

**SCAD ENGINEERING COLLEGE -
CHERANMAHADEVI**

**DEPARTMENT OF ELECTRICAL AND
ELECTRONICS ENGINEERING**

MG 2351 PRINCIPLES OF MANAGEMENT

TWO MARKS 16 MARKS

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UNIT I - OVERVIEW OF MANAGEMENT

1. What is Management?

Management is the process of giving direction and controlling the various activities of the people to achieve the objectives of an organisation.

2. Define Management.

According to Knottz & Wehrich "management is the process of designing and maintaining of an environment in which individuals working together in groups efficiently accomplished selected aims".

3. Write some characteristics of Management.

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

4. What are the roles of management in organisation?

- 1) Managements help in determination of the objectives of an organisation.
- 2) Economics and social development takes place through management

5. Write any two points favour for management as a science.

- 1) Management principles should be verifiable
- 2) Reliable basis for predicting future.

6. Write any two points favour for management as an art.

- 1) Management is creative.
- 2) Management includes the use of practical knowledge and personal skill.

7. What is Time study?

The movements which takes minimum time is the best one .

8. What is motion study?

Taylor suggested that eliminating wasteful movements and performing only necessary movements.

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) Individual interest to general interest.
- 7) Remuneration.

- 8) Centralisation
- 9) Scalar chain
- 10) Order
- 11) Equality.
- 12) Stability
- 13) Initiative
- 14) Esprit de corps

10. What is authority?

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

11. What is responsibility?

It is the amount of work expected of a man by his superior.

12. Comment: Management is both – A science and an art.

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

13. What is centralization?

The organisation is centralized when the power is concentrated with one person.

14. What is decentralization?

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

15. What is scalar chain?

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

16. What are management levels?

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

17. Write some important functions of top management.

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

18. Write any two functions of middle level management.

- 1) To train, motivate and develop supervisory level.
- 2) To monitor and control the operations performance.

19. What are essential skills needs for the manager?

- 1) Technical skill.
- 2) Human skill
- 3) Conceptual skill

20. Write the function of management.

- 1) Planning
- 2) Organising
- 3) Staffing
- 4) Coordinating
- 5) Controlling

21. What is social responsibility?

Society is the part of the management to initiate actions either to protect social interest of the society.

22. List out the groups' responsibilities of management .

- 1) Shareholders
- 2) Employees
- 3) Customers
- 4) Creditors
- 5) Suppliers

23. What is ethics?

All individuals in business or non-business activities are concerned with some standardized form of behaviour are known as ethics.

24. What is ethics in management?

- 1) Business ethics deals with morality of the business environment.
- 2) Business ethics relate to the behaviour of a businessman in a situation.

16 marks:

1. Describe the role of Managers

Interpersonal, Informational, Decisional

2. What are the historical inputs for management?

Project Implementation Basis

Project Control Plans

Control Baseline data

Actual Performance Data

Performance and Methods and Tools Experiences

Project System and External Information

3. What are the difference between Management and Administration?

	Management	Administration
Definition	Art of getting things done through others by directing their efforts towards achievement of pre-determined goals.	Formulation of broad objectives, plans & policies.
Nature	executing function, doing function	decision-making function, thinking

		function
Scope	Decisions within the framework set by the administration.	Major decisions of an enterprise as a whole.
Level of authority	Middle level activity	Top level activity
Status	Group of managerial personnel who use their specialized knowledge to fulfill the objectives of an enterprise.	Consists of owners who invest capital in and receive profits from an enterprise.
Usage	Used in business enterprises.	Popular with government, military, educational, and religious organizations.
Influence	Decisions are influenced by the values, opinions, beliefs and decisions of the managers.	Influenced by public opinion, government policies, customs etc.
Main functions	Motivating and controlling	Planning and organizing
Abilities	Handles the employees.	Handles the business aspects such as finance.

4. In today's context explain in detail the different functions of management
 Planning,Controlling,Directing,Staffing,Organizing

5. What are contributions of F.W.Taylor?

The scientific method consists essentially of

- (a) Observation
- (b) Measurement
- (c) Experimentation and
- (d) Inference.

Elements of Scientific Management

6. Draw out clearly whether Management is Science or Art.

- As a science,
1. Management is a systematized body of knowledge and its principles have evolved on the basis of observation.
 2. The kind of experimentation (as in natural sciences) cannot be accompanied in the area of management since management deals with the human element.
 3. In management, it is not possible to define, analyse and measure phenomena by repeating the same conditions over and over again to obtain a proof.

As an Art, management has the following characteristics,

1. Management while performing the activities of getting things done by others is required to apply the knowledge of certain underlying principles which are necessary for every art.
2. Management gets perfection in the art of managing only through continuous practice.
3. Management implies capacity to apply accurately the knowledge to solve the problems, to face the situation and to realize the objectives fully and timely.

7. Discuss in detail about Henri Fayols contribution towards principles of management
Division of work, Authority and Responsibility, Discipline, Unity of Command, Unity of Direction, Emphasis on Subordination of Personal Interest to General or Common interest, Remuneration, Centralization, Scalar chain, order, Equity, Stability of tenure, Esprit the corps, initiative
8. Explain the trends and Challenges in global scenario.
 - a) Planning and Decision Making in a Global Scenario
 - b) Organizing in a Global Scenario
 - c) Leading in a Global Scenario
 - d) Controlling in a Global Scenario

UNIT II - PLANNING

1. What is planning?

Planning is the process of selecting the objectives and determining the course of action required achieving these objectives.

2. State the important observations suggested about planning.

Planning is outlining a future course of action in order to achieve an objective. Planning is looking ahead.

Planning is getting ready to do something tomorrow. Plan is a trap laid down to capture the future.

3. List out the features of planning.

Planning – a primary function

Planning - a dynamic process

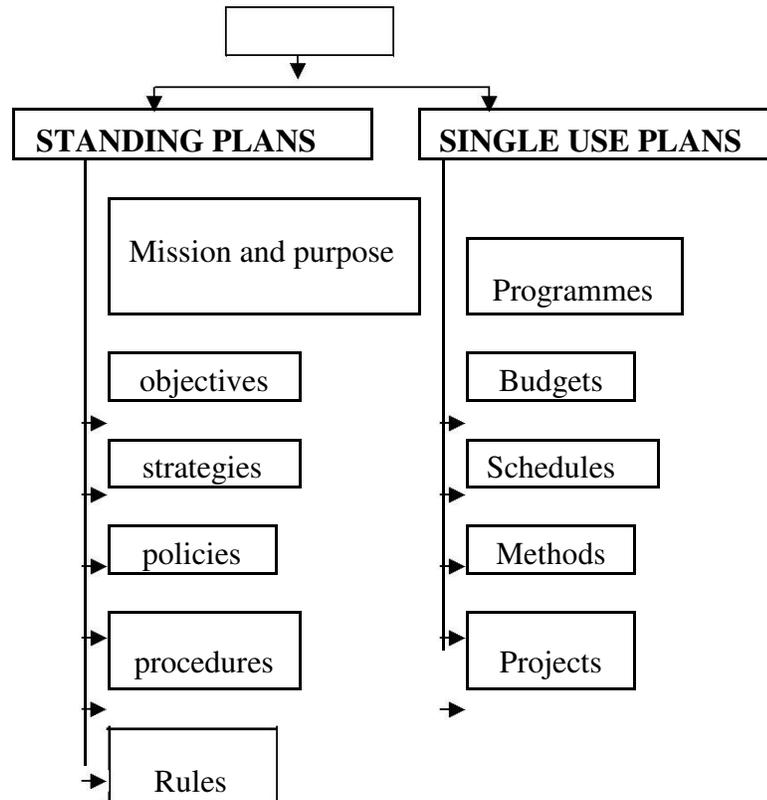
Planning – based on objectives and policies

Planning – a selective process

Planning – an intellectual process

Planning is based on facts

4. Classify various plans.



5. Define mission

Mission may be defined as a statement which defines the role that an organisation plays in the society.

6. State the important questions to answer by a good mission.

1. What is our business?
2. What should it be?

7. Define objectives.

The terms objectives or goals are often used interchangeably. Objectives are the end results towards which the activities of firm are aimed or directed.

8. What is meant by strategies?

Strategy of an organisation is the programmes of action and deployment of resources to attain its objectives.

9. Define policies.

Policies are general statement or understandings, which provide guidance in decision making to various managers.

10. What is procedure?

A procedure is a chronological order of actions required to implement a policy and to achieve an objectives.

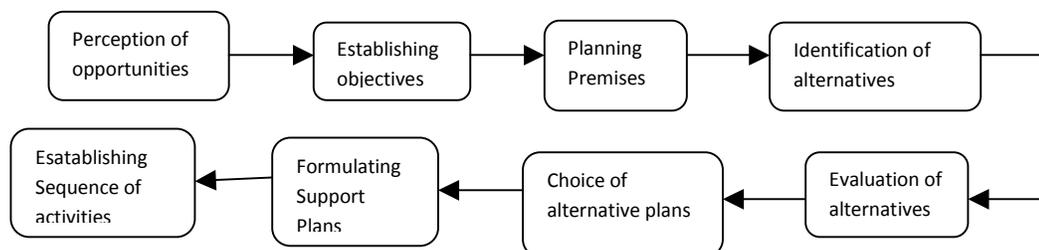
11. Name any two important procedures in organisation.

Procedures for placing orders for material and equipment.
Procedures for sanctioning different types of employee's leave.

12. Define budgets.

A budget is a statement of expected results in numerical terms and therefore it may be referred as a numerical programme.

13. Give the flow diagram of planning steps.



14. What are the advantages and limitations of planning? Advantages

- Help in achieving objectives;
- Better utilisation of resources;
- Economy in operation;
- Improves competitive strength

Limitations.

- Lack of accurate information
- Time and cost
- Inflexibility
- Delay during emergency period

15. What is objective?

Objectives are the aims, purposes or goals that an organization wants to achieve over varying periods of time.

16. State the two approaches of objectives.

- i. Top –down approach.
- ii. Bottom –up approach.

17. What is MBO?

MBO is a process whereby, the superior and the 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 assessing the contribution of its members.

18. Mention the features of MBO.

- i. MBO focuses attention on what must be accomplished and not how to accomplish the objectives .it is a goal oriented rather than work-oriented approach.
- ii. MBO tries to combine the long range goals of organisation with short range of organisation.
- iii. A high degree of motivation and satisfaction is available to employees through MBO.

19. What are the major kinds of strategies and policies?

- i. Growth.
- ii. Finance
- iii. Organisation
- iv. Personal
- v. Products or services
- vi. Market

20. Classify policies.

- i. Formulated policies
- ii. Appealed policy
- iii. Imposed policy
- iv. Written policies
- v. Implied policies

21. What is planning premises?

The assumptions about future derived from forecasting and used in planning are known as planning premises.

22. State the classification of planning premises.

- i. Internal and External.
- ii. Tangible and intangible
- iii. Controllable and uncontrollable

23. Define decision-making process.

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.

24. What are the techniques useful while evaluating alternatives?

- i. Quantitative and Qualitative analysis
- ii. Marginal analysis
- iii. Cost effectiveness analysis

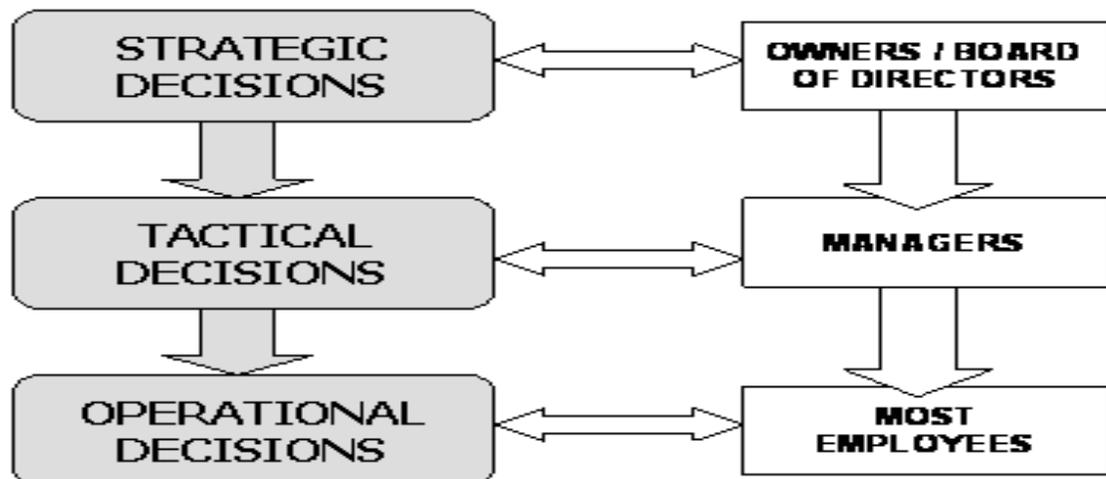
25. Classify decisions.

- i. Programmed and non-programmed decisions
- ii. Organizational and personal decisions

16 marks:

1. Explain the decision making process & its techniques.

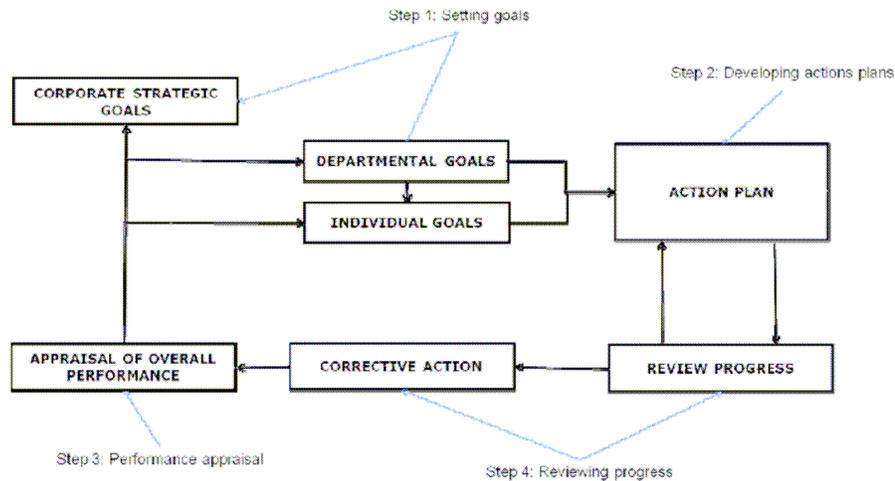
- Strategic decisions
- Tactical Decisions
- Operational Decisions



2. What are the various steps in planning? Discuss the considerations for planning process?

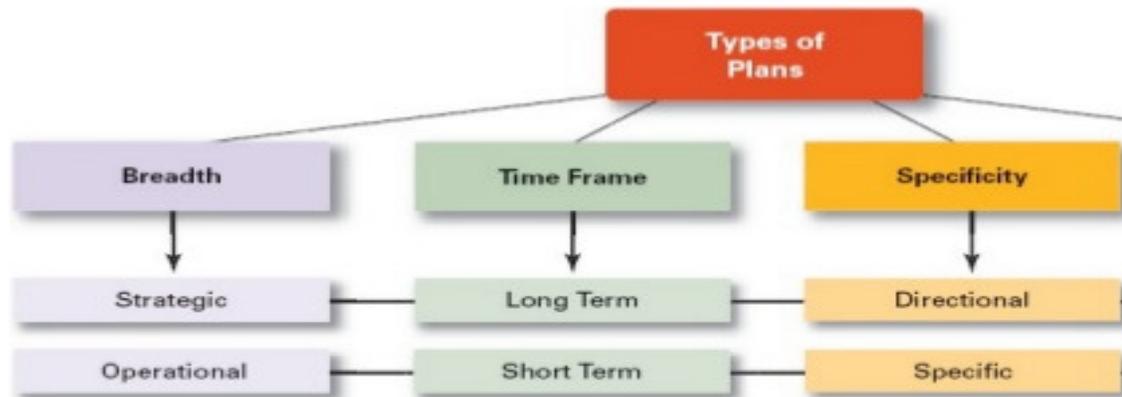
Perception of Opportunities, Establishing Objectives, Planning Premises, Identifying alternatives, Evaluating alternatives, Choice of alternatives, Formulating Support plans, Establishing Sequence of activities

3. State the various process of MBO.



4. What are the various types of Plans?

Types of Plans



5. Explain Rational Decision making process steps.

The Six-Step Rational Decision-Making Model

1. Define the problem.
2. Identify decision criteria
3. Weight the criteria
4. Generate alternatives
5. Rate each alternative on each criterion
6. Compute the optimal decision

6. Define strategic planning. What are the steps involved in strategic planning?

Definition

Steps

1. getting ready/determine the strategic intent 2. define organisational mission 3. assessing the situation/analysing environment 4. developing strategies, goals and objectives/strategy formulation 5. implement plans/strategy implementation and 6. strategy evaluation/monitoring outcomes!

6. Explain the principles and importance of planning.

1. To manage by objectives:
2. To offset uncertainty and change:
3. To secure economy in operation:
4. To help in co-ordination:
5. To make control effective:
6. To increase organizational effectiveness:

UNIT III - ORGANISING

1. Define organizing.

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

2. Mention any four characteristics of an organization.

- Common objectives
- Specialisation or Division of labour
- Authority of structure
- Group of persons

3. State the advantages of organization.

- Facilitate administration
 - Increases the efficiency of management
 - Facilitates growth and diversification
- Ensures optimum use of man and material resources

4. List out the steps involved in organization process.

- Determination of activities
- Grouping of activities
- Assignment of Duties
- Delegation of authority

5. Mention the three categories of span of management.

- Direct single relationship
- Direct group relationships
- Cross relation

6. What are the types of departmentation?

- Departmentation by numbers
- Departmentation by time
- Departmentation by Enterprise function
- Departmentation by Territory or Geography
- Departmentation by customers
- Departmentation by Equipment or process
- Departmentation by Product or service

7. Give a note departmentation by customers.

This type of departmentation is preferred when the needs of customers are different in nature. Some big organisation is providing special services to different of customer.

8. Define authority.

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

9. List out the sources of authority.

Formal authority theory
Acceptance authority theory
Competence theory

10. What is line authority?

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

11. What is staff authority?

The relationship between a staff manager and the line manager with whom he works depends in part on the staff duties.

12. List the steps involved in process of delegation.

Determination of result expected
Assignment of duties
Delegation of authority
Creation of obligation or accountability

13. What are the steps to be followed in making staff works effective?

Understanding authority relationship
Making line listen to staff
Keeping staff informed
Requiring completed staff work
Making staff work a way of organisational life

14. State the kinds of organizational charts.

Vertical chart
Horizontal chart or left to right
chart
Circular chart or concentric
chart

15. Define staffing.

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

16. Write any two roles of staffing.

Effective utilization of skills and potential of the work force
Development and maintenance of quality of work life

17. What is job analysis?

Job analysis is a detailed study of a job to identify the skills, experience and aptitude required for the job.

18. What is job design?

The job design is usually broad enough to accommodate people's needs and desires.

19. What is job rotation?

Job rotation refers to the movement of an employee from one job to another.

20. Define recruitment.

B. Flippo defined recruitment as "the process of searching for prospective employees and simulating to apply for jobs in the organisation."

21. What is selection?

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

22. Write down the tests used in selection process.

Aptitude test
Intelligence test
Psychomotor test
Personality test

23. What is orientation?

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

24. What is performance appraisal?

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

25. What are roles of a manager?

Inter-personal role
Information role
Decisional role

16 Marks:

1. What are the various types of organization? Discuss the merits and demerits of various organizational structures?
Types: Line, Line and Staff, Functional, Committee, Project, Matrix etc
Merits and demerits:
 - (1) Increase In Managerial Efficiency:
 - (2) Proper Utilization of Resources:
 - (3) Sound Communication Possible
 - (4) Facilitates Coordination
 - (5) Increase in Specialization:
 - (6) Helpful in Expansion:
2. Explain the nature and purpose of Organizing
 - (1) Division of Work:
 - (2) Coordination:
 - (3) Plurality of Persons

- (4) Common Objectives:
- (5) Well-defined Authority and Responsibility:
- (6) Organization is a Structure of Relationship
- (7) Organization is a Machine of Management
- (8) Organization is a Universal Process:

3. What are the difference between centralization and decentralization?

More Centralization	More Decentralization
<ul style="list-style-type: none"> • Environment is stable • Lower-level managers are not as capable or experienced at making decisions as upper-level managers. • Lower-level managers do not want to have say in decisions • Decisions are significant. • Organization is facing a crisis or the risk of company failure. • Company is large. • Effective implementation of company strategies depends on managers retaining say over what happens. 	<ul style="list-style-type: none"> • Environment is complex, uncertain. • Lower-level managers are capable and experienced at making decisions. • Lower-level managers want a voice in decisions. • Decisions are relatively minor. • Corporate culture is open to allowing managers to have a say in what happens. • Company is geographically dispersed. • Effective implementation of company strategies depends on managers having involvement and flexibility to make decisions

4. What are the steps involved in selection process?.

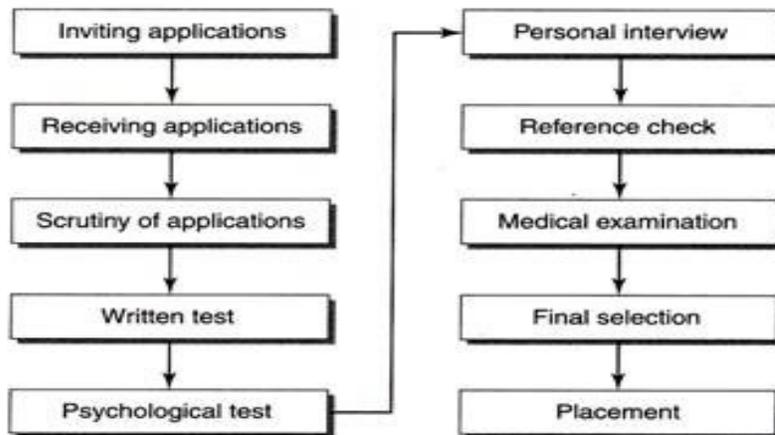


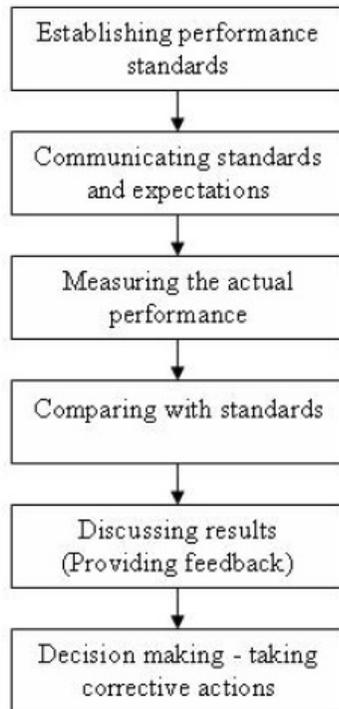
Fig. 5.6 Steps Involved in Selection Procedure

5. Describe the various types of training

Orientation Training, Job Training, Safety Training, Promotional Training, Refresher Training, Remedial Training, Internship Training.

6. Explain in detail about the performance appraisal.

Performance appraisal is the process of obtaining, analyzing and recording information about the relative worth of an employee. The focus of the performance appraisal is measuring and improving the actual performance of the employee and also the future potential of the employee. Its aim is to measure what an employee does.



7. Explain about informal and formal organization.

Formal Organization

1. Formal organization is established with the explicit aim of achieving well-defined goals.
2. The roles and relationships of people in formal organization are impersonally defined
3. In formal organization, much emphasis is placed on efficiency, discipline, conformity, consistency and control.

InFormal Organization

1. Informal organization springs on its own. Its goals are ill defined and intangible.
2. In informal organization the relationships among people are interpersonal.
3. Informal organization is characterized by relative freedom, spontaneity, by relative freedom, spontaneity, homeliness and warmth.

UNIT IV - DIRECTING

1. Define multiplicity of roles.

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

2. Mention the importance of motivation.

Proper utilization of human resources possible since it inspires employees to make best possible use of different factors of production.
Proper motivation improves the efficiency of operation.
Motivation creates a willingness on the part of workers to do the work in a better way.

3. Name the steps involved in motivation process.

Analysis of situation
Preparing, selecting and applying a set of appropriate motivating tools. Follow up.

4. What are the types of motivation?

Positive motivation
Negative motivation
Extrinsic motivation
Intrinsic motivation

5. List out the basic needs in a hierarchy.

Physiological needs
Safety needs
Social needs
Esteem needs
Self-actualisation needs

6. What is job enrichment?

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

7. Who is leader?

Leader is one who makes his subordinates to do willingly what he wants.

8. Define leadership.

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

9. What is communication?

Communication is passing of information from one person to another person.

10. State the need for communication.

To establish and spread goals of an enterprise widely. To develop plans for further achievement.

To organize human and other resources in the most effective and efficient way. To select, develop and apprise members of the organisation.

11. List the different types of communication flow.

Downward communication
Upward communication
Horizontal or lateral communication

12. Note down the various communicating networks.

Simple chain
Wheel
Circular
Free flow
Inverted V

13. State the advantages of democratic leadership.

- The subordinates are motivated by participation in decision-making process. This will increase job satisfaction.
- Absence of leader does not affect output.
- Labour absenteeism and turn-over will be minimum.
- The quality of decision is improved.

14. What are the barriers involved in effective communication?

Physical barriers
Socio-psychological or personal barriers. Organisational barriers.
Semantic barriers.
Mechanical barriers.

15. List out the effective media in communication.

A large bank supplies hardware and software to its customers. Several banks now make bank-by-phone services available even to individuals.

E-mail service making easy delivery of documents.

16. What are the important assumptions made in X theory?

The average human dislikes to work. He will avoid work if it is possible. Therefore people must be controlled, directed and threatened with punishment to make them work.

17. Mention the various factors involved in using motivational techniques.

Money
Participation
Quality of working life

18. Mention the important of leadership.

Motivating employees
Leader develops team work
Building morale
Maintaining discipline

19. Name the various leadership styles.

Autocratic or dictatorial leadership.
Participative or democratic leadership. Laissez-faire or free rein leadership.

20. What is Laissez-faire?

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

UNIT V - CONTROLLING

1. Define control.

According to Koontz “Controlling is the measurement and correction of performance in order to make sure that enterprise objectives and the plans devised to attain them are accomplished”.

2. What are the characteristics of control?

Control process is universal
Control is continuous
Control is action based

Control is forward looking.

3. What are the disadvantages of control?

Control is expensive and time-consuming process.

Human behaviour and employee morale also cannot be measured.

4. Give some critical point standards of control?

Cost standards Revenue standards
Goals standards

Program standards.

5. What are the types of control?

Feedback control
Concurrent control
Feed forward control

6. What is feedback control?

Feedback control is the process of adjusting future action on basis of information about past performance.

7. What are the requirements for effective control?

The control should be economical It must be simple
It should be flexible
It should be clear objectives

8. What are the modern techniques of control?

Management audit Return on investment PERT and CPM

9. Define budgetary control?

According to J.Batty “a system which uses budgets as a means of planning and controlling all aspects of producing and or selling commodities and services”.

10. Define budget?

According to J. Fred Meston “a budget is the expression of a firms plan in financial form for a period of time in to the future”.

11. What are the limitations of Budgeting?

- Inaccuracy
- Expenditure
- Distortion of goals

12. What is Zero Base Budgets?

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

13. What are the steps involves in ZBB?

- Decision package
- Ranking
- Allocation of resources

14. What is Internal Audit?

Internal audit is done by an internal auditor who is an employee of the organisation. He examines the objectives, policies, plans, procedures and performance of the management.

15. Define MIS

A system of obtaining abstracting, storing and analysing data to productions information for use in planning, controlling and decision making by managers at the time they can most effectively use it”

16. What are MIS Resources?

- To provide the information up to date
- To take effective decision making
- To provide the right information available in the right form at the right time

17. Define Productivity

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

18. What are the factors affecting productivity?

- Technology
- Human resources
- Government policy
- Machinery and equipment
- Skill of the worker

19. What is OR?

OR is an applied decision theory, which uses scientific, mathematical and logical means to take decisions.

20. Define Multinational Corporations.

An enterprise which own or control production or service facilities outside the country in which they are based.

21. Write some advantages of MNC.

MNC can promote quality product at lower cost.

MNC leads to increase in production aggregate employment, exports and imports of the required inputs.

MNC is paying taxes their operations increase government revenues.

22. What are global theory of management?

Situational and contingency approach.

Motivation and leadership theory.

Organisational behaviour.

23. Write some characteristics of Japanese management.

Japanese management prefer to human resources than it financial resources.

Japanese management favours job security.

Japanese are more favour to cooperation and teamwork.

Japanese management encourage the lower level employees' participation .

24. Write some limitations of Japanese management.

Decision making process is time-consuming process.

Promotion policy is not encourage outstanding younger employee.

25. Write some characteristics of German management.

German management is autocratic. Labour suggestions also accepted.

Managerial decisions are taken by the executive committee consultation with labour direction.

16 Marks:

1. What are the various methods of control techniques?

1. Traditional Techniques

2. Modern Techniques

TRADITIONAL TECHNIQUES

1. Personal observation
2. Budgeting
3. Break-even analysis
4. Financial statement
5. Statistical data & report
6. Setting examples
7. Standard costing
8. Written instructions

MODERN TECHNIQUES

1. Return on investment.
2. Management audit.
3. Management information system (MIS).
4. PERT/CPM.

2. Explain in detail about the maintenance control and Quality control

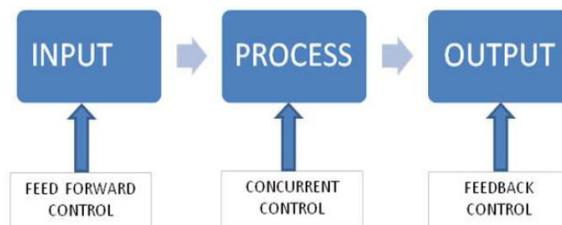
Quality control refers to the technical process that gathers, examines, analyze & report the progress of the project & conformance with the performance requirements

Maintenance department has to exercise effective cost control, to carry out the maintenance functions in a pre-specified budget

3. Describe the process of controlling



4. Explain the various types of control



5. Explain in detail about the cost control and purchase control

Purchase control: Purchase control is an element of material control. Material procurement is known as the purchase function.

cost control: Cost control is the measure taken by management to assure that the cost objectives set down in the planning stage are attained and to assure that all segments of the organization function in a manner consistent with its policies.

6. Describe the importance of controlling.

- Control is an essential function of management
 - Control is an ongoing process
 - Control is forward – working because past cannot be controlled
 - Control involves measurement
 - The essence of control is action
 - Control is an integrated system
-