



## UNIT I

### Short Questions

**Q1. Define the term 'Management'? (CO1)**

According to Henry Fayol, "To manage is to forecast and to plan, to organize, to command, to co-ordinate and to control."

According to Mark Parker Follet, "Management is the art of getting things done through people."

According to Henry Fayol, "To Manage is to forecast and plan, to organize, to compound, to co-ordinate and to control."

**Q2. Define the term 'Administration'? (CO1)**

"Administration is that part of management which is concerned with the installation and carrying out of the procedures by which it is laid down and communicated, and the process of activities regulated and checked against plans."

The interpretation and implementation of the policy set by an organization's board of directors.

**Q3. Explain the Features of Management? (CO1)**

- a.) It is Art as well as Science.
- b.) It is an Organized Activity
- c.) It is a continuous process
- d.) It is achieving pre-determined Objectives

**Q4. Discuss the Functions of Manager? (CO3)**

- a.) Planning the Work
- b.) Taking Decisions
- c.) Delegating Authority
- d.) Co-ordination
- e.) Control the Deviation

**Q5. Explain 'Scientific Management'? (CO1)**

According to Taylor, "Scientific Management is an art of knowing exactly what you want your men to do and seeing that they do it in the best and cheapest way". In Taylors view, if a work is analysed scientifically it will be possible to find *one best way* to do it.



**Q6. Explain Principles of Scientific Management?(CO1)**

- a.) Replacing Rule of Thumb with Science
- b.) Harmony in Group Action
- c.) Cooperation
- d.) Maximum Output
- e.) Development of Workers

**Q7. Explain 'Contingency Approach'?(CO1)**

Contingency approach, also known as situational approach, is a concept in management stating that there is no one universally applicable set of management principles (rules) by which to manage organizations. Organizations are individually different, face different situations (contingency variables), and require different ways of managing.

**Q8. List the qualities of a Manager?(CO2)**

Henry Fayol identified the managerial qualities of a Manager, which are given below -

- a.) Physical
- b.) Mental
- c.) Moral
- d.) General Education
- e.) Special Knowledge
- f.) Experience

**Q9. Write a note on 'Mental Revolution'?(CO1)**

It refers to change in thinking both on the part of the management and workers. According to Taylor, "The success of Scientific management rests primarily on a fundamental change in the attitude of management and workers both as to their duty to co-operate in producing the largest possible surplus and to the necessity for substituting exact scientific knowledge for opinions or the old rule of thumb of individual knowledge."



**Q10. Write a note on 'Classification of Skills'?(CO2)**

Skill refers to practical ability or expertness in an action or doing something

Robert Katz has grouped Managerial Skills into three broad categories:-

- a.) **Technical Skills:-** Knowledge and proficiency in a specific field, Mainly used by Frontline Management (Team leaders, supervisors)
- b.) **Human Skills:-** The ability to work well with other people, Mainly used by Middle Management (Department Heads)
- c.) **Conceptual Skills:-** The ability to think and conceptualize about abstract and complex situations concerning the organization, Mainly used by Top Management

**Long Questions**

**Q1. Write note on Management is Art as well as Science?(CO1)**

Science is a systematic body of knowledge pertaining to a specific field of study that contains general facts which explains a phenomenon. It establishes cause and effect relationship between two or more variables and underlines the principles governing their relationship. These principles are developed through scientific method of observation and verification through testing.

Art implies application of knowledge & skill to trying about desired results. An art may be defined as personalized application of general theoretical principles for achieving best possible results.

We can say that management is an art therefore it requires application of certain principles rather it is an art of highest order because it deals with moulding the attitude and behavior of people at work towards desired goals.

**Thus Management is both Science and Art:-**

A manager to be successful in his profession must acquire the knowledge of science & the art of applying it. Therefore management is a judicious blend of science as well as an art because it proves the principles and the way these principles are applied is a matter of art. Science teaches to 'know' and art teaches to 'do'.

**Q2. Discuss Fayol's 14 Principles of Management?(CO1)**



Henry Fayol has set forth the principles of management on the basis of his own experience in the mining company.

- a.) Division of Work
- b.) Authority and Responsibility
- c.) Discipline
- d.) Unity of Command
- e.) Unity of Direction
- f.) Subordination of individual interest to group interest.
- g.) Remuneration of personnel
- h.) Centralization
- i.) Scalar Chain
- j.) Order
- k.) Equity
- l.) Stability of tenure of personnel
- m.) Initiative
- n.) Esprit De Corps

## **Unit- II**

### **1. What is planning? (CO3)**

Planning is a process of selecting the objectives & determining the course of action required to achieve these objectives. **EG:** The goal set for limited period like five year plans

### **2. Important of planning? (CO3)**

- a. Planning is obtaining a future course of action in order to achieve an objective.



- b. Planning is looking ahead.
- c. Planning is getting ready to do something tomorrow.
- d. Plan is a trap laid down to capture the future.

**3. Define policies? (CO3)**

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

**4. Defining planning premises? (CO4)**

Planning premises are defined as the anticipated environment in which plans are expected to operate. They include assumptions or forecasts of the future & known conditions that will effects the operation of plans.

**5. Definitions of MBO: (CO4)**

**KOONTZ & WEIHRICH:** Management by objectives (MBO) is defined as a comprehensive managerial system that integrates many key managerial activities in a systematic manner and that is consciously directed towards the effective and efficient achievement of organizational and individual objective.

**6. Define strategy? (CO3)**

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

**7. Steps involved in strategic planning: (CO4)**

- a. Mission and objectives.
- b. Environmental analysis
- c. Corporate analysis
- d. Identification of alternatives.
- e. Strategic decision making
- f. Implementations review & control.

**8. Name the classification of planning premises? (CO4)**

- a. Internal and external
- b. Tangible and intangible premises.
- c. Controllable and uncontrollable premises

**9. Define Decision Making (CO1)**

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



**10. What are the three approaches in selecting an alternative? (CO2)**

- a. Experience
- b. Experimentation
- c. Research and Analysis

**11. Define forecasting. (CO2)**

Forecasting is the process of predicting future conditions that will influence and guide the activities, behavior and performance of the organization. **EG:** forecasting the output by sales department.

**12. What is Feed Forward Control? (CO2)**

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

**13. What is Concurrent Control? (CO2)**

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

**14. List out the important features of controlling? (CO3)**

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

**15. What is Flexible Budget? (CO3)**

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.

**16. What are the benefits of control? (CO3)**

- a. Control eliminates actions which deviate or which is not in conformity with the cherished goals of the firm.
- b. It offers enough information for future planning and Organizing.

**17. List out the characteristics of Control function? (CO4)**

1. Functional Management
2. Continuous function
3. Future-oriented
4. Action-oriented
5. Measuring the performance and



6. Planning the control

**18. What are the basic steps involved in the process of controlling? (CO4)**

- a. Establishment of standards
- b. Measurement of performance
- c. Comparing performance with the slandered
- d. Taking corrective action

**19. What are the types of control (CO4)**

Control types	Behavioural control	Outcome control
Feedforward control	Organizational culture	Market demand or economic forecasts
Concurrent control	Hands-on management supervision during a project	The real-time speed of a production line
Feedback control	Qualitative measures of customer satisfaction	Financial measures such as profitability, sales growth

**Long Answer Questions**



**A. What is planning? Explain various types of plans. Discuss how planning can be made effective. (CO3)**

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

**4 Types of Plan**

There are many types of plan;

**1. Hierarchical Plans:**

These plans are drawn at three major hierarchical levels, namely, the institutional, the managerial and the technical core. The plans in these three levels are;

- a. Strategic plan
- b. Administrative or Intermediate plan
- c. Operational plan

Plans can also be categorized according to frequency or repetitiveness of use. They are broadly classified as;

**2. Standing Plans:**

Standing plans are drawn to cover issues that managers face repeatedly. Such a standing plan may be called standard operating procedure (SOP). Generally, five types of standing plans are used;

- a. Mission or purpose
- b. Strategy
- c. Policies
- d. Rules
- e. Procedures

**3. Single-use Plans:**

Single-use plans are prepared for single or unique situations or problems and are normally discarded or replaced after one use. Generally, four types of single-use plans are used. These are;

- a. Objectives or Goals

- b. Programs
- c. Projects
- d. Budgets

**4. Contingency Plans:**

Contingency plans are made to deal with situations that might crop up if these assumptions turn out to be wrong. Thus contingency planning is the development of alternative courses of action to be taken if events disrupt a planned course of action.

In the process of planning, there is an establishment of business objectives and also the allocation of organizational resources in order to achieve these objectives. It is the process of deciding the future course of action that has to be taken by the organization in order to fully utilize the resources available with the organization. In this way, the process of planning can be described as a combination of finding information and decision making that is based on information inputs, outputs as well as a feedback loop.

Every business unit has its own problems and these are taken into account in working out the details of plans. However, there are certain basic steps which must be followed in every type of planning. When these steps are followed, the planning process becomes systematic and effective.

- a. Determination of objectives
- b. Constructing planning premises
- c. Collection, analysis and classification of information
- d. Determine alternative courses
- e. Evaluating alternative course of action
- f. Selecting a plan
- g. Formation of derivative plans
- h. Communication of plans
- i. Controlling the plans

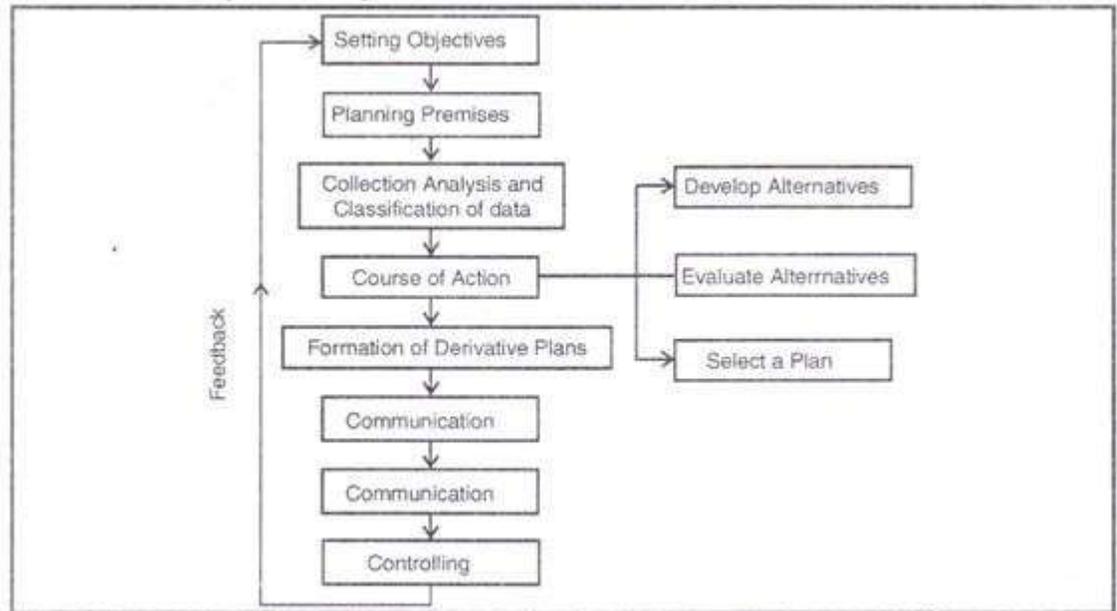


Fig. 5.1. showing Process of Planning.

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**B. Why decision making is important in any organization? Explain in detail various steps involved in decision making. (CO2)**

**Meaning of decision making**

Decision making is a process of selecting the best among the different alternatives. It is the act of making a choice. There are so many alternatives found in the organization and departments. Decision making is defined as the selection of choice of one best alternative. Before making decisions all alternatives should be evaluated from which advantages and disadvantages are known. It helps to make the best decisions. It is also one of the important functions of management. Without other management functions such as planning, Organizing, directing, controlling, staffing can't be conducted because in this managerial function decision is very important. According to Stephen P. Robbins, "decision making is defines as the selection of a preferred course of action from two or more alternatives."

**Importance of decision making**

- a. **Better Utilisation of Resources-** Decision making helps to utilise the available resources for achieving the objectives of the organisation.



- b. **Facing Problems and Challenges-** Decision making helps the organisation to face and tackle new problems and challenges.
- c. **Business Growth-** Quick and correct decision making results in better utilisation of the resources. It helps the organisation to face new problems and challenges.
- d. **Achieving Objectives-** Rational decisions help the organisation to achieve all its objectives quickly.
- e. **Increases Efficiency-** Rational decisions help to increase efficiency. Efficiency is the relation between returns and cost.
- f. **Facilitate Innovation-** Rational decisions facilitate innovation. This is because it helps to develop new ideas, new products, new process, etc.
- g. **Motivates Employees-** Rational decision results in motivation for the employees. This is because the employees are motivated to implement rational decisions.

Decision making is the process of making choices by identifying a decision, gathering information, and assessing alternative resolutions. Using a step-by-step decision-making process can help you make more deliberate, thoughtful decisions by organizing relevant information and defining alternatives. This approach increases the chances that you will choose the most satisfying alternative possible.

- a. Step 1: Identify the decision (problem diagnosis).
- b. Step 2: Gather relevant information
- c. Step 3: Identify the alternatives
- d. Step 4: Weigh the evidence
- e. Step 5: Choose among alternatives
- f. Step 6: Take action
- g. Step 7: Review your decision & its consequences



Source- <https://www.umassd.edu/fycm/decisionmaking/process>

## UNIT III

### Short Questions

1. Explain 'Span of Control'. CO5
2. Describe the structure of flat organization. CO5
3. Explain the term 'Authority' and 'Responsibility'. Why can authority be delegated but not responsibility? CO7



4. State the different types of Authority exercised by a manager.
5. Explain Line and Staff Authority.CO1
6. What is recruitment? What are the various sources of recruitment?
7. State the importance and weaknesses of interview. CO3
8. Suggest ways to improve the interview method. CO4
9. Differentiate between recruitment and selection. CO6
10. Explain the process of selection. CO3

### Long Questions

1. Define the term 'Organization'. Explain the steps involved in organizing.CO1
2. How do tall and flat structures emerge out of 'Span of Management'? State their advantages and limitations.CO1

## UNIT IV

### Short Questions

1. Discuss directing and controlling in the context of Indian Management. CO1
2. Explain planning in the Indian context. CO5
3. Elucidate the managerial practices followed in Japan. CO5
4. Describe the organizing and staffing aspects of Japanese management, CO3, CO6
5. Explain the management practices followed in America. CO5
6. Elaborate planning and organizing aspects of management followed in America. CO6
7. Compare staffing in India, Japan, US and China. CO6
8. What are the recent developments in the field of management in a global perspective? CO6
9. Compare planning and organizing in India, Japan, USA and China. CO6

### Long Questions

1. Explain the concept of Knowledge Management and how it can function as a tool to formalize organizational functioning across the world? CO6
2. 'Management has shrunk the World'. Explain. CO5

\*Answers for all questions can be developed by the student from the handout.