

# PRINCIPLES OF MANAGEMENT

## UNIT I

### INTRODUCTION TO MANAGEMENT

2 marks

1. Define management.

According to Koontz and Weihrich, "Management is the process of designing and maintaining an environment in which individuals working together in groups, efficiently accomplish selected aims".

2. What are the roles of managers?

- Figurehead role
- Leader
- Monitor
- Spokes person
- Disseminator
- liaison

3. What are the functions of management?

- Planning
- Organizing
- Staffing
- Directing
- controlling

4. What are the different levels of management?

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

5. What is motion study?

It is a study of the movement, of an operator (or even of a machine) in performing an operation with the purpose of eliminating useless motions. Taylor suggested that eliminating wasteful movement and performing only necessary movements.

6. What is unity of direction?

Unity of direction signifies each group of activities having the same objective with one head and one plan. All the groups should coordinate and work together to achieve the common goal.

7. What is centralization?

The organization is centralized when the power is concentrated with one person. If the power is fully distributed from that particular authority.

8. What are the factors that impact on managerial work in modern industries?

- Environmental changes
- Diversity
- Globalization
- Quality

9. What is authority and responsibility?

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

It is the kind and amount of work expected from a man by his superior. One of the essential elements of a good management is delegation of authority to the lower levels of management and fixing responsibility on its own.

10. What are the strategies to go for international business?

- Import
- Export Licensing
- Merger and acquisitions
- Joint ventures
- Strategic alliance

16 marks

1. Discuss the various functions of management.

2. Explain the 14 Principles of scientific management.

3. What are the different roles and responsibilities of a manager?

4. What are the strategies for international business?

5. Discuss about the evolution of management.

## UNIT II

### PLANNING

2 marks

#### 1. Define Planning.

According to Koontz and O'Donnell, "Planning is deciding in advance what to do, how to do it, when to do it, and who is to do it. It is the selection among alternatives of future course of action for the enterprise as a whole and each department within it".

#### 2. What is MBO?

MBO is a process whereby superior and subordinate managers of an enterprise jointly identify its 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 the contribution of each of its members is assessed.

#### 3. What are the benefits of MBO?

- Improvement of managing
- Team work
- Personnel satisfaction
- Clarification of organization
- Fast decision-making.

#### 4. What do you mean by Strategy?

A Strategy is defined as a special type of plan prepared for meeting the challenge posed by the activities of competitors and other environmental forces.

#### 5. What are the types of plans?

- Operational plan
- Tactical plan
- Strategic plan
- Contingency plan

#### 6. What is Decision Making?

Decision Making is defined as the process of choosing a course of action from among alternatives to achieve a desired goal. It is one of the functions of management and also a core process of planning.

7. What are classification of policies?

- Formulated policies
- Appealed policy
- Imposed policy
- Written policies
- Implied policies.

8. What are the different conditions under decision making?

- Decision making under Certainty
- Decision making under Un-Certainty
- Decision making under Risk

9. List out the features of planning.

- Planning is primary function
- Planning is a dynamic process
- Planning is based on objectives and policies
- Planning is a selective process
- Pervasiveness of planning

10. Define Policy.

Policies are general statements or understandings which provide guidance in decision-making to various managers.

16 Marks:

1. What is Planning? Explain the steps involved in planning.
2. What are different types of plans? Explain.
3. Explain the types of decision-making situations with examples.
4. Discuss major kinds of strategies and policies.
5. Write note on MBO.

## UNIT III

### ORGANISING

#### 2 Marks.

1. Define Organizing.

According to Haimann, “Organizing is the process of defining and grouping the activities of the enterprise and establishing the authority relationships among them”.

2. What is Organizational Chart?

Organizational charts are prepared for the purpose of describing the organizational structure clearly. It shows the organizational relationships and activities within an organization.

3. What is Formal Organization?

A formal organization typically consists of a classical hierarchical structure in which position, responsibility, authority, accountability and the line of command are clearly defined and established.

4. What is informal organization?

Informal organization is an organization which establishes the relationship on the basis of member’s interaction, communication, personal likings and dislikings, and social contact within as well outside the organization.

5. What is departmentation?

Departmentation means the process of grouping of similar activities of the business into departments, divisions, or other homogenous units. It is used for the purpose of facilitating as smooth administration at all levels.

6. State the divisions of departmentation?

- Departmentation by numbers
- Departmentation by time
- Departmentation by enterprise function
- Departmentation by territory or geography
- Departmentation by customers

7. What is span of control?

Span of control means the number of people managed effectively by a single superior in an organization. Span of control is also known as span of supervision or span of responsibility.

8. What is line authority?

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

9. What is pillers of classical theories?

- Division or work
- Scalar and functional processes.
- Structure
- Span of control

10. Classify organization based on the formation of departments.

- Functional structure
- Divisional Structure
- Matrix Structure
- Team structure
- Network structure

### **16 Marks**

1. Describe process of organizing.
2. Discuss various types of organizational chart.
3. Discuss delegation of authority.
4. Discuss how span of control is determined.
5. Compare formal and informal organizations.

## UNIT IV

### DIRECTING

#### 2 Marks

1. What is Directing?

Directing may be defined as the process of instructing guiding and inspiring human factors in the organization to achieve organization objectives. Directing includes the following elements:

- Leadership
- Motivation
- Communication

2. What is 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. To have an effective research organization, It requires the understanding about creative process.

3. Define Leadership.

Koontz and O' Donnel have defined, "Leadership is the art of process of influencing people so that they will strive willingly towards the achievement of group goals".

4. What is communication?

Communication is the process of passing of information from one person to another person. It should always be clear and understood by the person who receives information.

5. What are the elements of communication?

- Sender
- Communication channels
- Symbols
- Receiver
- Noise and feedback in communication.

6. What are the types of communications?

- Downward communication
- Upward Communication
- Horizontal or Lateral communication.

7. What are the barriers in communication?

- Physical barriers
- Socio psychological barriers

- Organizational barriers
- Semantic barriers
- Mechanical barriers

#### 8 . What is organizational culture?

Organizations culture prescribes norms and procedures for the employees' actions towards clients, competitors, superiors, subordinates and peers. The organization become stable and consist because organization culture.

#### 9.What are the theories of leadership?

- Trait approaches
- Behavioral theory
- Situational theory

#### 10.What is brain storming?

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 people meeting for less than an hour to develop a long list of 50 or more ideas.

16 marks

1.Discuss the scope of directing.

2.Explain the concept of motivation.

3.Define communication. What are the types of communication and its barriers.

4.Explain the types of organization culture.

5.What do you understand by leadership style? Describe the different types of leadership style.



UNIT V  
CONTROLLING

2 marks

1. What is controlling?

Control is a part of the managerial process. Control is one of the most important elements of management. Control is a process which guides activity towards some predetermined goals. It means measuring the actual performance and taking corrective action.

2. What are the types of control

- Feedback
- Concurrent
- Feed forward

3 What are the methods of budgetary control?

- Planning programme
- Zero base budgeting
- Human resource accounting

4. Write some uses of PERT and CPM?

- It forces the right actions, right point and right time in the organization.
- It is used to work out the cost estimates of a project.
- It is used to determine manpower, material and capital requirements.

5. What are the various types of functional budget?

- Sales budget
- Production budget
- Cash budget
- Capital budget
- Master budget

6. How do you classify budgets based on time?

- Short term Budget
- Current Budgets
- Long term Budgets

### 7.What is Quality Control?

Quality Control is the procedure that is followed to achieve and maintain the required quality. Quality control aims at prevention of producing defective products. For this, statistical methods like sampling plans and control charts are used.

### 8.What is Purchase control?

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

### 9.What are the characteristics of control?

- Control process is universal
- Control is a continuous process
- Control is action based
- Control is forward looking

### 10.What is Budgetary control?

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

### **16 Marks**

- 1.Explaining the steps involved in the process of controlling.
- 2.What is budgetary control and explain its significance.
- 3.Variable budgets are flexible budget.
- 4.Explain the main features of zero base budgeting.
- 5.What is inventory control? Which one of the method is suitable for large organization?