is good working condition.

**16. What is quality control?**

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

**17. What are the uses of computers in management control?(nov 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. For example, measurement or management reporting is often confused with the control process.

**18. Discuss the productivity problem in management?(nov 2016)**

Meetings Free-For-All

Email Chaos  
No Deadlines  
No Work-Life Boundaries

**19. Define budget**

An estimate of income and expenditure for a set period of time.

**20. What are the advantages of quality control?**

Encourages quality consciousness:  
Satisfaction of consumers:  
Reduction in production cost:  
Most effective utilisation of resource

**16 marks:**

1. What is productivity? What are the tools and techniques for improving productivity?
2. Define Budget. Explain the classification of Budget.
3. Enumerate and Explain budgetary and non-budgetary control methods.
4. Define control and its types. Discuss process of control.
5. Explain the relationship between controlling and overall management. Discuss the steps in controlling process. (May 2015)
6. Explain different budgetary and non budgetary control techniques. (dec 2014)(nov 2016)
7. What is control? Discuss the phases in control. (Dec 2014)
8. Explain the steps involved in the quality control process with advantages and disadvantages.(dec 2013)
9. Explain the following (i) Purchase control (ii) Maintenance control (iii) Quality control (june 2014)
10. 10.Impact of IT in management concepts.?(nov 2016)



Reg. No. :

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**Question Paper Code : X 10732**

B.E./B.Tech. DEGREE EXAMINATIONS, NOV./DEC. 2020  
Fifth/Sixth Semester  
Industrial Engineering  
MG 8591 – PRINCIPLES OF MANAGEMENT  
(Common to Computer and Communication Engineering/Electronics and  
Communication Engineering/Industrial Engineering and Management/  
Mechanical and Automation Engineering/Mechatronics Engineering)  
(Regulations 2017)

Time : Three Hours

Maximum : 100 Marks

Answer ALL questions

PART – A

(10×2=20 Marks)

1. What is middle level management ? And explain their roles.
2. Write down any eight principles of Henry Fayol.
3. Discuss about the various conditions of decision making.
4. Define strategies and give characteristics of strategy.
5. List out the characteristics of Organizing.
6. What are the principles of organization structure ?
7. Define motivation .
8. What is job design ? And give details about its approaches.
9. Define control and Mention the purpose of control.
10. What is an operational planning ? And what it must comprise ?

PART – B

(5×13=65 Marks)

11. a) Explain the different types of business organizations with their merits and demerits.

(OR)

- b) Elaborate internal and external factors affecting the organisation culture.





12. a) Discuss about the decision making process in an organization.  
(OR)  
b) Give information about the classification of strategies according to Michel Porter and what are the characteristics of strategy ?
13. a) Discuss about various types of selection process towards recruitment.  
(OR)  
b) Discuss about purpose and process of training.
14. a) Discuss about the different modes of communication along with their merits and demerits. Also highlight role of IT in today's communication.  
(OR)  
b) Define leadership and discuss about different styles in leadership with their merits and demerits.
15. a) What are the techniques of budgetary control techniques and non-budgetary control ?  
(OR)  
b) Discuss the process of control and the barriers of controlling in the organization with the suitable examples.

PART – C  
(Case Study)

(1×15=15 Marks)

16. a) Analyze the case and answer the questions :
- Mathew James was the manager at Health-Time, a small but popular fitness club in a mid-sized college town. Health-Time had found a niche in the local market, providing high quality aerobics classes and lots of them. The instructors at Health-Time were superior to those at other facilities around town, and Health-Time offered high-impact low-impact and step aerobics and body-sculpting classes. By offering more than 80 classes per week, Health-Time attracted members who wanted a variety of classes at all times of the day. The Health-Time also included exercise bikes, stair climbers, treadmills and a small weight room, but its "bread and butter" was clearly the aerobics program.
- Matt James had recently taken over as manager after working at Health-Time for Five years as an aerobics instructor. Matt's classes were popular and he was justifiably proud of the aerobics program and his part in making it a success. When he took the job as manager, however, Health-Time was not in good shape financially. Membership was dropping slightly, and personnel costs were too high.



In his first month as manager, Matt worked to streamline the staff by eliminating the positions of assistant manager and weight room supervisor and cutting the membership coordinator position to half-time. Though there was unavoidable unhappiness surrounding these changes, Matt was pleased that he had reduced the management staff to himself, Clarissa (a half-time bookkeeper) and Mei-Chen (a half-time membership coordinator).

After a short month as manager, Matt felt that he had the "office side" of the club in order and he turned his attention to receptionists and aerobic instructors. He had noticed that many receptionists and aerobic instructors did not take their jobs as seriously as he would like. The receptionists spent more time chatting with members than on job tasks (i.e., checking people in, writing receipts, answering phones and cleaning up during downtime). The aerobic instructors often ran into their classes with little time to spare and had to rush to get their cassette tapes ready for class. Instructors and receptionists were also accustomed to informally swapping shifts and classes when the posted schedule conflicted with other plans. Almost all of the reception staff and aerobic instructors were students at the local university. Receptionists were paid the minimum wage and aerobic instructors were paid about \$15.00 per class taught.

Matt decided to hold a general meeting to let the aerobics and reception staff know what he expected now that he was manager. Though he had been their "buddy" when he taught aerobics, he knew that his loyalty now had to be with the financial success of Health-Time. He truly cared about the club and wanted to see it thrive for both professional and personal reasons. At the meeting, Matt told the instructors and receptionists that they all had to pull together for the good of Health-Time logo. He then explained why he thought they should shape up and change their behaviors on the job. As his employees slumped in their chairs, he laid down the law.

"I know things have been lax around here, he said, "but the success of Health-Time depends on everyone pulling together to make this place work. I know you're all used to the way things used to be around here, but we have to change. There'll be no more idle chatter on the job and every instructor will be prepared for class at least 15 minutes ahead of time. All changes in the schedule will go through me. When we do change and when this club is as successful as it can be, you'll feel proud to be a part of this place and what we've accomplished together!"

Three weeks later, Matt was perplexed. Three of his receptionists had quit, telling him that they could earn minimum wage elsewhere. Two aerobic instructors had decided to start teaching at the University Athletic Club rather than at Health-Time. Although the remaining staff members were now following his rules regarding job behavior and scheduling, morale seemed to be at an all-time low.



“You know, I just can’t understand these people,” Matt complained to a friend. “We’ve got a great thing going with Health-Time. We’re the best aerobics program in town and they should feel proud to be a part of it. I know I get a real bang out of making that place the best it can be – I always have, even when I was just an instructor. But these people just don’t seem to care. And when I talk to them about the problem, it only gets worse. I even gave them sweatshirts to get them motivated, but they still quit on me! Is it me, or is it them? And what should I do now?”

**Questions :**

- 1) Describe the motivational problems of the staff at Health-Time using Maslow’s Needs Hierarchy.
- 2) Describe the motivational problems of the staff at Health-Time using the expectancy theory of motivation. Discuss the staff’s outcome valences, effort-to-performance (E-to-P) and performance-to-outcome (P-to-E) expectancies.
- 3) Describe the motivational problems of the staff at Health-Time using the equity theory of motivation. Discuss whether the staff is in a situation of under reward inequity or over reward inequity and how they are attempting to restore a feeling or sense of equity.
- 4) What strategies would you recommend to Matt to deal with the problem?

(OR)

- b) Concentration of power OR Delegation of Authority – which one is better for effective/successful functioning of organisation – Justify your answer.

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Reg. No. :

**Question Paper Code : 80701**

B.E./B.Tech. DEGREE EXAMINATION, NOVEMBER/DECEMBER 2016.

Seventh Semester

Electrical and Electronics Engineering

MG 6851 – PRINCIPLES OF MANAGEMENT

(Common to Robotics and Automation Engineering, Polymer Technology,  
Fourth Semester Industrial Engineering and Management and Fifth Semester  
Industrial Engineering, Sixth Semester Mechanical Engineering (Sandwich),  
Aeronautical Engineering, Automobile Engineering, Electronics and Communication  
Engineering, Environmental Engineering, Geoinformatics Engineering, Mechanical  
Engineering, Mechanical and Automation Engineering, Mechatronics Engineering)

(Regulations 2013)

Time : Three hours

Maximum : 100 marks

Answer ALL questions.

PART A — (10 × 2 = 20 marks)

1. What are the functions of a Manager?
2. Give the current trends in Management.
3. What is meant by policies?
4. Define MBO.
5. Define "Departmentation".
6. What is meant by performance appraisal?
7. What are the elements in the Maslow's hierarchy of needs?
8. What is effective communication?
9. What are the uses of computers in management control?
10. Discuss the productivity problems in a management.

PART B — (5 × 16 = 80 marks)

11. (a) Explain in detail about the different types of business organization. (16)

Or

- (b) Discuss in detail the evolution of management. (16)

12. (a) Discuss in detail about the classification of planning practices. (16)

Or

- (b) Explain briefly about the decision making steps and process. (16)

13. (a) Explain briefly about the various types of departmentation. (16)

Or

- (b) (i) Discuss the types of Centralization. (8)

- (ii) Explain about the organizational Culture. (8)

14. (a) Explain the various types of Leadership with its different styles. (16)

Or

- (b) (i) Explain the different barriers and breakdowns of communication process. (8)

- (ii) Difference between motivation and satisfaction. (8)

15. (a) Discuss in detail about the budgetary and non - budgetary control techniques. (16)

Or

- (b) Impact of IT in management concepts - Discuss. (16)
-

Reg. No. :

**Question Paper Code : 51685**

B.E./B.Tech. DEGREE EXAMINATION, MAY/JUNE 2014.

Seventh Semester

Electrical and Electronics Engineering

MG 2351/10177 GE 003/10144 GE 003 — PRINCIPLES OF MANAGEMENT

(Common to Seventh Semester – Polymer Technology, Textile Technology, Textile Technology (Fashion Technology) Sixth Semester – Aeronautical Engineering, Automobile Engineering, Civil Engineering, Electronics and Communication Engineering and Mechanical Engineering and also common to Eighth Semester – Electronics and Instrumentation Engineering and Instrumentation and Control Engineering)

(Regulation 2008/2010)

(Common to PTMG 2351 – Principles of Management for B.E. (Part-Time) Sixth Semester – Civil Engineering – Regulation 2009)

Time : Three hours

Maximum : 100 marks

Answer ALL questions.

PART A — (10 × 2 = 20 marks)

1. Distinguish between administration and management.
2. What are the roles a managers has to perform?
3. What is strategic planning? Give an example.
4. What do you mean by "Policy"? Give an example.
5. Define "Span of control".
6. List down the different types of training.
7. Distinguish between creativity and innovation.
8. Define motivation.
9. Define productivity. List the types of productivity.
10. What are the different types of budget?

PART B — (5 × 16 = 80 marks)

11. (a) Explain the evolution of management thought by different experts in management.

Or

- (b) Discuss the management functions as related to trends and challenges in management of global scenario.

12. (a) Explain the importance of planning and the steps involved in planning process.

Or

- (b) Explain the decision making process. Also discuss how decision making under different conditions are made.

13. (a) Explain the difference between line and staff organisation with an examples. Discuss its merits and demerits.

Or

- (b) Explain the process involved in selecting and recruiting a graduate trainee in organisation.

14. (a) Explain the different motivation theories and also discuss how it is useful in leadership of an organisation.

Or

- (b) What are barriers of effective communication? Explain the different types of communication.

15. (a) What is budgetary control? Explain in details the different techniques to control budget.

Or

- (b) Explain the following :

- |                          |     |
|--------------------------|-----|
| (i) Purchase control     | (5) |
| (ii) Maintenance control | (5) |
| (iii) Quality control.   | (6) |

**Question Paper Code : 21602**

**B.E./B.Tech. Degree Examination , May/June 2013**

**Seventh Semester**

**Electrical and Electronics Engineering**

**MG 2351/MG 61/10177 GE 003/10144 GE 003 – PRINCIPLES OF MANAGEMENT**

(Common to Seventh Semester – Polymer Technology , Textile Technology , Textile Technology(Fashion Technology) Sixth Semester – Aeronautical Engineering , Automobile Engineering , Civil Engineering , Electronics and Communication Engineering and Mechanical Engineering and Eighth Semester – Electronics and Instrumentation Engineering and Instrumentation and Control Engineering)

(Regulation 2008/2010)

**Time : Three hours**

**Maximum : 100 marks**

**PART A – (10 X 2 = 20 marks)**

1. Define Administration.
2. What is globalization?
3. What are the objectives of planning?
4. Name any four Quantitative forecasting techniques.
5. Define Organizing.
6. What are the advantages of Decentralization?
7. What is meant by Brainstorming?
8. What are the different types of management strategies involved in leadership?
9. List any four types of control.
10. Define MIS.



PART B – (5 x 16 = 80 marks)

11. (a) Discuss Henry Fayol's Principles of Management. (16)

Or

(b) Discuss the trends and challenges of management in global scenario. (16)

12. (a) Define strategic planning. What are the steps involved in strategic planning?(16)

Or

(b) Define decision making process. Explain the process followed while taking a decision in normal situation. (16)

13. (a) What is meant by Departmentation? Explain the needs and importance of departmentation. (16)

Or

(b) Define span of management? Explain the factors which influence the effective span of management. (16)

Or

14. (a) Discuss the Maslow's need hierarchy theory. Compare and discuss the Maslow's and Herzberg's theory of Motivation. (16)

Or

(b) What is organizational culture? Explain the types of organizational culture.(16)

15. (a) Explain the steps involved in the process of controlling. (16)

Or

(b) Explain the steps involved in the implementation of budgetary control. (16)

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Reg. No.

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**Question Paper Code : 31602**

B.E./B.Tech. DEGREE EXAMINATION, NOVEMBER/DECEMBER 2013.

Seventh Semester

Electrical and Electronics Engineering

MG 2351/MG 61/10177 GE 003/10144 GE 003 – PRINCIPLES OF MANAGEMENT

(Common to Seventh Semester – Polymer Technology, Textile Technology, Textile Technology(Fashion Technology) Sixth Semester – Aeronautical Engineering, Automobile Engineering, Civil Engineering, Electronics and Communication Engineering and Mechanical Engineering and also common to Eighth Semester – Electronics and Instrumentation Engineering and Instrumentation and Control Engineering)

(Regulation 2008/2010)

(Common to PTMG 2351 – Principles of Management for B.E. (Part – Time) Fifth Semester – Civil Engineering – Regulation 2009)

Time : Three hours

Maximum : 100 marks

Answer ALL questions.

PART A — (10 × 2 = 20 marks)

1. What are the objectives of planning?
2. List the steps in the decision making process.
3. What is the necessity of organization?
4. What are the functions performed by a low level manager?
5. What are programmed decisions?
6. What are the limitations of quantitative approach to management?
7. What are the differences between formal and informal communication?
8. What are the limitations of matrix organization Structure?
9. List the steps involved in directing.
10. What are the kinds of skills companies look for in managers?

PART B — (5 × 16 = 80 marks)

11. (a) Explain the principles of administrative theory of management with an suitable illustrations.

Or

- (b) Explain the salient features of neo-classical theory of management with the human relations approach and behavioral science approach.

12. (a) Explain the steps in the Planning process.

Or

- (b) A farm owner is seriously considering of drilling a farm well. In the past, only 7% of wells drilled were successful at 200 feet depth in that area. Moreover, on finding no water at 200 ft., some persons drilled it further up to 250 ft., but only 20% struck water at 250 ft. The prevailing cost of drilling is Rs. 50 per foot. The farm owner has estimated that in case he does not get his own well, he will have to pay Rs. 15000 over the next 10 years to buy water from neighbours. The following decisions can be optimal.

- (i) do not drill any well
- (ii) drill up to 200ft
- (iii) if no water is found at 200 ft, drill further up to 250ft.

Draw an appropriate decision tree and determine the farm owner's strategy under EMV approach.

13. (a) (i) What is span of Control? (4)  
(ii) Explain the factors which influence the span of control. (12)

Or

- (b) Explain line and functional organizational structures with their advantages and limitations.

14. (a) Explain the process of communication and also explain the barriers to effective communication.

Or

- (b) Explain Porter and Lawler theory of motivation and Adam's equity theory of motivation.

15. (a) Explain any four non-budgetary control techniques with suitable examples.

Or

- (b) Explain the steps involved in the quality control Process with advantages and disadvantages.

Reg. No. :

**Question Paper Code : 10426**

B.E./B.Tech. DEGREE EXAMINATION, MAY/JUNE 2012.

Seventh Semester

Electrical and Electronics Engineering

MG 235/MG 64/107 GE 003 — PRINCIPLES OF MANAGEMENT

(Common to Seventh Semester – Polymer Technology, Textile Technology, Textile Technology (Fashion Technology) and common to Sixth Semester Aeronautical Engineering, Automobile Engineering, Civil Engineering, Electronics and Communication Engineering and Mechanical Engineering and also common to Eighth Semester Electronics and Instrumentation Engineering and Instrumentation and Control Engineering)

(Regulation 2008)

Time : Three hours

Maximum : 100 marks

Answer ALL questions.

PART A — (10 × 2 = 20 marks)

1. Name the different levels of Management.
2. Who is known as father of modern operations management theory?
3. List the different types of planning.
4. Define MBO.
5. What is functional departmentation?
6. What is meant by delegation?
7. Mention the elements of directing.
8. List the components of communication process.
9. Define preventive control.
10. What is meant by budget?

PART B — (5 × 16 = 80 marks)

11. (a) State and explain the important contributions of Taylor and Fayol in the field of management thoughts. (16)

Or

- (b) (i) Discuss the role of manager. (8)  
(ii) Describe the important functions of management. (8)

12. (a) (i) Explain the principle of planning. (8)  
(ii) Describe the various types of decision. (8)

Or

- (b) With the help of block diagram, explain the process of management by objectives (MBO). (16)

13. (a) (i) Distinguish between formal and informal organization. (8)  
(ii) Explain the line organization with a neat sketch. (8)

Or

- (b) (i) Explain the concept of decentralization. (8)  
(ii) Explain the importance of performance appraisal. (8)

14. (a) Discuss the different theories of motivation. (16)

Or

- (b) (i) Explain the importance of communication. (4)  
(ii) What are the various barriers to communication? How will you overcome those barriers? (12)

15. (a) Give an account of some popular non-budgetary control techniques, with special reference to break-even analysis and ratio analysis. (16)

Or

- (b) What tools and techniques do you suggest to improve productivity in Indian Organizations? (16)

Reg. No. :

**Question Paper Code : 11555**

B.E./B.Tech. DEGREE EXAMINATION, NOVEMBER/DECEMBER 2012.

Seventh Semester

Electrical and Electronics Engineering

MG 2351/MG 64/MG 61/MG 75/10177 GE 003 — PRINCIPLES OF MANAGEMENT

(Common to Seventh Semester – Polymer Technology, Textile Technology, Textile Technology (Fashion Technology) and common to Sixth Semester – Aeronautical Engineering, Automobile Engineering, Civil Engineering, Electronics and Communication Engineering and Mechanical Engineering and also common to Eighth Semester – Electronics and Instrumentation Engineering and Instrumentation and Control Engineering)

(Regulation 2008)

Time : Three hours

Maximum : 100 marks

Answer ALL questions.

PART A — (10 × 2 = 20 marks)

1. Define 'Management'.
2. Specify the functions of management.
3. List the different types of plans.
4. Define Strategy.
5. What is decentralization?
6. What are the sources of recruitment?
7. Define Motivation.
8. Who is a leader?
9. Define the terms budget and budgetary control.
10. What is quality control?

PART B — (5 × 16 = 80 marks)

11. (a) (i) Discuss the scope and Nature of management. (8)  
(ii) What are the environmental factors that affect business? Explain. (8)

Or

- (b) Enumerate the trends and challenges of Management in the globalised era.

12. (a) Define planning. Explain the steps involved in the planning process.

Or

- (b) Write short notes on the following :

- (i) Management by objectives (8)  
(ii) Types of strategies (8)

13. (a) Elucidate the steps in selection process.

Or

- (b) Explain any four methods of performance appraisal.

14. (a) (i) Explain any two theories of Motivation in detail. (8)  
(ii) What are the essential qualities of a good leader? (8)

Or

- (b) Define communication. What are the barriers to effective communication?

15. (a) (i) Explain the concept and process of controlling. (8)  
(ii) Write a note on the different types of control. (8)

Or

- (b) Discuss the various types of budgets in detail.