

Course Code: MG6851**Course Name: PRINCIPLES OF MANAGEMENT****L-3 : T-0 : P-0 : C-3****COURSE OBJECTIVES:**

- To enable the students to study the evolution of Management,
- To study the functions and principles of management.
- To learn the application of the principles in an organization.
- To enable the effective and barriers communication in the organization
- To study the system and process of effective controlling in the organization.

COURSE OUTCOMES:

At the end of the course, the student will be able to:

CO No	Course Outcomes	Knowledge Level
C309.1	Upon completion of the course, students will be able to have clear understanding of managerial functions like planning, and have same basic knowledge on international aspect of management	K4
C309.2	To understand the planning process in the organization	K6
C309.3	To understand the concept of organization	K2
C309.4	Demonstrate the ability to directing ,leadership and communicate effectively	K3
C309.5	To analysis isolate issues and formulate best control methods.	K6

MAPPING OF COURSE OUTCOMES WITH PROGRAM OUTCOMES

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
C309.1	-	-	-	-	-	2	-	2	2	1	3	1
C309.2	-	-	-	-	-	2	-	2	2	-	2	1
C309.3	-	-	-	-	-	2	-	2	2	-	-	1
C309.4	-	-	-	-	-	2	-	2	2	3	2	1
C309.5	-	-	-	-	-	2	-	2	2	-	-	1

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
C309	-	-	-	-	-	2	-	2	2	2	2.3	1

Mapping Relevancy**3 – Substantial (Highly relevant)****2 – Moderate (Medium)****1 – Slight (Low)****COURSE DELIVERY METHODS**

- Class room lecture - Black board
- PPTs, Videos, MCQs (Plickers)
- Lab Demonstrations
- Activities like In Plant Training, Industrial Visit and Guest Lecture

ASSESSMENT METHODS

DIRECT ASSESSMENT	INDIRECT ASSESSMENT
<ul style="list-style-type: none"> • Continuous Internal Assessment(CIA) • End Semester Examination • Assignments • Seminars 	<ul style="list-style-type: none"> • Course Exit Survey • Periodical Feedback

COURSE SYLLABUS

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

Text Books:

TB1. Stephen P. Robbins & Mary Coulter, “Management”, 10th Edition, Prentice Hall (India) Pvt. Ltd.,2009.

TB2. JAF Stoner, Freeman R.E and Daniel R Gilbert “Management”, 6th Edition, Pearson Education, 2004.

REFERENCES:

RB1.Stephen A. Robbins & David A. Decenzo & Mary Coulter, “Fundamentals of Management” 7th Edition, Pearson Education, 2011.

RB2. Robert Kreitner & Mamata Mohapatra, “Management”, Biztantra, 2008.

RB3. Harold Koontz & Heinz Weihrich “Essentials of management” Tata Mc Graw Hill, 1998.

RB4. Tripathy PC & Reddy PN, “Principles of Management”, Tata McGraw Hill, 1999.

COURSE DELIVERY PLAN

COURSE INSTRUCTOR	Mr.M.Muni Reddy	FACULTY ID	HTS722
COURSE NAME	PRINCIPLES OF MANAGEMENT	COURSE CODE	MG6851
YEAR/SEM	III/VI	MONTH & YEAR	DEC 2018

S. No	Date	Unit	Topic	Text/Reference Books	Teaching Methodology	Course Outcome
1	17.12.18	I	Definition of Management ,Science or Art	TB1, RB4	Class room lecture - Black board	CO1
2	18.12.18	I	Manager Vs Entrepreneur			CO1
3	19.12.18	I	Types of managers			CO1
Slip Test 1						
4	20.12.18	I	Managerial roles and skills		Class room lecture - Black board	CO1
5	21.12.18	I	Evolution of Management, Scientific, human relations , system and contingency approaches			CO1
6	22.12.18	I	Types of Business organization		Ppt &videos	CO1
Slip Test 2						
7	24.12.18	I	Public and private sector enterprises		Class room lecture - Black board	CO1
8	26.12.18	I	Organization culture and Environment			CO1
9	26.12.18	I	Current trends and issues in Management			CO1
10	27.12.17	I	Revision Class			CO1
CIA1(27/12/18 – 4/1/2019)						
13	05.01.19	II	Nature and purpose of planning	TB1, TB3	Class room lecture - Black board	CO2
14	07.01.19	II	Planning process			CO2
15	08.01.19	II	Types of planning			CO2
Slip Test 3						
16	09.01.19	II	Objectives ,setting objectives		Class room lecture - Black board PPT	CO2
17	09.01.19	II	Policies , Planning premises			CO2
18	10.01.19	II	Strategic Management		Class room lecture - Black board	CO2
19	10.01.19	II	Planning Tools and Techniques			CO2
20	11.01.19	II	Decision making steps		PPT & Videos	CO2
21	12.01.19	II	Decision making process		PPT & Videos	CO2
22	25.01.19	II	REVISION		PPT & Videos	CO3
CIA2(22/1/19 – 27/1/2019)						
24	28.01.19	III	Nature and purpose	TB2, RB2	Class room lecture - Black board ,PPT	CO3
25	29.01.19	III	Formal and informal organization			CO3
26	30.01.19	III	organization chart			CO3
Slip Test 4						

27	30.01.19	III	Organization structure, types , Line and staff authority		Class room lecture - Black board	CO3	
28	31.01.19	III	Departmentalization ,delegation of authority			CO3	
29	31.01.19	III	Centralization and decentralization			CO3	
Slip Test 5							
30	01.02.19	III	Job Design ,Human Resource Management , HR Planning			PPT & Videos	CO3
31	01.02.19	III	Recruitment, selection, Training and Development, Performance Management				CO3
32	01.02.19	III	Career planning and management.				CO3
33	02.02.19	III	Revision				CO3
33	06.02.19	III	Revision		PPT & Videos	CO3	
CIA3(7/2/19 – 13/2/2019)							
36	14.02.19	IV	Foundations of individual and group behavior	TB2,T B3	Class room lecture - Black board	CO4	
37	14.02.19	IV	Motivation and motivation theories			CO4	
38	15.02.19	IV	Job satisfaction			CO4	
Slip Test 6							
39	15.02.19	IV	Leadership, types and theories of leadership		Class room lecture - Black board	CO4	
40	18.02.19	IV	Communication			CO4	
41	18.02.19	IV	Process of communication			CO4	
Slip Test 7							
42	19.02.19	IV	Barrier in communication		PPT & Videos	CO4	
43	20.02.19	IV	Effective communication			CO4	
44	21.02.19	IV	Communication and IT.	Class room lecture - Black board	CO4		
45	22.02.19	IV	Revision class		CO4		
CIA4(25/2/19 – 5/3/2019)							
47	06.03.19	V	System and process of controlling	TB3, RB1	Class room lecture - Black board	CO5	
48	06.03.19	V	Budgetary			CO5	
49	07.03.19	V	Budgetary types			CO5	
Slip Test 08							
50	07.03.19	V	Non-budgetary control techniques		Class room lecture - Black board	CO5	
51	08.03.19	V	use of computers and IT in Management control			CO5	
52	08.03.19	V	Productivity problems and management			CO5	
53	11.03.19	V	Control and performance		Class room lecture - Black board PPT & Videos	CO5	
54	11.03.19	V	Direct and preventive control			CO5	
55	12.03.19	V	Reporting			CO5	
56	13.03.19	V	Revision	CO5			
57	14.03.19	V	Revision			CO5	
CIA5(14/3/19 – 20/3/2019)					CO4 &CO5		
					CO 1,2,3,4,5		

UNIT 1 – INTRODUCTION TO MANAGEMENT AND ORGANIATIONS

PART A

1. What is the function of manager? (Nov 16, May 16)

- ✚ Planning is a primary function of an organization
- ✚ It helps in achieving objectives
- ✚ It is done to cope with uncertainty and change
- ✚ It helps in facilitating control
- ✚ It helps in coordination
- ✚ Planning increases organizational effectiveness ✚ Planning guides in decision – making.

2. Give the trends in management. (Nov 16)

- (1) Identification of problem
- (2) Diagnosis and analysis the problem
- (3) Search for alternatives
- (4) Evaluation of alternatives
- (5) Selecting an alternatives
- (6) Implementation and follow up

3. Define Administration. (May 13, Nov 15)

According to E.F.L Breech "Administration is that part of management which is concerned with the installation and carrying out of the procedures by which the programmer is laid down and communicated and the progress of activities is resulted and checked against plans. This Breech concerns administration as a part of management".

4. What is globalization? (May 13)

Liberalization eliminates licensing quantitative restrictions and other regulatory and discretionary controls.

The liberalization has enormously expanded the scope of the private sector. Now only a small number of industries are reserved. The liberalization of the policies towards foreign capital and technology and import liberalization have given further growth and competition.

5. Define 'Management'. (May 17, 16)

Koontz and weihrich define management in a simple form as: "Management is the process of designing and maintaining an environment in which individuals working together in groups efficiently accomplish selected aims".

6. Specify the functions of management. (Nov 12, May 16) The following are five basic functions of management:

1. Planning
2. Organizing
3. Staffing
4. Directing
5. Controlling

7. Name the different levels of management. (May 12)

The three levels of management commonly found in any organization are top, middle and lower management.

8. Who is known as father of modern operation management theory? (May 12, Nov 15) Henri Fayol is called "Father of modern operation theory".

9. Mention the role of Managers. (May 11, May 14, Nov 16)

1. Figurehead role
2. Leader
3. Liaison
4. Monitor

5. Disseminator
6. Spokes Person
7. Entrepreneur
8. Disturbance Handler
9. Resource Allocator
10. Negotiator

10. What are the various functions of management? (Nov 11, May 16)

- 1) Planning
- 2) Organizing
- 3) Staffing
- 4) Coordinating
- 5) Controlling.

11. Difference between administration and management? (Dec 14, May 14, Nov 15)

Liberalization eliminates licensing quantitative restrictions and other regulatory and discretionary controls.

The liberalization has enormously expanded the scope of the private sector. Now only a small number of industries are reserved. The liberalization of the policies towards foreign capital and technology and import liberalization have given further growth and competition.

12. What are the essential skills of manager? (Nov 13)

Koontz and wehrich define management in a simple form as: "Management is the process of designing and maintaining an environment in which individuals working together in groups, efficiently accomplish selected aims".

13. What is Scientific Management?

Fredrick Winslow Taylor is called "Father of Scientific management". Taylor attempted a more scientific approach to management as well as the problems and the approach was based upon four basic principles.

- ✦ Observation and measurement should be used in the Organizations.
- ✦ The employees should be scientifically, selected and trained.
- ✦ Due to scientific selection and training, an employee has the opportunity of earning a high rate of pay.
- ✦ A mental revolution in the form of constant cooperation between the employer and employees should be given the benefits of scientific management.

14. Is management –an art or science? (May 16)

The three levels of management commonly found in any organization are top, middle and lower management.

PART B

1. Discuss the scope and nature of management. (Nov 12, 15)

Ref. "Management" by Stephen P.Robbins & Coulter, 10th Edition. [Page. No. 7]

2. What are the environmental factors that affect business? Explain. (Nov 12, 15)

Ref. "Management" by Stephen P.Robbins & Coulter, 10th Edition. [Page. No. 61]

3. Enumerate the trends and challenges of Management in globalized era. (Nov 12)

Ref. "Management" by Stephen P.Robbins & Coulter, 10th Edition. [Page. No. 52]

4. Explain the detail about the different types of business organization. (Nov 16, 15, May 17)

Ref. "Principles of Management" by Vijayaragavan. [Page.

No.1.33] **5. Difference between private and public sectors enterprises.**

Ref. "Principles of Management" by Vijayaragavan. [Page.

No.1.42] **6. Write a short note on sole proprietorship and partnership.**

Ref. "Principles of Management" by Vijayaragavan. [Page. No.1.55]

7. Explain the principles of administrative theory of management with suitable illustrations. (Nov 13, May 13, May 16)

Ref. "Management" by Stephen P.Robbins & Coulter, 10th Edition. [Page. No. 28]

8. Explain the salient features of neo- classical theory of management with the human relations approach and behavioral science approach. (Nov 13, May 16, Nov 16)

Ref. "Management" by Stephen P.Robbins & Coulter, 10th Edition. [Page. No. 26 & 33]

9. State and explain the important contributions of Taylor and Fayol in the field of management thoughts. (May 12, May 13, May 16)

Ref. "Principles of Management" by Vijayaragavan. [Page. No.1.30] Ref.

"Principles of Management" by Vijayaragavan. [Page. No. 1.36]

Ref. "Management" by Stephen P.Robbins & Coulter, 10th Edition. [Page. No. 27 & 28]

10. Discuss the role of manager. (May 12, May 17)

Ref. "Management" by Stephen P.Robbins & Coulter, 10th Edition. [Page. No. 9]

11. Describe the important functions of management. (May 12, 17)

Ref. "Management" by Stephen P.Robbins & Coulter, 10th Edition. [Page. No. 8]

12. Illustrate the various organizational culture and environment with a neat diagram. (Nov 15, Nov 16) Ref. "Management" by Stephen P.Robbins & Coulter, 10th Edition. [Page. No. 43]

13. Describe the relative importance of each type of the skills to lower, middle and upper level managers. (Nov 11)

Ref. "Management" by Stephen P.Robbins & Coulter, 10th Edition. [Page. No. 11]

Ref. "Principles of Management" by Vijayaragavan. [Page. No. 1.53]

14. Explain the system based approach towards the management. (Nov 11, May 14, Nov 16) Ref. "Management" by Stephen P.Robbins & Coulter, 10th Edition. [Page. No. 35]

15. Compare the manager Vs Entrepreneur.

Ref. "Principles of Management" by Vijayaragavan. [Page. No. 1.36]

16. Explain the trends and challenges of management in global scenario. (May 13) Ref. "Management" by Stephen P.Robbins & Coulter, 10th Edition. [Page. No. 79] UNIT 2 – PLANNING

PART A

1. Define MBO. (May 11, 12, Nov 16)

MBO is a process whereby superior and subordinate manager 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.

2. Mention any two features of decision making. (May 11)

1. Decision – making is a selection process. The best alternative is selected among many available alternatives.
2. Decision – making is a goal – oriented process. Decisions are made to achieve some goal or objective.
3. Decision – making is the end process. It is preceded by a detailed discussion and selection of alternatives.
4. Decision – making is a human and rational process involving the application of intellectual abilities. It involves deep thinking and foreseeing things.

3. What is the main purpose of planning? (Nov 12, May 12, 13, May 17)

- ✚ Planning is a primary function of an organization
- ✚ It helps in achieving objectives
- ✚ It is done to cope with uncertainty and change
- ✚ It helps in facilitating control and coordination
- ✚ Planning increases organizational effectiveness
- ✚ Planning guides in decision – making.

4. Define the term strategic planning? (Nov12, May 14)

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

5. List the different types of planning. (May 12)

Four major types of plans can help managers achieve their organization's goals:

1. Operational plan
2. Tactical plan
3. Strategic plan
4. Contingency plan

6. Distinguish between planning and tactical planning. (May 15)

Koontz and Weihrich have defined MBO as follows: "MBO is 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 objectives".

7. What is meant by policies? (May 14, Nov16)

According to Alfred D. Chandler, "Strategy is the determination of basic long – term objectives and adoption of course of action and allocation of resources to achieve these goals"

8. What are the objectives of planning? (May 13, 16)

- ✚ Planning is a primary function of an organisation
- ✚ It helps in achieving objectives
- ✚ It is done to cope with uncertainty and change
- ✚ It helps in facilitating control and coordination
- ✚ Planning increases organizational effectiveness ✚ Planning guides in decision – making.

9. Name any four Quantitative forecasting techniques. (May 13)

1. Failure to teach the philosophy of MBO
2. Failure to give guidelines to goal setters.
3. Difficulty in setting goals.
4. Emphasis on short – term goals
5. Danger of inflexibility
6. Time – consuming
7. Increased paper work

10. Define "Mission".

Mission may be define as "a statement which defines a role that an organization plays in the society".

11. Name any two important procedures in organization.

1. Procedures for placing orders for material and equipment.
2. Procedures for sanctioning different types of employees leave.

12. State any four limitations of planning.

1. Lack of accurate information
2. Time and cost
3. Inflexibility
4. Delay during emergency period.

13. Classify policies.

1. Formulated policies
2. Appealed policy
3. Imposed policy
4. Written policies
5. Implied policies

14. Define planning premises. (Nov 15)

Planning premises are the assumptions that should be made about the various elements of the environment. It provides the basic framework in which plans operate. This premises may be internal or external. Internal premises include organizational policies, resources of various types, sales forecast and the ability of an organisation to withstand the environmental pressure. External premises include the total factors in task environment, such as political, social, technological, competitors, plans and actions, and government policies, etc...

PART B

1. What are the steps in the planning process? (May 11, 14, Nov 15, May 17) Ref. "Management" by Stephen P.Robbins & Coulter, 10th Edition. [Page. No. 147]

2. Mention any four advantages and four limitations of planning. (May 11) Ref. "Management" by Stephen P.Robbins & Coulter, 10th Edition. [Page. No. 155]

3. State and explain the common steps involved in a typical managerial decision making process. (May 11, 16, Nov 16, May 17)

Ref. "Management" by Stephen P.Robbins & Coulter, 10th Edition. [Page. No. 122]

4. Discuss the types of policies.

Ref. "Principles of Management" by Vijayaragavan. [Page. No. 2.68]

5. Explain Business portfolio matrix. (Nov 11)

Ref. "Principles of Management" by Vijayaragavan. [Page. No. 3.25]

6. Define planning. Explain the Planning tools and techniques.

Ref. "Principles of Management" by Vijayaragavan. [Page. No. 2.8]

7. Describe in detail the various types of organizational plans. (Nov 11)

Ref. "Management" by Stephen P.Robbins & Coulter, 10th Edition. [Page. No. 149]

8. What are the different type's decisions and decision making process? (Nov 11, May 13, 14, Nov 16)

Ref. "Management" by Stephen P.Robbins & Coulter, 10th Edition. [Page. No. 129]

9. Explain the principles of planning. (May 12)

Ref. "Management" by Stephen P.Robbins & Coulter, 10th Edition. [Page. No. 146]

10. Describe the nature and purpose of planning. (May 12, 16)

Ref. "Principles of Management" by Vijayaragavan. [Page. No. 2.82]

Ref. "Management" by Stephen P.Robbins & Coulter, 10th Edition. [Page. No. 148]

11. With the help of block diagram, explain the process of management by objectives (MBO). (May 12, Nov 15, 16)

Ref. "Principles of Management" by Vijayaragavan. [Page. No. 2.34]

12. Define planning. Explain the steps involved in the planning process. (Nov 12, May 14, Nov 13, 15, May 17)

Ref. "Principles of Management" by Vijayaragavan. [Page. No. 2.8]

13. Write short notes on the following: (May 12, Nov 15, May 16)

1. Write the objective of planning.

2. Types of strategies.

Ref. "Management" by Stephen P.Robbins & Coulter, 10th Edition. [Page. No. 148 & 169]

14. What are different types of plans? Explain each in detail. (Nov 16)

Ref. “Management” by Stephen P.Robbins & Coulter, 10th Edition. [Page. No. 149]

15. Explain the selection procedure of an alternative. (May 17)

Ref. “Management” by Stephen P.Robbins & Coulter, 10th Edition. [Page. No. 213 & 214]

16. Write short note on SMART objectives.

Ref. “Principles of Management” by Vijayaragavan. [Page. No. 2.33]

17. Define Forecasting. Explain the various forecasting techniques used for decision making process. Ref. “Principles of Management” by Vijayaragavan. [Page. No. 2.52]

18. Define strategic planning. What are the steps involved in strategic planning? (May 13) Ref. “Management” by Stephen P.Robbins & Coulter, 10th Edition. [Page. No. 164 & 166]

19. Define decision making process. Explain the process followed while taking a decision in normal situation. (May 13, 14, Nov 16)

Ref. “Management” by Stephen P.Robbins & Coulter, 10th Edition. [Page. No. 122 & 129]

UNIT – III ORGANISING

PART A

1. What is the purpose of Organization? Nov 13, May15

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

2. Define Staffing? Dec 14

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.

3. Difference between formal and informal organization. Nov 13, May 15

S.NO	Point of view	Formal organization	Informal Organization
1	Nature	Planned and official	Unplanned and Unofficial
2	Size	Large in size	Small in size
3	Number of groups	More	Less
4	Control process	Rigid rules and regulation	Group norms and values

4. Write the Uses of Organization Chart.

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

5. State the importance of HRM? May 17

It helps to make use of the Organizational resources.
It prov ides effective and efficient personals to the organization.
Helps to discover talented and competent persons. Helps to ensure uninterrupted flow of business.

6. Define 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.

7. What is performance appraisal? Nov 16, May 17

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

8. Compare centralization and decentralization.

S.No	Centralization	Decentralization
1	The authority for most decisions is concentrated at the top of the managerial hierarchy	The authority to be dispersed by extension and delegation through all levels of management
2	It is the systematic and consistent reservation of authority at central points within an organization	It applies to the systematic delegation of authority in an organization wide context

9. State the importance of staffing? Nov 15

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

10. Write down the career stages.

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

11. Difference between authority and power. (Nov 15)

S.No	Power	Authority
1	It is ability to command & influence behavior of another	It is institutional right to command
2	It does not follow any hierarchy	It follow hierarchy
3	May exist between 2 persons	Superior and subordinate relationship
4	Being personalized attribute, cannot be delegated	It can be delegated

12. Define 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.

13. Difference between selection and recruitment.

S.No	Selection	Recruitment
1	It is a positive approach	Negative approach
2	It proceeds selection	It follow recruitment

3	The candidate have not to cross over many hurdles	Many hurdles have to be crossed
4	It encourage large number of candidate for a job	It attempts at rejecting un suitable candidates

14. Write the note on training.

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

PART-B

1. Explain about the organizational culture.

May 13, Nov 16

Ref. “Principles of Management” by Vijayaragavan. [Page. No. 3.15]

2. Discuss the various types’ centralization

Nov 16

Ref. “Management” by Stoner, Freeman, Gilbert, 6th Edition. [Page. No. 385]

3. Explain briefly about the various types of departmentation.

May 13, Nov 16 Ref.

“Management” by Stephen P.Robbins & Coulter, 10th Edition. [Page. No. 187]

4. Explain the process involved in selecting and recruiting a graduate trainee in organization

May 14, 17

Ref. “Management” by Stephen P.Robbins & Coulter, 10th Edition. [Page. No. 212]

5. Explain the difference between line and staff organization with an example. Discuss its merits and demerits.

Ref. “Management” by Stoner, Freeman, Gilbert, 6th Edition. [Page. No. 379]

6. What is meant by departmentation? Explain the need and importance of departmentation.

May 13, Nov 16

Ref. “Principles of Management” by Vijayaragavan. [Page. No. 3.52]

Ref. “Management” by Stephen P.Robbins & Coulter, 10th Edition. [Page. No. 187]

7. Distinguish between formal and informal organization

Nov 13 Ref.

“Principles of Management” by Vijayaragavan. [Page. No. 3.88]

8. Explain the steps in selection process

May 14, May 17 Ref.

“Management” by Stoner, Freeman, Gilbert, 6th Edition. [Page. No. 413]

9. Explain any four methods of performance appraisal.

Nov 15

Ref. “Management” by Stoner, Freeman, Gilbert, 6th Edition. [Page. No. 420]

10. Explain the steps involved in the quality control process with advantages and disadvantages.

Ref. “Principles of Management” by Vijayaragavan. [Page. No. 3.15]

11. Draw and explain the concept of job design.

Ref.

“Management” by Stoner, Freeman, Gilbert, 6th Edition. [Page. No. 389]

12. Write short note on Human recourse management.

May 17

Ref. “Management” by Stephen P.Robbins & Coulter, 10th Edition. [Page. No. 207 all topics]

13. Difference between career planning and management.

Ref. “Principles of

Management” by Vijayaragavan. [Page. No. 3.163]

14. What is the performance of management?

Ref. “Principles of Management” by Vijayaragavan. [Page. No. 3.122]

UNIT IV – DIRECTING

PART A

1. Define Direction.

May 12, May 13

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

2. Mention the importance of Leadership

Nov 15, May 16

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

3. 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.

4. Differentiate Innovation and Invention.

Nov 15

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.

5. What is job enrichment?

May 16, 17

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.

6. Mention the various elements in the process of communication

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

7. What is brainstorming?

Nov 15, May 13

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.

8. What are the elements in the maslow's hierarchy of needs?

May 13, Nov 16

Higher level needs can be satisfied in many more ways than the lower level needs Various level needs are inter dependent and overlapping

9. What is effective communication?

Nov 16

- The information should be simple and clear.
- In written communication, principle of line authority should be followed.

- The information should contain adequate information.
- Communication should be sent and reached timely.

10. Define motivation.

May 14

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.

11. Compare formal and informal communication.

Basic for Comparison	Formal Communication	Informal Communication
Another name	Official communication	Grapevine communication
Speed	Slow	Very fast
Reliability	More	Less
Time consuming	Yes	No

12. Who is a leader?

May 16

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.

13. Mention the types of leadership.

Nov 15, May 16

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

14. State job satisfaction.

Job satisfaction or employee satisfaction has been defined in many different ways. Some believe it is simply how content an individual is with his or her job, in other words, whether or not they like the job or individual aspects or facets of jobs, such as nature of work or supervision.

PART-B

1. Explain about motivation techniques in detail.

May 11

Ref. “Principles of Management” by Vijayaragavan. [Page. No. 4.25]

2. Explain porter and Lawler theory of motivation and Adam’s equities theory of motivation.

May 14, May 13, Nov 15, May 16, May 17

Ref. “Principles of Management” by Vijayaragavan. [Page. No. 4.32]

Ref. “Management” by Stephen P.Robbins & Coulter, 10th Edition. [Page. No. 354]

3. Enumerate the leadership theories with clear examples.

Nov 16

Ref. “Management” by Stephen P.Robbins & Coulter, 10th Edition. [Page. No. 375]

4. Compare formal and informal communication. Ref. “Principles of Management” by Vijayaragavan. [Page. No. 4.108]

5. Explain the motivational theory in detail.

May 14, May 13, Nov 15, May 16, May 17 Ref.

“Management” by Stephen P.Robbins & Coulter, 10th Edition. [Page. No. 345]

6. Illustrate the communication and IT in detail.

May 17

Ref. “Management” by Stephen P.Robbins & Coulter, 10th Edition. [Page. No. 330]

7. Explain the various leadership styles.

May 16, Nov 16

Ref. “Management” by Stoner, Freeman, Gilbert, 6th Edition. [Page. No. 500]

8. What is the barrier of effective communication? Explain the different types of communication.

May 14, Nov 15, May 16, Nov 16, May 17

Ref. “Management” by Stephen P.Robbins & Coulter, 10th Edition. [Page. No. 323]

9. Explain the different motivation theories and also discuss how it is useful in leadership of an organization.

May 14, May 13, Nov 15, May 16, May Ref. “Management” by

Stephen P.Robbins & Coulter, 10th Edition. [Page. No. 345 & 392]

10. Difference between motivation and satisfaction.

Ref. “Principles of

Management” by Vijayaragavan. [Page. No. 4.25]

11. Explain the importance of communication. Ref. “Management” by Stephen P.Robbins & Coulter, 10th Edition. [Page. No. 319]

12. Explain the various types of leadership with its different styles.

May 16 Ref.

“Management” by Stoner, Freeman, Gilbert, 6th Edition. [Page. No. 500 & 508]

13. What are the essential qualities of good leader?

May 16 Ref.

“Management” by Stephen P.Robbins & Coulter, 10th Edition. [Page. No. 392]

14. Explain in detail the various types of individual and group behavior. Ref. “Principles of Management” by Vijayaragavan. [Page. No. 4.98]

15. Explain the different barrier and breakdown of communication process.

May 14, Nov 15, May 16, Nov 16, May 17

Ref. “Management” by Stephen P.Robbins & Coulter, 10th Edition. [Page. No. 323 & 325]

16. What is selection and what are all the different stages used for selecting the candidates. May 17

Ref. “Management” by Stephen P.Robbins & Coulter, 10th Edition. [Page. No. 214]

UNIT 5 – CONTROLLING

PART A

1. List out the types of control.

May 13

1. Feedback control
2. Concurrent control
3. Feed forward control
4. Continuous control.

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

May 17

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

3. Difference between budgetary and non budgetary control.

May 14

	Budgetary Control	Non Budgetary Control
DEF	A system which uses budgets as a means of planning and controlling all aspects of producing services	It involves controlling using non budgeted expenses. i.e., Those expenses not defined in normal budgeted expenses

Objective	Aims at the maximization of profits	Non-Budgetary Control Techniques. 1 Statistical data: 2 Break- even point analysis: 3 Operational audit: 4 Personal observation:
Advantage	Improves the planning in the organization	Not Improves the planning in the organization
Limitation	Accuracy, expenditure	The major problem occurs when budget is applied mechanically and rigidly.

4. Write the uses of computers in management control.

May 16, Nov 16

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.

5. Mention the different types of budget.

May 14

Budgetary and non budgetary control techniques

6. Define productivity and types.

May 14

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

7. What is meant by budget?

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

8. Compare budgetary and non budgetary control techniques.

A system which uses budgets as a means of planning and controlling all aspects of producing services	It involves controlling using non budgeted expenses.i.e.those expenses not defined in normal budgeted expenses
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9. Write the basic steps involved in the process of controlling?

May 17

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

10. What are the potential pitfalls of budget?

Inaccuracy
Expenditure
Distortion of goals.

11. Give the note on 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

12. 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

13. What is Zero base budgeting?

Nov 15

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

14. Define MIS.

May 16

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.

PART-B

1. Impact of IT in management concepts-Discuss.

Nov 16, May 17

Ref. "Management" by Stoner, Freeman, Gilbert, 6th Edition. [Page. No. 641]

2. Write short note on quality control

Nov 13 Ref.

"Management" by Stoner, Freeman, Gilbert, 6th Edition. [Page. No. 586]

3. Explain the steps involved in the process of controlling.

May 13, Nov 15, May 17 Ref.

"Management" by Stephen P.Robbins & Coulter, 10th Edition. [Page. No. 404]

4. Mention the productivity problems in the management

May 16, Nov 16 Ref.

"Principles of Management" by Vijayaragavan. [Page. No. 5.51]

5. What tool and techniques do you suggest to improve productivity in Indian organization

Ref. "Principles of Management" by Vijayaragavan. [Page. No. 5.48]

6. Discuss in detail about budgetary and non budgetary control techniques.

May 14, 13, Nov 13, 15, 16

Ref. "Principles of Management" by Vijayaragavan. [Page. No. 5.16]

Ref. "Management" by Stoner, Freeman, Gilbert, 6th Edition. [Page. No. 594]

7. Explain the following (i) purchase control (ii) Maintenance control

May 14, Nov 15

Ref. "Principles of Management" by Vijayaragavan. [Page. No. 5.98]

8. Give an account of some popular non budgetary control techniques, with special reference to break even analysis and ratio analysis.

Nov 15, 16 Ref. "Principles of

Management" by Vijayaragavan. [Page. No. 5.16]

9. Discuss the various types of budget in detail.

Nov 16

Ref. "Principles of Management" by Vijayaragavan. [Page. No. 5.16]

Ref. "Management" by Stephen P.Robbins & Coulter, 10th Edition. [Page. No. 598]

10. Explain the steps involved in the quality control process with advantages and disadvantages.

May 14

Ref. "Principles of Management" by Vijayaragavan. [Page. No. 5.99]

Ref. “Management” by Stephen P.Robbins & Coulter, 10th Edition. [Page. No. 409]

11. Draw the system and process of controlling.

Nov 15

Ref. “Management” by Stephen P.Robbins & Coulter, 10th Edition. [Page. No. 402]

12. Write short note on reporting.

Ref.

“Principles of Management” by Vijayaragavan. [Page. No. 5.83]

13. What are the uses of computers in management control

Nov 16, May 17

Ref. “Principles of Management” by Vijayaragavan. [Page. No. 5.46]

Ref. “Management” by Stoner, Freeman, Gilbert, 6th Edition. [Page. No. 641 & 645]

14. A farm owner is seriously considering of drilling a farm well. In the past only 70% of wells drilled were successful at 200 feet depth in that area. Moreover, on finding no water at 200 feet, some persons drilled it further up to 250ft., but only 20% struck water at 250ft. 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 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 200ft, drill further up to 250ft.

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

Ref. “Principles of Management” by Vijayaragavan. [Page. No. Q-37]

ANNA UNIVERSITY PREVIOUS YEAR QUESTION PAPERS

B.E./B.Tech. DEGREE EXAMINATION, APRIL/MAY 2017.

Fourth/Fifth/Sixth/Seventh/Eighth Semester

Civil Engineering

MG 6851 – PRINCIPLES OF MANAGEMENT

(Regulations 2013)

PART A — (10 × 2 = 20 marks)

1. Define management.
2. What is an organizational culture?
3. State the purpose of planning.
4. List the planning tools available in business management.
5. What is delegation of authority?
6. Why performance management is important?
7. What is personality? **www.rec**
8. What do you understand on the term 'job enrichment'?
9. What is preventive control in management?
10. Why controlling is important?

PART B — (5 × 13 = 65 marks)

11. (a) Explain the different roles and functions of a manager.

Or

- (b) Explicate the different types of business organizations.

12. (a) Explain the general planning process adopted by the business organizations.

Or

- (b) Discuss the eight steps of decision making process.
13. (a) Explain the different types of organizational structures followed by the companies.

Or

- (b) Describe the Human Resource Management activities in a business organization.
14. (a) Discuss the contemporary theories of motivation.

Or

- (b) Identify the barriers in communication and explain how to overcome them.
15. (a) Describe in detail about the three steps in the control process.

Or

- (b) Discuss the uses of computers and IT in Management control.

PART C — (1 × 15 = 15 marks)

16. (a) Explain the issues of organizational culture in modern business organizations.

Or

- (b) “Job performance of individual is significantly influenced by the employee’s attitude” — Discuss.

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

Seventh Semester

Electrical and Electronics Engineering

MG 6851 – PRINCIPLES OF MANAGEMENT

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)

- (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)

B.E./B.Tech. DEGREE EXAMINATION, MAY/JUNE 2016

Sixth Semester

Mechanical Engineering

MG 6851 – PRINCIPLES OF MANAGEMENT

(Regulations 2013)

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. What are the objectives of planning ?
4. List the steps in decision making process.
5. Define Organizing.
6. What is decentralization ?
7. Mention the various types of leadership styles.
8. What do you mean by the term 'Noise' in communication ?
9. Name any two HR related controlling techniques.
10. What are the uses of computers in handling information ?

PART – B (5 × 16 = 80 Marks)

11. (a) (i) Is Management a Science or Art ? Discuss. (8)
(ii) Explain the evolution of Management in detail. (8)

OR

- (b) Explain the fourteen principles of management advocated by Henry Fayol. (16)
12. (a) What are the objectives of planning ? Illustrate how you will set objectives for a manufacturing organization. (16)

OR

- (b) With suitable example illustrate the steps involved in the process of decision making. (16)

13. (a) In detail explain the Nature and Purpose of Organization. (16)

OR

- (b) Explain line and functional organizational structures with their advantages and limitations. (16)

14. (a) (i) What are the essential qualities of a good leader ? (8)
(ii) Name the motivational theories and explain any two of them. (8)

OR

- (b) Discuss how the communication through electronic media is helpful for effective business. (16)

15. (a) (i) What is productivity ? Explain the methods of improving productivity in IT industry. (8)
(ii) List out the needs and characteristics of MIS. (8)

OR

- (b) Write short notes on :
(i) Control of productivity problems and management. (8)
(ii) Direct and preventive control. (8)



B.E – DEGREE EXAMINATION NOV / DEC 2015

**Sixth Semester
Regulation (2008)**

PART A (10*2=20)

1. Who is the father of scientific management? What is scientific management?
2. Distinguish between Administration and Management?
3. Define Planning Premises.
4. What is difference between Strategy and Policy?
5. What are the limitations of line and staff authority?
6. What is delegation of authority?
7. Name any four leadership styles.
8. What is meant by organizational culture?
9. Explain briefly the term zero – base budgeting?
10. What is quality control?

PART B (5*16 = 80)

11. (a) i) Discuss the scope and nature of management.
ii) What are the environmental factors that affect the business? Explain them. Or
(b) With suitable examples explain the various types of business organization.
12. (a) Explain the steps involved in planning process. Or
(b) Write short note on Management By Objectives and Types of Strategy.
13. (a) What is Span of control and explain the factors which influence the span of control. Or
(b) Explain any four methods of performance appraisal.
14. (a) Explain any two theories of motivation.
Or
(b) Define Communication. What are the barriers to effective communication?
15. (a) With suitable examples explain any four non-budgetary control techniques.
Or
(b) i) Explain the concept and process of controlling in detail.
ii) Write a note on different types of control.