

1701BA101 PRINCIPLES OF MANAGEMENT

Academic Year : 2018-2019
Year / Semester: I / I

Question Bank

Programme : MBA
Course Coordinator: Mrs.G Divya
Bharathi & Mr.
Sushil Allan S

Course Objectives	Course Outcomes:
<p>1.To expose the students to the basic concepts of management.</p> <p>2.To understand how an organization functions.</p> <p>3.To understand the complexity and wide variety of issues managers face in today's business firms</p>	<p>On completion of the course, students will be able to</p> <p>CO1: Discuss the elements of effective management using technical skill in managerial skill</p> <p>CO2: Elaborate the planning, Decision Making process by evaluating the course of action.</p> <p>CO3: summarize the methods in recruitment, selection using recruitment sources.</p> <p>CO4: Explain communication effectiveness through both oral and written presentations.</p> <p>CO5: illustrate the concepts of organization culture using cultural diversity.</p> <p>Co 6: utilize the various control techniques in organization with the help of budgetary control</p>

PART – A (2 Mark Questions with Key)

S.No	Questions	Mark	COs	BTL
UNIT I – INTRODUCTION TO MANAGEMENT				
1	<p>What is mean by management?</p> <p>Management is the process of giving direction and controlling the various activities of the people to achieve the objectives of an organization.</p>	2	1	K1
2	<p>Definemanagement.</p> <p>F.W.Taylor “Management is the art of knowing what do you want to do and then seeing that it is done in the best and cheapest way”</p>	2	1	K1
3	<p>What is science?</p> <ul style="list-style-type: none"> <input type="checkbox"/> The existence of a systematic body of knowledge with array of principles. <input type="checkbox"/> Based on scientific enquiry. <input type="checkbox"/> Principle should be verifiable. <input type="checkbox"/> Reliable basis for Predicting future events. 	2	1	K1
4	<p>What is art?</p> <p>It means application of skill in finding a desired results. Art is the way of doing things skillfully</p>	2	1	K1
5	<p>What are the various functions of management?</p> <p>Planning organizing staffing Directing Controlling</p>	2	1	K1
6	<p>What are the managerial skills?</p>			

	<input type="checkbox"/> Technical skill	2	1	K1
	<input type="checkbox"/> Human skill			
	<input type="checkbox"/> Conceptual skill			
7	Write a short on McKinsey's 7-S framework approach			
	✓ Strategy			
	✓ Structure			
	✓ Systems	2	1	K1
	✓ Style			
	✓ Staff			
	✓ Shared values			
	✓ Skills			
8	Define manager.			
	A manager is one who works with and through other people by coordinating their work activities in order to accomplish organizational goals.	2	1	K1
9	What are the social responsibilities of managers?			
	✓ Responsibility towards shareholders			
	✓ Responsibility towards consumers			
	✓ Responsibility towards employees	2	1	K1
	✓ Responsibility towards creditors			
	✓ Responsibility towards suppliers			
	✓ Responsibility towards the government			
	✓ Responsibility towards competitors			
	✓ Responsibility towards general public			
10	What is Ethics in management?			
	Management ethics" is related to social responsiveness of a firm. It is "the discipline dealing with what is good and bad, or right and wrong, or with moral duty and obligation. It is a standard of behavior that guides individual managers in their works".	2	1	K1
11	What are the environmental factors affecting organization?			
	.Internal environment			
	.External environment			
	-Task environment	2	1	K1
	-General environment			
12	What is Social Audit?			
	Social audit is the main tool to evaluate corporate social responsibility. It involves a commitment to systematic assessment of the company main activities that have a social impact and reporting to the society on relevant issue.	2	1	K1
13	What are the factors affecting ethical standards?			

	<ul style="list-style-type: none"> ✓ Public disclosure and publicity ✓ The increased concern of a well-informed public ✓ Government regulations ✓ Educational programs in ethics. 	2	1	K1
14	<p>Define productivity.</p> <p>Productivity is the output- input ratio within a time period, with due consideration for quality.</p> <p style="text-align: center;">Productivity = outputs/ inputs</p>	2	1	K1
15	<p>What is Technical skill?</p> <p>Technical skill is knowledge of and proficiency in working with tools and specific techniques on given processes and problems</p>	2	1	K1

UNIT II – PLANNING

1	<p>Define planning.</p> <p>“Planning is the conscious of selecting and developing the best course of action to accomplish an objective. It is the basis from which future management action spring”.-Mary Cushing Niles</p>	2	2	K1
2	<p>What are the purpose of planning?</p> <ul style="list-style-type: none"> <input type="checkbox"/> Primary of Planning <input type="checkbox"/> To achieve objectives <input type="checkbox"/> To cope with uncertainty and change <input type="checkbox"/> To help in coordination <input type="checkbox"/> To increase organization effectiveness <input type="checkbox"/> To guide decision making. 	2	2	K1
3	<p>What is strategic plan?</p> <p>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.</p>	2	2	K1
4	<p>What is mean by objectives?</p>			

	Objectives are the aims, purpose or goals that an organization wants to achieve over varying periods of time. objectives simply let people know what they are trying to do, or what is expected of them at the close of evaluation period.	2	2	K2
5	Define mission and vision Mission may be defined as a statement which defines the role that an organization plays in the society. A vision statement indicates how the organization should be, after a particular time period.	2	2	K1
6	What is MBO? Management by objective(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 objectives.	2	2	K1
7	What is mean by policies? It is a statement and predetermines guideline that provides directions for decision making and taking action	2	2	K1
8	What is mean by strategic management Strategic management is that set of managerial decisions and actions that determines the long-run performance of an organization. It entails all of the basic management functions; that is the organization's strategies must be planned, organized, put into effect, and controlled	2	2	K1
9	What is mean by decision making? Decision making is the selection based on some criteria from two or more possible alternatives.	2	2	K1
10	What are the types of decisions? <ul style="list-style-type: none"> ✓ Programmable and non-programmable decisions ✓ Once for all and routine decisions ✓ Individual and group decisions ✓ Personal and organizational decisions ✓ Initiative and approval decisions ✓ Certain and ambiguity decisions ✓ Strategic and operative decisions ✓ Adaptive and innovative decisions 	2	2	K1
11	List different types of plans. <ul style="list-style-type: none"> Strategic plan Tactical plan Operational plan Contingency plan 	2	2	K1
12	What are the types of rational decision making?			

	<input type="checkbox"/> Objectively rational decision			
	<input type="checkbox"/> Subjectively rational decision	2	2	K1
	<input type="checkbox"/> Consciously rational decision			
	<input type="checkbox"/> Organizationally rational			
	<input type="checkbox"/> Personally rational			
13	What is mean by procedures? Procedures are plans that establish a required method of handling future activities. They and they detail the exact manner in which certain activities must be accomplished	2	2	K1
14	What is programs? Programs refer to a set of clear instructions in a clear and logical sequence to perform a particular task	2	2	K1
15	What is budget? A budget is a statement of expected results expressed in numbers. In fact, the operating budget, expressed in terms of revenues and expenses, is often called a profit plan.	2	2	K1
UNIT III – ORGANIZING				
1	What is mean by organizing? Organizing is the process of defining and grouping the activities of the enterprise and establishing the authority relationship of them	2	3	K1
2	Define Formal organization? “System of well-defined jobs, bearing a definite measure of authority, responsibility and accountability”-Allen	2	3	K1
3	What is mean by informal organization? Informal organization refers to the relationship between people in the organization based on personal attitudes, emotions, prejudices, likes, dislikes etc.	2	3	K1
4	What is organization structure? Formal pattern of interactions and coordination to link the task of individual & groups in achieving goals.	2	3	K1
5	What is mean by line authority? The line authority flows from top to bottom and the staff authority is exercised by the specialists over the line managers who advise them on important matters.	2	3	K1
6	What is departmentalization? Process of grouping activities into departments. Departmentation is the process of grouping of work activities into departments, divisions, and other homogenous units.	2	3	K1
7	What is delegation of authority? Delegation of authority can be defined as subdivision and sub-allocation of powers to the subordinates in order to achieve effective results.	2	3	K1
8	What is centralization and decentralization?			

	It is the process of transferring and assigning decision-making authority to higher levels of an organizational hierarchy.	2	3	K1
	It is the process of transferring and assigning decision-making authority to lower levels of an organizational hierarchy			
9	What is mean by staffing? Staffing involves filling the positions needed in the organization structure by appointing competent and qualified persons for the job	2	3	K1
10	What is span of control? Span of control refers to the number of persons a manager can control effectively to achieve the goals of the organization. <input type="checkbox"/> Organization with widespan <input type="checkbox"/> Organization with narrowspan	2	3	K1
11	What is mean by training? Training is a process of learning a sequence of programmed behavior. It improves the employee’s performance on the current job and prepares them for an intended job.	2	3	K1
12	What is mean by performance appraisal? Performance appraisal is the process of obtaining, analyzing and recording information about the relative worth of an employee.	2	3	K1
13	What is orientation? Orientation is planned introduction of employees to their jobs, their co-workers and the organization.	2	3	K1
14	What is Recruitment? Recruitment is the process of finding and attempting to attract job candidates who are capable of effectively filling job vacancies.	2	3	K1
15	Define Selection. Selecting a suitable candidate can be the biggest challenge for any organization. The success of an organization largely depends on its staff.	2	3	K1

UNIT IV –DIRECTING

1	What is mean by directing? Directing as the process of instructing, guiding and inspiring human factors in the organization to achieve the organization objectives.	2	4	K1
2	What are the elements of directing <ul style="list-style-type: none"> • Motivation • Leadership • Communication 	2	4	K1
3	Define motivation. “Motivation means a process of stimulating people inactionto	2	4	K1

accomplish desired goals” –Scott

- | | | | | |
|----|--|---|---|----|
| 4 | What are the type of motivation?
<input type="checkbox"/> Positivemotivation
<input type="checkbox"/> Negativemotivation
<input type="checkbox"/> Intrinsicmotivation
<input type="checkbox"/> Extrinsicmotivation | 2 | 4 | K1 |
| 5 | List out the basic needs in a hierarchy.
• Physiologicalneeds
• Safetyneeds
• Socialneeds
• Esteemneeds
• Self- actualizationneeds | 2 | 4 | K1 |
| 6 | Define leadership.
“Leadership is the art of process of influencing people so that they will strive willingly towards the achievement of group goals” -knots O“Donnel. | 2 | 4 | K1 |
| 7 | Mention the various type of leadership style?
<input type="checkbox"/> Autocratic or Dictatorialleadership
<input type="checkbox"/> Participative or democraticleadership
<input type="checkbox"/> Laissez-faire or free reinleadership | 2 | 4 | K1 |
| 8 | What is meant by Communication?
Communication is the process of passing of information from one person to another person. It should be always be clear and understood by the person who receives the message. | 2 | 4 | K1 |
| 9 | What is the effective communication?
<input type="checkbox"/> Clarity
<input type="checkbox"/> Adequacy
<input type="checkbox"/> Timing
<input type="checkbox"/> Integrity | 2 | 4 | K1 |
| 10 | What is mean by organization culture?
An individual’s personality is a set of relatively permanent and stable ideas. Our personality influences the way we act and interact with others. An organization personality is commonly called as culture. | 2 | 4 | K1 |
| 11 | What are the visible elements of culture?
Socialization
Symbols
Language | 2 | 4 | K1 |

Narratives

Practices

- 12 What is bureaucratic culture?
In bureaucratic culture, the behaviors of employees are governed by formal rules and standard operating procedures and coordination is achieved through hierarchical reporting relationships. 2 4 K1
- 13 What is entrepreneurial culture?
In entrepreneurial culture, the external focus and flexibility create an environment that encourages risk taking, dynamism and creativity. 2 4 K1
- 14 Write any two purpose of managing culture diversity?
✓ Managing culture diversity offers a marketing advantage including increased sales and profits. 2 4 K1
✓ Managing culture diversity has a distinct advantage in recruiting talented people.
- 15 List out the phases of cultural diversity management?
✓ Assessing the organization
✓ Designing a plan
✓ Implementing the targeted change efforts
✓ Monitoring change and making adjustment 2 4 K1

UNIT V – CONTROLLING

- 1 Define controlling.
Koontz and O'Donnell - "Managerial control implies measurement of accomplishment against the standard and the correction of deviations to assure attainment of objectives according to plans." 2 5 K1
- 2 Write any two barriers of controlling?
 Control activities can increase employees' frustration with their jobs and thereby reduce morale. 2 5 K1
 Control activities can encourage the falsification of reports.
 Control activities can cause the perspectives of organization members to be too narrow for the good of the organization
- 3 What are the types of control system?
 Forward 2 5 K1
 Concurrent
 Feedback control systems
- 4 Define budgetary control.
The establishment of budgets, relating the responsibilities of executives to the requirements of a policy, and the continuous comparison of actual with budgeted results either to secure by individual action the objective of that policy or to provide a base for its revision". 2 5 K1
- 5 Write any two advantage of budgetary control?
• Forces management to look ahead, to set out detailed plans for

	achieving the targets for each department.			
	<ul style="list-style-type: none"> Promotes coordination and communication 	2	5	K1
6	What is Feed forward control? The time lag in the management control process shows that control must be directed toward the future if it is to be effective.	2	5	K1
7	What is direct control? Direct controls may be partial in nature, designed for specific things like policies, wages (or) salaries, cash, cost, capital expenditure etc.	2	5	K1
8	What is Break-even analysis? Break-even analysis is a method of determining the relationship between total revenues and total costs at various levels of production so as to establish a break-even point.	2	5	K1
9	What is mean by purchase control? Purchase control means buying of equipments, materials, spare parts and tools required for industry. Purchasing control implies procuring materials, suppliers, machinery and services needed for production.	2	5	K1
10	What is quality control? “All those operational techniques and activities that are used to fulfill requirement for quality”- ISO	2	5	K1
11	What is mean by cost control? Cost may be defined as the summation of total expenses charged for the manufacture and distribution of goods and the service rendered	2	5	K1
12	What are the elements of cost? <input type="checkbox"/> Primecost <input type="checkbox"/> Factorycost <input type="checkbox"/> Productioncost <input type="checkbox"/> Totalcost	2	5	K1
13	What are the important function of maintenance control? <ul style="list-style-type: none"> Work order coordination and planning Work order processing Information feedback and corrective action 	2	5	K1
14	Write the seven quality control tools? <ul style="list-style-type: none"> Data collection sheet Histogram Cause-and-effect diagram Pareto diagram Stratification analysis Scatter diagram 	2	5	K1

- Controlcharts

15	What is production control? Planning operations or production control is the group of activities which consists of planning the individual production orders, releasing them for production and following them, thereby assisting management control in their execution.	2	5	K1
----	---	---	---	----

PART – B (12 Mark Questions with Key)

S.No	Questions	Mark	COs	BTL
------	-----------	------	-----	-----

UNIT I – INTRODUCTION TO MANAGEMENT

1	Explain the Nature and Functions of management?	12		
	Introduction	1		
	Meaning	2		
	Nature of Management	4		
	Functions of management:			
	Planning		1	K2
	Organizing			
	Staffing	4		
	Directing			
	Controlling			
	Conclusion	1		
2	Explain the Managerial roles and skills?	12		
	Introduction	1		
	Meaning	2		
	Managerial roles:	4		
	Interpersonal role		1	K2
	Informational role			
	Decision role			
	Managerial skills	4		
	Technical skill			
	Human skill			
	Conceptual skill			
	Conclusion	1		
3	Discuss the approaches available to Analysis of Management situations.	12		
	Introduction	1		
	Different approach to the Analysis of Management	10		
	<ul style="list-style-type: none"> • Empirical or case approach • Interpersonal behavior approach • Group behavior approach • Cooperative social systems approach • Socio-technical systems approach 		1	K2

	<ul style="list-style-type: none"> • Decision theory approach • System approach • Mathematical or “management science” approach • Contingency or situational approach • Mintzberg’s managerial roles approach • McKinsey’s 7-s framework approach • Operational approach 			
	Conclusion	1		
4	Describe the 14 principles of Henry fayol.			
	Introduction	1		
	14 principles of Henry fayol	10		
	<input type="checkbox"/> Division of Work			
	<input type="checkbox"/> Authority & Responsibility			
	<input type="checkbox"/> Discipline			
	<input type="checkbox"/> Unity of Command			
	<input type="checkbox"/> Unity of Direction			
	<input type="checkbox"/> Subordination of individual Interest		1	K2
	<input type="checkbox"/> Remuneration of personnel			
	<input type="checkbox"/> Centralization			
	<input type="checkbox"/> Scalar chain			
	<input type="checkbox"/> Order			
	<input type="checkbox"/> Equity			
	<input type="checkbox"/> Stability of staff			
	<input type="checkbox"/> Initiative			
	<input type="checkbox"/> Esprit D Corps			
	Conclusion	1		
5	Explain the system approach to operational management.	12		
	Introduction	1		
	Meaning	2		
	System approach to operational management	8		
	<ul style="list-style-type: none"> • Inputs • Transformation process • Outputs • Reenergizing the system • External environment 		1	K2
	Conclusion	1		
6	Is management a science or art & discuss the steps in method study?	12		
	Introduction	1		
	Meaning science and Art	2		
	Management is science:	4	1	K2
	Exact science			
	Inexact science			

	Management is Art	4		
	Conclusion	1		
	UNIT II – PLANNING			
1	Why does the planning process require a rational approach to goal achievement? Explain	12		
	Introduction	1		
	Meaning	2		
	Steps involved in planning			
	<input type="checkbox"/> Being aware of opportunity			
	<input type="checkbox"/> Setting objectives or goals		2	K2
	<input type="checkbox"/> Considering Planning premises			
	<input type="checkbox"/> Identifying alternatives	8		
	<input type="checkbox"/> Comparing Alternative in light of goals sought			
	<input type="checkbox"/> Choice of alternative plans			
	<input type="checkbox"/> Formulating support plans			
	<input type="checkbox"/> Numberizing plans by budgeting			
	Conclusion	1		
2	Explain the levels and types of strategies.	12		
	Introduction	1		
	Meaning	2		
	Levels of strategies	4		
	Corporate level strategy			
	Business level strategy		2	K2
	Functional level strategy			
	Types of strategies	4		
	Grand strategy			
	Stability strategy			
	Growth strategy			
	Retrenchment strategy			
	Global strategy			
	Globalization strategy			
	Multi domestic strategy			
	Transnational strategy			
	Conclusion	1		
3	What is policies? Explain the types of policies and policy making process.	12		
	Introduction	1		
	Meaning	2		
	Types of policies	4		
	On the basis of levels			
	On the basis of functions			
	On the basis of sources		2	K2
	Policy making process	4		

	Policy formulation			
	Policy communication			
	Policy application			
	Policy review and appraisal			
	Conclusion	1		
4	Define decision making and explain the process of decision making that affects the efficiency of the business decisions.	12		
	Introduction	1		
	Meaning	2		
	Decision making process	8		
	<input type="checkbox"/> Specific objective		2	K2
	<input type="checkbox"/> Problem identification			
	<input type="checkbox"/> Search for alternatives			
	<input type="checkbox"/> Evaluation of alternatives			
	<input type="checkbox"/> Choice of alternatives			
	<input type="checkbox"/> Action			
	<input type="checkbox"/> Results			
	Conclusion	1		
5	What makes decisions rational? Explain the process of rational decision making.	12		
	Introduction	1		
	Make decision rational	2		
	Rational decision making process	8		
	<input type="checkbox"/> Recognize the need for a decision		2	K2
	<input type="checkbox"/> Definition of the problem			
	<input type="checkbox"/> Search and develop alternatives			
	<input type="checkbox"/> Evaluate alternatives			
	<input type="checkbox"/> Selecting an alternative among alternatives			
	<input type="checkbox"/> Implement chosen alternatives			
	<input type="checkbox"/> Learn from feedback			
	Conclusion	1		
6	In detail explain the importance of planning in the present Indian business environment. Also highlight the different types of plans	12		
	Introduction	1		
	Meaning	2		
	Importance of planning in the present India business environment	4		
	Types of planning	4	2	K2
	▪ Missions			
	▪ Objectives			
	▪ Strategies			
	▪ Policies			
	▪ Procedures			
	▪ Rules			
	▪ Programs			

▪ Budgets

Conclusion 1

UNIT III – ORGANIZING

1 Explain the Nature and Purpose of organization 12

Introduction 1

Meaning 2

Nature of organization

- Common objectives
- Division of labor
- Authority of structure
- Group of persons 6 3 K2
- Co-ordination
- Communication
- Environment
- Rules and regulation

Purpose of organizing 2

Conclusion 1

2 Explain the Purpose and Type of organization structure. 12

Introduction 1

Meaning 2

Purpose of organization structure:

Help to improve team work

Location of decision making 2 3 K2

Pattern for communication & co-ordination

Helps to know the roles

Type of organization structure:

Based on power 6

Based on departments or groups

Conclusion 1

3 Bring out the factors affecting centralization and decentralization. Also highlight the merits and demerits of centralization and decentralization with example 12

Introduction 1

Factors affecting centralization and decentralization 2 3 K2

Merits of centralization and decentralization. 4

Demerits of centralization and decentralization. 4

Conclusion 1

4 Describe the Recruitment and Selection procedure in an organization. 12

Introduction 1

Meaning 2

	Recruitment process:			
	Identification of vacancy			
	Preparation of job description and job specification	4		
	Selection of sources			
	Advertising the vacancy			
	Managing the response			
	Selection process:		3	K2
	Initial screening			
	Preliminary interview			
	Filling application form			
	Personal interview	4		
	Reference check			
	Backgroundverification			
	Finalinterview			
	Physical examination			
	Job offer			
	Conclusion	1		
5	Explain briefly the process of formulating career stages of an employee.	12		
	Introduction	1		
	Meaning	2		
	Career stages:			
	Trial		3	K2
	Establishment	6		
	Mid –career			
	Maintenance			
	Late career			
	Career development	2		
	Conclusion	1		
6	Describe the training method and process.	12		
	Introduction	1		
	Meaning	2		
	Process of training			
	Identifying training needs			
	Getting ready for the job			
	Preparation of leaner	4		
	Presentation of operation and knowledge		3	K2
	Performance try out			
	Follow up and evaluation			
	Methods of training			
	On the job training	4		
	Off the job training			
	Conclusion	1		
UNIT IV – DIRECTING				
1	What is creativity? Explain the process of creativity	12		
	Introduction	1		

	Preparation.			
	Concentration			
	Incubation	10	4	K2
	Illumination			
	Verification			
	Conclusion	1		
2	Discuss the different theory of motivation and explain how motivation helps an organization to improve productivity.	12		
	Introduction	1		
	Motivation theory:			
	Maslow's hierarchy of need theory			
	McGregor theory X and theory Y	8	4	
	Herzberg's two factor theory			
	McClelland three need theory			
	Motivation help to improve productivity	2		
	Conclusion	1		
3	Explain the leadership types and theories.	12		
	Introduction	1		
	Meaning	2		
	Type of leadership:			
	Autocratic or Dictatorial leadership	4		
	Participative or democratic leadership			
	Laissez-faire or free rein leadership		4	K2
	Leadership theories:			
	Leadership trait theories	4		
	Behavioral theories			
	Contingency theories of leadership			
	Conclusion	1		
4	What is communication? Explain the process of communication.	12		
	Meaning	1		
	Sender.			
	Encoding.		4	
	Channel.			K2
	Decoding.			
	Receiver.	10		
	Feedback.			
	Conclusion	1		

5	Describe the elements and type of organization culture.	12		
	Introduction	1		
	Meaning	2		
	Elements of organization culture:			
	Invisible elements	4		
	Visible elements			
	Type of organization culture:			
	Bureaucratic culture		4	K2
	Clan culture	4		
	Entrepreneurial culture			
	Market culture			
	Conclusion	1		
6	How will you manage culture diversity? Explain.	12		
	Introduction	1		
	Meaning	2	4	
	Manage culture diversity:			K3
	Creating a positive culture	8		
	Creating economic value			
	Complying with laws and regulations			
	Conclusion	1		
UNIT V – CONTROLLING				
1	Explain the nature and process of controlling.	12		
	Introduction	1		
	Meaning	2		
	Nature of controlling	2		
	Process of controlling:			
	The Establishment of Standards		5	K2
	Measurement of Performance	6		
	Comparing Measured Performance to Stated Standards			
	Taking Corrective Actions			
	Conclusion	1		
2	In detail explain the techniques of budgetary and non-budgetary control.	12		
	Introduction	1		
	Techniques of budgetary control:			
	Revenue and Expense Budgets			
	Time, Space, Material, and Product Budgets			
	Capital Expenditure Budgets	5	5	K2
	Cash Budgets			
	Variable Budget			
	Zero Based Budgets			

	Techniques of non-budgetary control:		
	Statistical data		
	Special reports and analysis		
	Analysis of break- even points	5	
	The operational audit		
	The personal observation		
	The Program (or Project) Evaluation and Review Technique (PERT)		
	GANTT chart		
	Conclusion	1	
3	What is productivity? Explain the method of improving productivity in IT industry?	12	
	Introduction	1	
	Meaning	2	
	Method of improving productivity in IT industry:		
	Operation research		
	Linear programming Inventory planning and control Just in time inventory control Out-sourcing	8	
	Value engineering		
	Work simplification		
	Quality circles		
	Total quality management		
	Lean manufacturing		
	CAD/CAM and MAP		
	Conclusion	1	
4	What is cost control? Explain the elements and techniques used for cost control.	12	
	Introduction	1	
	Meaning	2	
	Elements of cost control:		
	Prime cost		
	Factory cost	4	
	Production cost		
	Total cost		
	Techniques of cost control:	5	K2
	Break-even analysis		
	Budgetary control		
	Varianceanalysis	4	
	Control on prime cost		
	Control on overheads		
	Control on indirect material cost		
	Conclusion	1	
5	What do you understand by planning operation? Discuss the steps involved in planning operation.	12	

	Introduction	1		
	Meaning	2		
	Steps of production control and planning operation:			
	Planning		5	K2
	Routing			
	Loading	8		
	Scheduling			
	Dispatching			
	Expediting or follow-up			
	Conclusion	1		
6	What do you mean by maintenance control. Briefly explain the various methods of maintenance control.	12		
	Introduction	1		
	Meaning	2	5	K2
	Methods of maintenance control:			
	Total productivemaintenance(TPM)	8		
	Reliability-centered maintenance(RCM)			
	Condition-basedmaintenance(CBM)			
	Conclusion	1		

Note : 6 Questions with answer key must be prepared in each unit and maximum two sub divisions are allowed.

PART – C (20 Mark Questions with Key)

S.No	Questions	Mark	COs	BTL
UNIT I – INTRODUCTION TO MANAGEMENT				
1	Interview one business manager and one administrator in the local government and ask how they perceive their social responsibilities. Do these responsibilities relate primarily to the environment external to the organization, or do they also include internal aspects?	20	1	K3
2	If you were the chief executive officer of a large corporations such as sony or Infosys, how would you „institutionalize" ethics in the management?	20	1	K3
	Establish appropriate company policy or a code of ethics	20		
	Involve a formally appointed ethics committee			
	Teach ethics in management development programmes.			
UNIT II – PLANNING				
1	Take a major decision in a problem facing you and outline the more critical planning premises surrounding it. How many of these are matters of knowledge and how many are matters of forecast? How many are qualitative and how many are quantitative? How many are within your control?	20	2	K3
2	“Theonlyplanningtoolweneedinthiscompanyisthebudget.If everyone meets his or her budgets, we need nothing else,and	20	2	K3

management by objectives would be an unnecessary waste”.

Comment

UNIT III – ORGANIZING

- 1 Do you think managers should be appraised regularly? If so, how? What problems may arise from the fact different managers on the same level appraise differently, some generally rating higher than others? 20 3 K3
- 2 Since people must occupy organization positions, and since an effective organization depends on people, it is often said that the best organization arises when a managers hires good people and lets them do a job in their own way. Comment. 20 3 K3

UNIT IV – DIRECTING

- 1 One fine day, at 7.30.a.m, the secretary of a private engineering college calls the principal of the college over the phone and says, "Dear Prof. Ashok, you need not come to college from today onwards. Your account will be settled and you will receive the cheque by today evening." 20 4 K3
- A. If you were the secretary, how would you handle the situation in a better way?
- B. If you were the principal, how would you respond?
- 2 "You cannot motivate managers. They are self-propelled. You just get out of their way if you really want performance." Comment. 20 4 K3

UNIT V – CONTROLLING

- 1 As Madhav, vice-president of finance, and Suresh, accountant, walked into the office of Kodandan, chairperson and chief executive officer of kappa corporation, they were met with the following outburst from the company's top officer: 20 5 K3
- "why doesn't someone tell me things? Why can't I know what is going on around here? Why am I kept in the dark? No one informs me about how the company is doing, and I never seem to hear of our problems until they become crises. Now, I want you both to work out a system for keeping me informed, and I want to know by next Monday how you will do it. I am tired of being isolated from the things I must know if I am to take responsibility for this company."
- After Madhav and left Mr. Madhav had left Mr. Kodandan's office, he turned to his Accountant and muttered. "That silly jerk! Everything he wants to know or could possibly want to know is in that stack of reports on the table in back of his desk."
- A. Who was right-Kodandan or Madhav? Was Kodandan getting

information?

B. What would you do to make sure that the chairperson did get the information he needed for control purposes?

2	Why do most controls of overall performance tend to be financial? Should they be? What else would you suggest?	20	5	K2
	Control of overall performance tend to be financial:	10		
	Budget summaries and reports			
	Profit and loss control			
	Control through return on investment			
	Should they be?	5		
	Suggestion	5		