

MG8591 PRINCIPLES OF MANAGEMENT

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**OBJECTIVES:**

- To enable the students to study the evolution of Management, to study the functions and principles of management and to learn the application of the principles in an organization.

**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

**OUTCOMES:**

Upon completion of the course, students will be able to have clear understanding of managerial functions like planning, organizing, staffing, leading & controlling and have same basic knowledge on international aspect of management

**TEXT BOOKS:**

- 1 Stephen P. Robbins & Mary Coulter, “ Management”, Prentice Hall (India) Pvt. Ltd., 10th Edition, 2009.
2. JAF Stoner, Freeman R.E and Daniel R Gilbert “Management”, Pearson Education, 6th Edition,2004.

**REFERENCES:**

1. Stephen A. Robbins & David A. Decenzo & Mary Coulter, "Fundamentals of Management" Pearson Education, 7th Edition, 2011.
2. Robert Kreitner & Mamata Mohapatra, "Management", Biztantra, 2008.
3. Harold Koontz & Heinz Weihrich "Essentials of Management" Tata McGraw Hill, 1998.
4. Tripathy PC & Reddy PN, "Principles of Management", Tata McGraw Hill, 1999.

JIT-JEPPIAAR

Subject Code: MG8591

Year/Semester: III /06

Subject Name: PRINCIPLES OF MANAGEMENT Subject Handler: D.Joshua Jeyasekar/Mrs.S.Mary Cynthia

<b>UNIT I INTRODUCTION TO MANAGEMENT AND ORGANIZATIONS</b>	
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.	
<b>PART*A</b>	
Q.No.	Questions
1	<b>What is Management? (March 2012) BTL2</b> Management is the process of giving direction and controlling the various activities of the people to achieve the objectives of an organization.
2	<b>Define Management. (March 2009, March 2011, Nov 2012 ) BTL2</b> According to koontz & Weihrich “management is the process of designing and maintaining of an environment in which individuals working together in group efficiently accomplished selected aims”.
3	<b>Write some characteristics of Management. (March 2013) BTL3</b> <ul style="list-style-type: none"> <li>• Management is a continuous process.</li> <li>• Managers use the resources of the organization both physical as well as human to achieve the goals.</li> <li>• Management aims at achieving the organization goals by ensuring effective use of resources.</li> </ul>
4	<b>What are the roles of management in organization? (March 2011) BTL2</b> <ul style="list-style-type: none"> <li>• Managements help in determination of the objectives of an organization.</li> <li>• Economics and social development takes place through management.</li> </ul>
5	<b>Write any two points in favour for management as a science. (Nov 2012) BTL3</b> <ul style="list-style-type: none"> <li>• Management principles should be verifiable.</li> <li>• Reliable basis for predicting future.</li> </ul>
6	<b>Write any two points in favour for management as an art. (Nov 2013) BTL3</b> <ul style="list-style-type: none"> <li>• Management is creative.</li> <li>• Management includes the use of practical knowledge and personal skill.</li> </ul>
7	<b>What is Time study? (March 2011, Nov 2014) BTL2</b> The movement which takes minimum time is the best one.

8	<b>What is motion study? (March 2009) BTL2</b> Taylor suggested that eliminating wasteful movements and performing only necessary movements.																																		
9	<b>Write Fayol's fourteen principles of management. (March 2010, Nov 2011) BTL3</b> <table border="1" data-bbox="224 369 1357 1094"> <thead> <tr> <th data-bbox="224 369 350 522">Order. No</th> <th data-bbox="350 369 846 522">Principles</th> <th data-bbox="846 369 974 522">Order. No</th> <th data-bbox="974 369 1357 522">Principles</th> </tr> </thead> <tbody> <tr> <td data-bbox="224 522 350 590">1</td> <td data-bbox="350 522 846 590">Division of work</td> <td data-bbox="846 522 974 590">8</td> <td data-bbox="974 522 1357 590">Centralization</td> </tr> <tr> <td data-bbox="224 590 350 657">2</td> <td data-bbox="350 590 846 657">Authority and Responsibility</td> <td data-bbox="846 590 974 657">9</td> <td data-bbox="974 590 1357 657">Scalar chain</td> </tr> <tr> <td data-bbox="224 657 350 724">3</td> <td data-bbox="350 657 846 724">Discipline</td> <td data-bbox="846 657 974 724">10</td> <td data-bbox="974 657 1357 724">Order</td> </tr> <tr> <td data-bbox="224 724 350 791">4</td> <td data-bbox="350 724 846 791">Unity of command</td> <td data-bbox="846 724 974 791">11</td> <td data-bbox="974 724 1357 791">Equity</td> </tr> <tr> <td data-bbox="224 791 350 913">5</td> <td data-bbox="350 791 846 913">Unity of direction</td> <td data-bbox="846 791 974 913">12</td> <td data-bbox="974 791 1357 913">Stability tenure of personnel</td> </tr> <tr> <td data-bbox="224 913 350 1024">6</td> <td data-bbox="350 913 846 1024">Individual interest to general interest</td> <td data-bbox="846 913 974 1024">13</td> <td data-bbox="974 913 1357 1024">Initiative</td> </tr> <tr> <td data-bbox="224 1024 350 1094">7</td> <td data-bbox="350 1024 846 1094">Remuneration</td> <td data-bbox="846 1024 974 1094">14</td> <td data-bbox="974 1024 1357 1094">Esprit de Corps</td> </tr> </tbody> </table>			Order. No	Principles	Order. No	Principles	1	Division of work	8	Centralization	2	Authority and Responsibility	9	Scalar chain	3	Discipline	10	Order	4	Unity of command	11	Equity	5	Unity of direction	12	Stability tenure of personnel	6	Individual interest to general interest	13	Initiative	7	Remuneration	14	Esprit de Corps
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10	<b>What is authority and responsibility? (Nov 2008) BTL2</b> <ul style="list-style-type: none"> <li>• It is the power given to a person to get work from his subordinates.</li> <li>• It is the amount of work expected of from a man by his superior.</li> </ul>																																		
11	<b>Compare Entrepreneur &amp; Manager. (Nov 2008) BTL4</b> <table border="1" data-bbox="277 1285 1408 1770"> <thead> <tr> <th colspan="3" data-bbox="277 1285 1408 1352">Comparison table</th> </tr> <tr> <th data-bbox="277 1352 643 1419">Basis</th> <th data-bbox="643 1352 1008 1419">Entrepreneur</th> <th data-bbox="1008 1352 1408 1419">Manager</th> </tr> </thead> <tbody> <tr> <td data-bbox="277 1419 643 1486">Focus</td> <td data-bbox="643 1419 1008 1486">Business start up</td> <td data-bbox="1008 1419 1408 1486">Ongoing operations</td> </tr> <tr> <td data-bbox="277 1486 643 1554">Primary motivation</td> <td data-bbox="643 1486 1008 1554">Achievement</td> <td data-bbox="1008 1486 1408 1554">Power</td> </tr> <tr> <td data-bbox="277 1554 643 1621">Approach to task</td> <td data-bbox="643 1554 1008 1621">Informal</td> <td data-bbox="1008 1554 1408 1621">Formal</td> </tr> <tr> <td data-bbox="277 1621 643 1688">Status</td> <td data-bbox="643 1621 1008 1688">Owner</td> <td data-bbox="1008 1621 1408 1688">Employee</td> </tr> <tr> <td data-bbox="277 1688 643 1770">Reward</td> <td data-bbox="643 1688 1008 1770">Profit</td> <td data-bbox="1008 1688 1408 1770">Salary</td> </tr> </tbody> </table>			Comparison table			Basis	Entrepreneur	Manager	Focus	Business start up	Ongoing operations	Primary motivation	Achievement	Power	Approach to task	Informal	Formal	Status	Owner	Employee	Reward	Profit	Salary											
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	Decision making	Intuitive	Calculative
	Driving force	Creativity and innovation	Planning & Directing
	Risk orientation	Risk taker	Risk averse
12	<b>What is centralization &amp; decentralization? (March 2010) (Nov 2012) BTL2</b> The organization is centralized when the power is concentrated with one person. If the power is fully distributed to the subordinates of the organization.		
13	<b>What is scalar chain? (Nov 2008) BTL2</b> The instruction and orders should be sent from the top management to the lower management.		
14	<b>What are the levels management? (Nov 2013) BTL2</b> <ul style="list-style-type: none"> <li>• Top-level management.</li> <li>• Middle level management</li> <li>• Lower level management</li> </ul>		
15	<b>Write some important functions of top management. (Nov 2013) BTL3</b> <ul style="list-style-type: none"> <li>• To formulate goals and policies of the company.</li> <li>• To formulate budgets</li> <li>• To appoint top executives</li> </ul>		
16	<b>Write any two functions of middle level management. (Nov 2014) BTL3</b> <ul style="list-style-type: none"> <li>• To train, motivate and develop supervisory level.</li> <li>• To monitor and control the operations performance.</li> </ul>		
17	<b>What are essential skills needs for the manager? (Nov 2014) BTL2</b> <ul style="list-style-type: none"> <li>• Technical skill.</li> <li>• Human skill</li> <li>• Conceptual skill</li> </ul>		
18	<b>Write the function of management. (March 2007) BTL3</b> <ul style="list-style-type: none"> <li>• Planning</li> <li>• Organizing</li> <li>• Staffing</li> <li>• Coordinating</li> <li>• Controlling</li> </ul>		
19	<b>List out the groups' responsibilities of management. (Nov 2011) BTL1</b> <ul style="list-style-type: none"> <li>• Shareholders</li> <li>• Employees</li> <li>• Customers</li> <li>• Creditors</li> <li>• Suppliers</li> </ul>		
20	<b>Compare effectiveness and efficiency. (Nov 2014) BTL4</b> <b>MANAGERIAL EFFECTIVENESS:</b> The effectiveness of the managers is measured in the effectiveness of the organization in achieving the organizational goals. <b>MANAGERIAL EFFICIENCY:</b> Managerial efficiency is the proportion of total organization resources that contribute to productivity during the manufacturing process. The higher this proportion, the more efficient the manager. The more resources wasted or used during the production process, the more efficient		

	the manager.
21	<p><b>Define sole trade. Write any merits &amp; demerits of sole trades. BTL2</b></p> <p>The sole proprietorship is that form of business organization which is owned and controlled by a Single individual.</p> <p><b>Merits</b></p> <ul style="list-style-type: none"> <li>• Liberal legal formalities to start the business</li> <li>• It is easy to formation.</li> </ul> <p><b>Demerits</b></p> <ul style="list-style-type: none"> <li>• Limited resources</li> <li>• Short life.</li> </ul>
22	<p><b>What is partnership? Write any two merits and two demerits a private Ltd Company. BTL2</b></p> <p>A partnership is an association of two or more persons to carry on business and to share its profit and Losses.</p> <p><b>Two Merits</b></p> <ul style="list-style-type: none"> <li>• Larger financial resources,</li> <li>• Promptness of decision-making.</li> </ul> <p><b>Two Demerits</b></p> <ul style="list-style-type: none"> <li>• Lack of public faith,</li> <li>• Limitation in transfer in share.</li> </ul>
23	<p><b>Describe the concept of scientific management. BTL2</b></p> <ul style="list-style-type: none"> <li>• Scientifically study each part of worker's task and develop the best method for performing the task, which replaces the old rule of thumb</li> <li>• Scientifically select the workers and train them to perform the task by using the scientifically developed method.</li> <li>• Co-operate fully with workers to ensure that they use the proper method.</li> <li>• Divide work and responsibility between the management and workers, so that the management is responsible for planning work methods using scientific principles and workers are responsible for executing the work accordingly.</li> </ul>
24	<p><b>What is a co-operative society? Write any two merits &amp; demerits of co-operative societies. BTL2</b></p> <p>It is a voluntary association of persons for mutual benefit and it aims is accomplished through self heap and collective effort.</p> <p><b>Merits</b></p> <ul style="list-style-type: none"> <li>• It is easy to formation</li> <li>• Low operator cost.</li> </ul> <p><b>Demerits</b></p> <ul style="list-style-type: none"> <li>• Lack of motivation</li> <li>• No credit facilities.</li> </ul>
25	<p><b>Distinguish between management and administration. BTL4</b></p> <ul style="list-style-type: none"> <li>• Management is the function of executing the polices within the limits set up by the administration. It has the function of planning, organizing, directing and controlling. Administration is determinative and management is executive.</li> <li>• Administration is the overall determination of polices and major objectives. It aims for</li> </ul>

	framing major polices, formulation of general procedure, listing out of the board programme and approval of major projects etc.
	<b>PART * B</b>
1	<p><b>Explain the contributions of F.W. Taylor towards scientific management. (13M) BTL2 (May/June2012) (April/ May2011)</b>  <b>Answer: Pg. No: 1.32 - Dr. G.K. Vijayaraghavan</b></p> <p><b>Principle:</b> (6M)  “Principle of scientific management”. The principles are as follows,  <ul style="list-style-type: none"> <li>• Study each part of worker’s task, develop best method for performing task</li> <li>• select the workers ,train them to perform task</li> <li>• Co-operate fully with workers to ensure, use proper method.</li> <li>• Divide work, responsibility between management, workers</li> </ul> </p> <p><b>Features:</b> (7M)  The following are the features of scientific management.  <b>Separation of planning &amp; doing</b>  i. stressed on splitting up, planning part from actual doing  ii. Prior to scientific management, personnel planned, work, equipment was essential.  iii. planning from actual doing lead to development, supervision system  <b>Functional foremanship</b>  i. Planning work effectively, addition to supervising workers.  <b>Job analysis</b>  i. Carried out to uncover, best way of doing task.  ii. Most effective way of performing task.  iv. Demands least movements, result less time, expense.  v. Time-motion-fatigue studies helps to perform better  <b>Standardization</b>  i. Standardization, maintained, respect to equipment and tools, duration of work, volume of work, working environments, cost of production, etc.  ii. Predetermined job analysis, other factors of costs, carrying out a work.  <b>Scientific selection &amp; training</b>  i. Workers chosen on scientific basis considering, education, experience, skills, physical strength, etc.  ii. Employees offered work, physically and technically perfect.  iii. Adequate importance given training of workers, cost-effective, efficient.  <b>Financial incentives</b>  i. Monetary Incentives encourage individuals to perform better.  ii. If terms exist to gain higher wages by putting in extra effort  <b>Economy</b>  i. Using the resources more productive in addition to reducing wastage.</p>
2	<p><b>Explain the14 principles of Henry Fayol. (May/June 2007/12) (April/ May 2011) (Nov/Dec 2006) (May/June2013) (Nov/Dec2013) (13M) BTL2</b>  <b>Answer Pg. No:1.37 - Dr. G.K. Vijayaraghavan</b></p> <p><b>Introduction:</b> (2M)</p>

	<p>i. Concentrated on administrative aspect of scientific management.</p> <p>ii. first concerned, theory of administration</p> <p>iii. Fayol divided total industrial activities into six categories, given below.</p> <ul style="list-style-type: none"> <li>• Technical.</li> <li>• Commercial</li> <li>• Financial</li> <li>• Security</li> <li>• Accounting</li> <li>• Management</li> </ul> <p><b>The second is concerned with the fourteen principles of management. They are (11M)</b></p> <ul style="list-style-type: none"> <li>• Division of work</li> <li>• Authority and Responsibility</li> <li>• Discipline</li> <li>• Unity of Command</li> <li>• Unity of Direction</li> <li>• Emphasis on Subordination of Personal Interest to General or Common Interest</li> <li>• Remuneration</li> <li>• Centralization</li> <li>• Scalar Chain</li> <li>• Order</li> <li>• Equity</li> <li>• Stability of Tenure</li> <li>• Esprit of Co-operation</li> <li>• Initiative</li> </ul>
3	<p><b>Explain the major functions of management.(May 2012) (13M)</b>  <b>Answer: Pg. No.1.7 - Dr. G.K. Vijayaraghavan BTL2</b></p> <p><b>Introduction on Management :</b>  <b>(3M)</b></p> <p>i. According to Henry Fayol,“To manage to forecast, plan, to organize, to command, &amp; to control”.</p> <p>ii. Luther Gullick given keyword ‘POSDCORB’ P stands Planning, O Organizing, S Staffing, D Directing, Co Co-ordination, R reporting, B Budgeting.</p> <p>iii. KOONTZ and O’DONNEL Planning, Organizing, Staffing, Directing Controlling.</p> <p><b>Diagram (2M)</b></p>





**Explanation**

(8 M)

**Planning:**

Deciding in advance – what to do, when to do & how to do.  
It bridges gap, where we are & where we want to be

**Organizing:**

Provide with everything useful, functioning i.e. raw material, tools, capital and personnel's.  
Involves determining, providing human, non-human resources, organizational structure.

**Staffing:**

Manning, organization structure through proper, effective selection, appraisal development of personnel to fill roles designed in structure.

**Directing:**

Inter-personnel aspect of management, directly influencing, guiding, supervising, motivating sub-ordinate, achievement of organizational goals.

**Controlling**

Checking whether or not proper progress, made towards objectives, goals, acting necessary, to correct deviation.

**Explain management is an art or science both science and art. (13M) (Nov 2014) BTL2**  
**Answer Pg. No.1.10 - Dr. G.K. Vijayaraghavan**

4

**Management as a science or an art:**

(5

**Science:**

M)

**Main characteristics/features of science are:**

**Systematic body of knowledge:**

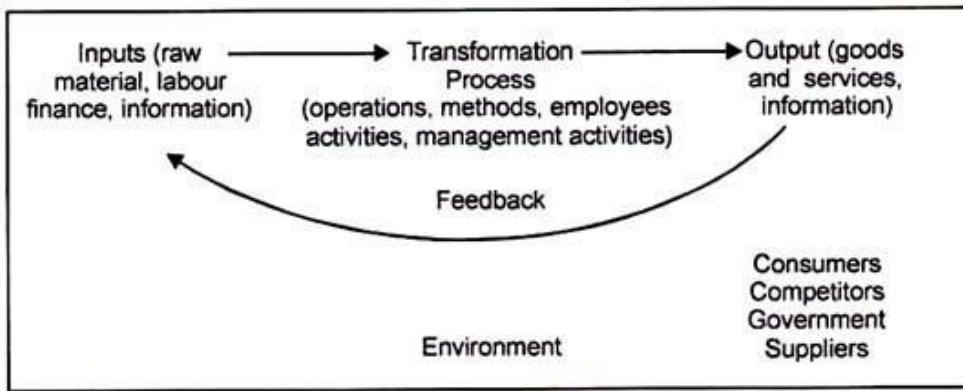
- i. Organised, systematic study material available to acquire knowledge of science.
- ii. Management, availability of systematic, organised study material.

	<p>iii. Feature of science present, management.</p> <p><b>Scientific principles are derived on the basis of logical and scientific observations:</b></p> <ol style="list-style-type: none"> <li>Scientists perform logical observation, deriving, principle, theory.</li> <li>Managers, observing human beings, cannot purely logical objective.</li> </ol> <p><b>Principles are based on repeated experiments:</b></p> <ol style="list-style-type: none"> <li>Before developing scientific principles, scientists test principles, different conditions places.</li> <li>Managers' test, experiment managerial principles, different conditions in different organisations.</li> </ol> <p><b>Universal Validity:</b></p> <ol style="list-style-type: none"> <li>Scientific principles have universal application, validity.</li> <li>Not exact scientific principles, application use not universal.</li> </ol> <p><b>Replication is possible:</b></p> <ol style="list-style-type: none"> <li>science replication, possible, two scientists, undertaking, investigation</li> <li>Managers, conduct research, experiments on human beings.</li> </ol> <p><b>Management as an Art: (6 M)</b></p> <p>Art, systematic body knowledge, requires skill, creativity, practice get perfection.</p> <p><b>The main features of art are:</b></p> <p><b>Systematic body of knowledge/Existence of theoretical knowledge:</b></p> <ol style="list-style-type: none"> <li>To acquire theoretical knowledge of art.</li> <li>Help in acquiring managerial studies.</li> </ol> <p><b>Personalised application:</b></p> <ol style="list-style-type: none"> <li>Art theoretical knowledge, not enough</li> <li>Artist must, personal skill, creativity to apply knowledge.</li> <li>All managers learn same management theories, principles.</li> <li>Efficiency depends on how well; use these principles under different situations.</li> </ol> <p><b>Based on Practice and creativity:</b></p> <p>Artist requires regular practice, art to become more fine, perfect. Without practice artists lose their perfection. Artist must add creativity to theoretical knowledge, learned.</p> <p><b>Justifying : (2 M)</b></p> <p>Management is both – science &amp; an art:</p> <ol style="list-style-type: none"> <li>Management a science because, contains general principles.</li> <li>An art requires certain personal skills to achieve desired results.</li> </ol>
5	<p><b>Discuss the role of manager. (May/June 2012) (13M) BTL2</b></p> <p><b>Answer Pg. No.1.19 - Dr. G.K. Vijayaraghavan</b></p> <p><b>Main headings: (5 M)</b></p> <p><b>Subheadings: (8 M)</b></p>

	<div style="display: flex; flex-direction: column; gap: 10px;"> <div style="border: 1px solid black; padding: 5px; display: flex; justify-content: space-between;"> <div style="background-color: #cccccc; padding: 2px 5px;"><b>INTERPERSONAL</b></div> <ul style="list-style-type: none"> <li>• Figurehead</li> <li>• Leader</li> <li>• Liaison</li> </ul> </div> <div style="border: 1px solid black; padding: 5px; display: flex; justify-content: space-between;"> <div style="background-color: #cccccc; padding: 2px 5px;"><b>INFORMATIONAL</b></div> <ul style="list-style-type: none"> <li>• Monitor</li> <li>• Disseminator</li> <li>• Spokesperson</li> </ul> </div> <div style="border: 1px solid black; padding: 5px; display: flex; justify-content: space-between;"> <div style="background-color: #cccccc; padding: 2px 5px;"><b>DECISIONAL</b></div> <ul style="list-style-type: none"> <li>• Entrepreneur</li> <li>• Negotiator</li> <li>• Resource Allocator</li> <li>• Disturbance Handler</li> </ul> </div> </div> <p><b>Interpersonal Roles</b> The ones that, like the name suggests, involve people and other ceremonial duties. It can be further classified as follows</p> <ol style="list-style-type: none"> <li>i. Leader – Responsible for staffing, training, associated duties</li> <li>ii. Figurehead – The symbolic head of organization.</li> <li>iii. Liaison – Maintains communication, all contacts informers, compose organizational network.</li> </ol> <p><b>Informational Roles</b> Related to collecting, receiving, and disseminating information.</p> <ol style="list-style-type: none"> <li>i. Monitor – Personally seek, receive information, able to understand organization.</li> <li>ii. Disseminator – Transmits important information received, outsiders to members of organization.</li> <li>iii. Spokesperson – manager transmits, organization's plans, policies, actions to outsiders.</li> </ol> <p><b>Decisional Roles</b> Roles that revolve around making choices.</p> <ol style="list-style-type: none"> <li>i. Entrepreneur – Seeks opportunities. Search for change, respond to, exploit it.</li> <li>ii. Negotiator – Represents organization at major negotiations.</li> <li>iii. Resource Allocator – Makes, approves significant decisions related, allocation of resources.</li> <li>iv. Disturbance Handler – Responsible for corrective action organization faces disturbances.</li> </ol>
6	<p><b>Discuss the scope and nature of management. (Nov 2012) (13M) BTL2</b> <b>Answer: Pg. No.1.3 &amp;1.6 - Dr. G.K. Vijayaraghavan</b></p> <p><b>NATURE OF MANAGEMENT: (7 M)</b></p> <p>Management plan, organize, direct, control resources of organization for obtaining common objectives, goals.</p> <p>Related with resources, material, money, machinery, methods, manufacturing, marketing.</p> <p>Management principles, universal in nature.</p> <ul style="list-style-type: none"> <li>• Universal in Nature</li> <li>• Multidisciplinary</li> <li>• Management is a group activity</li> </ul>

	<ul style="list-style-type: none"> <li>• Management is goal oriented</li> <li>• Dynamic</li> <li>• Authority</li> <li>• Relative principles:</li> <li>• Management is an art</li> <li>• Management is science</li> </ul> <p><b>Scope Of Management:</b> (6 M)</p> <p>The term 'management' has been used in different senses. Sometimes it refers to the process of planning, organizing, staffing, directing, coordinating and controlling; at other times it is used to describe it as a function of managing people.</p> <p><b>Scope Of Management</b></p> <p><b>Production management</b> Production management, production planning, production control techniques, quality control, inspection, time, motion studies.</p> <p><b>Marketing management</b> Marketing Management, psychological, physical factors Marketing. Marketing managers responsible, influencing level, timing, composition customer demand accepted.</p> <p><b>Financial management</b> Accounting, budgetary control, quality control, financial planning managing overall finances, organization.</p> <p><b>Personnel management</b> Phase of management deals effective control, use of manpower. Effective management of human resources, most crucial factors associated success of an enterprise.</p>
7	
8	<p><b>Enumerate the trends and challenges of management in the globalised era.</b> (Nov/Dec 2012) (May/June2013) (13M) BTL2 <b>Answer Pg. No. 1.99 &amp; 1.106 - Dr. G.K. Vijayaraghavan</b></p> <p><b>Explanation:</b> (13 M)</p> <p><b>Uncertainty</b> Uncertainty global economy, credit markets, new regulations affect business, competitors doing, new technology affect the business.</p> <p><b>Globalization</b> Understanding foreign cultures essential to everything To penetrate new markets, existing products, services To designing new products , services new customers, To recognizing emergent, disruptive competitors ,months earlier Problem solved better understand international markets, cultures through better information gathering, analysis.</p> <p><b>Innovation</b> Big companies struggling, innovation, better innovation process, agenda Idea of innovative culture appears too frightening</p>

	<p>Problem solved, how become more innovative,</p> <p><b>Government Policy &amp; Regulation</b>          Changing regulatory environment, concern certain industries          Uncertain energy, environmental, financial policy complicating, decision making nearly</p> <p><b>Technology</b>          Pace of technological improvement running exponentially increasing rate.          pace today makes capital investment, technology much asset handicap          Competitor wait for next-generation technology</p> <p><b>Diversity</b>          Diversity brings challenges,          Lack of agreement makes running business difficult.          lack of diversity within large company leadership          Teams' leads narrow view ever-changing, diverse world-contributing to group think,          stale culture, tendency to live status quo too long.</p> <p><b>Complexity</b>          Certain tasks, activities, become easier, information technology.          Pace of change, quickening.          Global economy becoming, connected, creating, larger, more diverse population of          customers, suppliers.</p> <p><b>Information Overload</b>          Ability of companies, less individuals, to consume make sense          Information available to make good decisions becoming a new insurmountable          challenge.</p> <p><b>Supply Chains</b>          uncertainty demand, need to stay lean, companies, carrying smaller inventories          uncertainty supply, driven wildly changing commodity prices, apparent increase</p> <p><b>Strategic Thinking &amp; Problem Solving</b>          Critical thinking, rationally analyzing attempting          To solve problem accurately efficiently without relying on assumptions guesses.</p>
<p>9</p>	<p><b>Explain about the system and contingency approaches of management.(April/ May2011)</b>  <b>(13M) BTL2</b>  <b>Answer Pg. No.1.53 - Dr. G.K. Vijayaraghavan</b></p> <p><b>Systems</b>  <b>(7M)</b></p> <p>i. Emphasis interdependence, interaction, sub-systems.          ii. Focus internal environment, sub-systems, and organisation.          Five elements of system approach:</p> <p style="text-align: right;"><b>Approach:</b></p>

**Sub-System:**

Each part of bigger whole, a sub-system.

Parts maker, whole organisation.

Sub-system part larger system which, turn, subsystem of still larger system.

**Synergy:**

Synergy defines relationships amongst all parts of organisation

**Open and Closed Systems:**

Open system actively interacts with environment.

Receives inputs raw material, labour, capital, managerial and technical expertise environment, sells outputs.

A closed system very little interaction with environment.

**System Boundary:**

System boundary separate from environment.

World outside boundary of system its environment.

**Flow:**

Represents movement inputs, system, environment, transformation, outputs supply outputs environment.

**Feedback:**

Whether not output accepted by environment.

Organisational operations be assessed, need be, corrected.

**Contingency Approach:**

Impact of environment on organisational design, managerial style.

Focus, external environment of organisation.

( 6M)

**Features of Contingency Theory:**

- Management situational in nature.
- Technique of management depends, complexity situation.
- It is the 'if and 'then 'approach to management
- 'If' represents independent variable
- 'Then' represents dependent management variable, technique to adopted, situation.
- Not universal, nature there, no best style management.
- Management, situational, managerial actions depend upon, environmental

	<p>circumstances.</p> <ul style="list-style-type: none"> <li>• Complex organizations, focuses multivariate nature, organizations.</li> <li>• Organization to operate under different environmental conditions.</li> <li>• Adaptability to both internal, external environment.</li> <li>• Fitting, internal environment to external environment.</li> </ul>
10	<p><b>Define management. What is meant by management process? How do the required managerial skills differ in organization hierarchy?(May/June2009 ) (13M) BTL2</b>  <b>Answer Pg. No.1.22 - Dr. G.K. Vijayaraghavan</b></p> <p><b>Definition:</b> (2 M)  According to Harold Koontz, “Management is an art of getting things done through and with the people in formally organized groups. It is an art of creating an environment in which people can perform and individuals and can co-operate towards attainment of group goals”.</p> <p><b>Process:</b> (5 M)  Management is a process of setting goals they are</p> <p><b>Planning:</b>  Planning deciding in advance – what to do, when to do &amp; how to do.</p> <p><b>Organizing:</b>  To organize business provide everything useful, functioning i.e. raw material, tools, capital and personnel’s”.  Business involves determining &amp; providing human and non-human resources</p> <p><b>Staffing:</b>  Manning, organization structure, proper effective selection, appraisal &amp; development</p> <p><b>Directing:</b>  inert-personnel management directly influencing, guiding, supervising, motivating sub-ordinate</p> <p><b>Controlling</b>  Checking whether, not proper progress, made towards objectives, goals acting necessary, to correct deviation.</p> <p><b>Managerial skills:</b> (6 M)  <b>Technical skills</b>  Reflect understanding, proficiency, and specialized field.  <b>Human skills</b>  Manager’s ability, work well, both, group, leader gets things done through others.  <b>Conceptual skills</b>  Ability, visualize, organization, whole, discern inter-relationships organizational parts,  Understand how organization fit wider context industry, community, and world.  <b>Time Management Skills</b>  Skilled manager able to ensure employee’s time used widely, productive manner.</p>
	<b>PART * C</b>
1	<p><b>Explain the types of organization and its merits and demerits. (15M) (May/June2009)</b>  BTL2  <b>Answer Pg. No.1.55 to 1.77 - Dr. G.K. Vijayaraghava</b></p>

**Merits and demerits:**

(7 M)

**Types of organization:**

(8 M)

**Sole Proprietorships**

Own all asset, business, profits generated.  
"Complete personal" responsibility, all liabilities, debts.  
Eyes of law, one in same with business.

**Merits:**

Easiest, least expensive form ownership, organize.  
Complete control, within law, to make all decisions.

**Demerits:**

Unlimited liability legally responsible all debts against business.  
Business, personal assets 100% at risk.  
Almost been ability to raise investment funds.

**Partnerships**

Partnership, two or more people share ownership, single business.  
Law does not distinguish business, its owners.

**Merits:**

Partnerships relatively easy to establish; however time invested in developing partnership agreement.  
With more than one owner, ability to raise funds increased.

**Demerits:**

Partners are jointly and individually liable for the actions of the other partners.  
Profits must be shared with others.  
Since decisions shared, disagreements can occur.

**Corporations**

Corporation, chartered state headquartered, considered law unique "entity", separate apart from who own it.

**Merits:**

Shareholders limited liability, corporation's debts, and judgments against, corporations.  
Generally, shareholders held accountable investment in stock company.

**Demerits:**

Incorporation requires, time, money other forms organization.  
Corporations monitored federal, state, local agencies, result more paperwork to comply regulations.

**Joint Stock Company**

The capital raised by selling shares different values.  
Persons who purchase shares, called shareholder.

There are two main types of joint stock companies

- (i) Private limited company.
- (ii) Public limited company

**Private limited company:**

Company can be formed by two or more persons.  
To maximum number of membership limited to 50.



	<p><b>Public Limited Company:</b>          It's whose membership open general public.          Minimum number required forming such company seven, there is no upper limit.</p> <p><b>Merits:</b>          Liability limited shareholder bear no Risk, more make persons encouraged to invest capital.          Because of large numbers of investors, risk of loss divided.          Joint stock companies not affected by death, retirement of shareholders.</p> <p><b>Disadvantages:</b>          Difficult to preserve secrecy in these companies.          Requires a large number of legal formalities to be observed.</p> <p><b>Government Companies:</b>          state enterprise organized form Joint stock company;          Government company share capital held by central government partly          Managed elected board of directors include private individuals.</p> <p><b>Merits:</b>          Easy to form.          Directors government company free to take decisions, not bound, certain rigid rules &amp; regulations.</p> <p><b>Demerits:</b>          Misuse of excessive freedom cannot, ruled out.          Directors appointed government spend time pleasing political masters, top government officials, results inefficient management.</p> <p><b>Co-operative society</b>          A cooperative firm, owned, controlled, operated, group members, their own benefit.          Members contribute equity capital, shares in control of firm on one-member, one-vote principle.</p> <p><b>Advantages of a Cooperative</b>  <b>Easier to form.</b>          A cooperative easier to form than corporation          Not subject to lot of government regulations.</p> <p><b>Limited Liability.</b>          A corporation, cooperative cannot payoff liabilities, creditors cannot go after personal assets of members.</p> <p><b>Disadvantages of a Cooperative</b>  <b>Lack of Mutual Interest.</b>          A cooperative formed common interests' members.          Still members, cooperative lack spirit of cooperation results to disagreements rivalries among members.</p> <p><b>Lack of profit.</b>          Profits of cooperative generally not up to par to corporation.</p>
2	<p><b>Explain the essential qualities of a manager and Entrepreneur. (Nov/Dec2013) (15M) BTL2</b>  <b>Answer Pg. No.1.14 - Dr. G.K. Vijayaraghavan</b></p>

	<p><b>Qualities of a manager:</b> <span style="float: right;">(8 M)</span></p> <ul style="list-style-type: none"> <li>• Leadership</li> <li>• Experience.</li> <li>• Communication.</li> <li>• Knowledge.</li> <li>• Organization.</li> <li>• Time Management.</li> <li>• Reliability.</li> <li>• Delegation.</li> </ul> <p><b>Qualities of entrepreneur:</b> <span style="float: right;">(7 M)</span></p> <ul style="list-style-type: none"> <li>• Disciplined.</li> <li>• Confidence.</li> <li>• Open Minded.</li> <li>• Self Starter.</li> <li>• Competitive.</li> <li>• Creativity.</li> <li>• Determination.</li> <li>• Strong people skills.</li> </ul>
3	<p><b>Describe about the evolution of management thought. (April / May2011) (15M)</b>  <b>Answer Pg. No.1.25 - Dr. G.K. Vijayaraghavan BTL2</b></p> <p><b>Evolution of management:</b> <span style="float: right;">(2 M)</span>  Management practice has started several thousand years back.  During first few decades of twentieth century, four milestone responses emerged management.</p> <p><b>Scientific management theory:</b> <span style="float: right;">(3 M)</span>  “Principle of scientific management”. principles as follows,  i. Scientifically study each part of worker’s task develop best method performing task, replaces old rule of thumb  ii. Scientifically select workers train, to perform task using scientifically developed method.  iii. Co-operate fully with workers to ensure, use proper method.  iv. Divide work responsibility, management workers, management responsible planning work methods</p> <p><b>Administrative theory:</b> <span style="float: right;">(4 M)</span>  On basis of Fayol’s experience top level manager, Henry Fayol realized possible to develop theories management, taught to individuals, administrative responsibilities.  In 1916, published a book titled “General Industrial Management”.  Fayol classified industrial business operations into six distinct management activities.  They are,  i. Technical - includes production manufacturing  ii. Commercial – includes purchasing selling  iii. Financial – includes use capital to optimum use, financing  iv. Security – includes protection of life, property  v. Accounting – includes balance sheet, costing and all transactions</p>

	<p>vi. Administrative managerial – includes planning, organizing, commanding, co-ordinating, Controlling.</p> <p><b>Human relations theory :</b> (3 M)</p> <p>According to Elton Mayo, an organization is a social concern and therefore individual's theory Major outcomes of Elton Mayo studies are as under</p> <ol style="list-style-type: none"> <li>Workers working in a group develop bond of relationships.</li> <li>Behavior, workplace depends on mental state, emotions, and prejudices.</li> <li>Emotional factors play an important role in determining</li> <li>Human and liberal attitude of supervisor helps in improving performance.</li> <li>Managerial skills, technical skills not necessary to, successful leader.</li> </ol> <p><b>Motion study:</b> (3 M)</p> <p>F.B.Gilbreth American engineer, building contractor management consultant. Study applying principles, motion economy considered originator, motion study. Gilbreth analytical approach, stressed importance, giving attention minute details work.</p> <p>Gilbreth - motion picture camera to record analyze operations. Therblig' prepared principles motion economy, elimination inefficiencies, waste.</p>
4	<p><b>Briefly explain the types of organization culture. (15M) BTL2</b> <b>Answer Pg. No.1.85 - Dr. G.K. Vijayaraghavan</b></p> <p><b>Explanation:</b> (15 M)</p> <p><b>Academy Culture</b> Academy culture depends, employees who highly skilled, studious welcome training advancement.</p> <p><b>Normative Culture</b> Normative culture very cut dry, following strict regulations, guidelines uphold policies organization.</p> <p><b>Pragmatic Culture</b> Customer, client comes before anything, anyone else.</p> <p><b>Club Culture</b> This type, culture requires employees very skilled, competent their niche work.</p> <p><b>Baseball Team Culture</b> (Workers happy, comfortable feel respected, work will get done employees want to stick company long haul.</p> <p><b>Fortress Culture</b> Organization doing result employee's productivity employees continue to have a job.</p> <p><b>Tough Guy Culture</b> Tough guy culture basically another way saying micro-management.</p> <p><b>Process Culture</b> Employees know what getting into when they sign-up often self-starters.</p> <p><b>Bet Your Company Culture</b> Culture for the patient risk-takers.</p>

<b>UNIT II PLANNING</b>	
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.	
<b>PART*A</b>	
Q.No.	Questions
1	<b>What is planning? (May 2011) BTL2</b> Planning is the process of selecting the objectives and determining the course of action required achieving these objectives.
2	<b>State the important observations suggested about planning. (May 2011) BTL1</b> <ul style="list-style-type: none"> <li>• Planning is outlining a future course of action in order to achieve on objective.</li> <li>• Planning is looking ahead.</li> <li>• Planning is getting ready to do something tomorrow.</li> <li>• Plan is a trap laid down to capture the future.</li> </ul>
3	<b>List out the features of planning. (May 2013) BTL1</b> <ul style="list-style-type: none"> <li>• Planning – a primary function</li> <li>• Planning - a dynamic process</li> <li>• Planning – based on objectives and policies</li> <li>• Planning – a selective process</li> <li>• Planning – an intellectual process</li> <li>• Planning is based on facts</li> </ul>
4	<b>What are the main objectives of planning? (May 2013) BTL1</b> Planning is a primary function of 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 organization effectiveness. Planning guides in decision making.
5	<b>Define mission. (Nov 2007) BTL2</b> Mission may be defined as a statement which defines the role that an organization plays in the society.
6	<b>Define Objectives. (May 2010) BTL2</b> The terms objectives or goals are often used interchangeably. Objectives are the end results towards which the activities of firm are aimed or directed.
7	<b>What are the factors to be considered while formulating strategies? (May 2010) BTL2</b> <ul style="list-style-type: none"> <li>• Mission and objectives of an organization.</li> <li>• Values, aspirations and prejudices of top level management.</li> <li>• Opportunities and threads of the external environment.</li> <li>• Strength and weakness of the firm in various aspects such as funds, organization structure, human talent, technology etc.</li> </ul>

8	<p><b>Mention the required reasons for the need of policies. (Nov 2014) BTL1</b></p> <ul style="list-style-type: none"> <li>• To ensure a uniform pattern of actions.</li> <li>• To simplify and speed up the process of decision making.</li> <li>• To secure coordination of efforts.</li> <li>• To improve the performance of subordinates.</li> </ul>
9	<p><b>State any four advantages of procedures in planning. (Nov 2014) BTL1</b></p> <ul style="list-style-type: none"> <li>• It avoids confusion and duplication by providing clear guidelines to action.</li> <li>• It helps to improve performance by providing best and simplest way</li> <li>• It brings uniformity in operations.</li> <li>• It leads to simplification and elimination of unnecessary movements.</li> <li>• It facilitates coordination between different work units.</li> </ul>
10	<p><b>List the different types of budgets. (Nov 2010) BTL1</b></p> <ul style="list-style-type: none"> <li>• <b>Variable budgets or Flexible budget:</b> These budgets vary according to the organization output.</li> <li>• <b>Programme budgets</b> In this budget, the agency identifies goals, develops detailed programmes to meet the goals, and estimates the cost of each programme.</li> <li>• <b>Zero-base budget</b> It is combination of programme and variable budget.</li> </ul>
11	<p><b>Give the flow diagram of planning steps. (April 2011) BTL1</b></p> <p>Identification of opportunities</p> <p style="text-align: center;">↓</p> <p>Developing planning premises</p> <p style="text-align: center;">↓</p> <p>Evaluation of alternatives</p> <p style="text-align: center;">↓</p> <p>Formulating derivative plans</p> <p style="text-align: center;">↓</p> <p>Establishing sequence of activities.</p>
12	<p><b>What are the advantages of planning? (April 2012) BTL2</b></p> <ul style="list-style-type: none"> <li>• It helps in achieving objectives</li> <li>• Better utilisation of resources</li> <li>• Economy in operation</li> <li>• It reduces uncertain</li> <li>• It encourages motivation</li> </ul>
13	<p><b>What are the advantages of objectives? (Nov 2012) BTL2</b></p> <ul style="list-style-type: none"> <li>• Unified planning</li> <li>• Defining an organization</li> <li>• Direction</li> <li>• Individual motivation</li> <li>• Basis for decentralization</li> </ul>

	<ul style="list-style-type: none"> <li>• Basis for control</li> <li>• Co-ordination</li> </ul>
14	<p><b>What are the demands that should be met by the selective objectives? (March 2011) BTL2</b></p> <ul style="list-style-type: none"> <li>• Objectives should be consistent with the values of the management in the organization.</li> <li>• Objectives should pin-point the organizational strengths and weakness.</li> <li>• Objectives must satisfy the external environmental forces.</li> </ul>
15	<p><b>What is objective? (Nov 2007) BTL2</b></p> <p>Objectives are the aims, purposes or goals that an organization wants to achieve over varying periods of time.</p>
16	<p><b>What is MBO? (March 2012) BTL2</b></p> <p>MBO is a process whereby, the superior and the subordinate managers of an enterprise jointly identify its common goals, define each individual's major areas of responsibility in terms of results expected of him, and use these measures as guides for operating the unit and assessing the contribution of its members.</p>
17	<p><b>Mention the features of MBO. (March 2012) BTL1</b></p> <ul style="list-style-type: none"> <li>• MBO focuses attention on what must be accomplished and not how to accomplish the objectives. It is a goal oriented rather than work-oriented approach.</li> <li>• MBO tries to combine the long range goals of organization with short range of organization.</li> <li>• A high degree of motivation and satisfaction is available to employees through MBO.</li> </ul>
18	<p><b>What are the major kinds of strategies and policies? (Nov 2013) BTL2</b></p> <ul style="list-style-type: none"> <li>• Growth</li> <li>• Finance</li> <li>• Organization</li> <li>• Personal</li> <li>• Products or services</li> <li>• Market</li> </ul>
19	<p><b>What is planning premises? (March 2014) BTL2</b></p> <p>The assumptions about future derived from forecasting and used in planning are known as planning premises.</p>
20	<p><b>What are the practices made in making effective premising? (March 2012) BTL2</b></p> <ul style="list-style-type: none"> <li>• Selection of premises</li> <li>• Collection of information</li> <li>• Development of alternative premises for contingency planning</li> <li>• Verification of the consistency of premises</li> <li>• Communication of planning premises</li> </ul>
21	<p><b>State the classification of planning premises. (March 2012) BTL1</b></p> <ul style="list-style-type: none"> <li>• Internal and External</li> <li>• Tangible and intangible</li> <li>• Controllable and uncontrollable</li> </ul>
22	<p><b>Define Decision making process. (Nov 2012) BTL2</b></p> <p>Decision – making is defined as the process of choosing a course of action from among alternatives to achieve a desired goal. It is one of the functions of management and also a core process of planning.</p>

23	<p><b>What are the benefits of MBO? BTL2</b></p> <ul style="list-style-type: none"> <li>• Improvement of managing</li> <li>• Clarification of organization</li> <li>• Personnel satisfaction</li> <li>• Team work</li> <li>• Development of effective control</li> <li>• Fast decision making</li> </ul>
24	<p><b>What are the steps involved in MBO process? BTL2</b></p> <ul style="list-style-type: none"> <li>• Setting preliminary objectives</li> <li>• Fixing key result areas</li> <li>• Setting subordinate's objective</li> <li>• Recycling objectives</li> <li>• Matching resources with objectives</li> <li>• Periodic performance reviews</li> <li>• Appraisal</li> </ul>
25	<p><b>What are the probability methods to estimate the event? BTL1</b></p> <ul style="list-style-type: none"> <li>• Priori probability</li> <li>• Empirical probability</li> <li>• Subjective probability</li> </ul>
<b>PART * B</b>	
1	<p><b>What is planning? Explain steps involved in planning. (13 M) (Nov/Dec2006) (Nov/Dec2007) (April/ May2011) (Nov/Dec2012) (Nov/Dec2013) BTL2</b>  <b>Answer Page. No.2.7 Dr. G.K. Vijayaraghavan</b></p> <p><b>Planning: (2 M)</b>          Planning is the process of selecting the objectives and determining the course of action required achieving these objectives.</p> <p><b>Steps : (11 M)</b></p> <ul style="list-style-type: none"> <li>• Perception of Opportunities</li> <li>• Establishing Objectives</li> <li>• Considering the Planning Premises</li> <li>• Identification of alternatives</li> <li>• Evaluation of alternatives</li> <li>• Choice of alternative plans</li> <li>• Formulating of Supporting Plans</li> <li>• Establishing sequence of activities</li> </ul>
2	<p><b>What are objectives? How will you set objectives for a manufacturing organization? (13 M) (Nov/Dec2006) BTL2</b>  <b>Answer Page. No.2.22 to 2.27 Dr. G.K. Vijayaraghavan</b></p> <p><b>Objectives: (2 M)</b>          Objectives may be defined as the goals which an organisation tries to achieve. Objectives are described as the end- points of planning.</p> <p><b>Explanation: (11 M)</b></p>

	<ul style="list-style-type: none"> <li>• The objectives must be predetermined.</li> <li>• Provides the clear direction for managerial effort. .</li> <li>• Objectives must be realistic.</li> <li>• Objectives must be measurable.</li> <li>• Objectives must have social sanction.</li> <li>• Objectives may be short-range, medium-range and long-range. .</li> <li>• Objectives may be constructed into a hierarchy</li> </ul>
3	<p><b>Discuss various forecasting techniques normally adopted. (13M) (Nov/Dec2007) BTL2</b>  <b>Answer: Page. No.2.63 to 2.68 -Dr. G.K. Vijayaraghavan</b></p> <p><b>Forecasting techniques: (13 M)</b>  <b>Qualitative vs. quantitative methods.</b>  Used to gain understanding of underlying reasons, opinions, and motivations.</p> <p><b>Average approach.</b>  Assigns <b>average</b> costs to each piece of inventory</p> <p><b>Naïve approach.</b>  Used only for comparison with the forecasts generated by the better (sophisticated) techniques.</p> <p><b>Drift method.</b>  Term concept refers to the quantity to be predicted.</p> <p><b>Seasonal naïve approach.</b>  Particularly useful for data that has a very high level of seasonality.</p> <p><b>Time series methods.</b>  Extract meaningful statistics and other characteristics of the data.</p> <p><b>Causal / econometric forecasting methods.</b>  Systems of relationships between variables such as GNP, inflation, exchange rates etcetera</p> <p><b>Judgmental methods</b>  Used in lack of historical data and unique market conditions.</p>
4	<p><b>Explain the Rational Decision-Making Model in detail. (13M) (April/ May2011) BTL2</b>  <b>Answer: Page. No.2.92 - Dr. G.K. Vijayaraghavan</b></p> <p><b>Diagram: (3 M)</b></p>



	<div style="text-align: center; border: 1px solid black; padding: 5px; margin-bottom: 10px;"> <h3>Rational Decision-Making Model</h3> </div> <pre> graph TD     A[1. Define the Problem] --&gt; B[2. Identify the Criteria]     B --&gt; C[3. Weight the Criteria]     C --&gt; D[4. Develop Alternatives]     D --&gt; E[5. Evaluate Alternatives]     E --&gt; F[6. Select "Best" Option]     </pre> <p style="text-align: right; margin-right: 20px;">14</p> <p><b>Explanation:</b> <span style="float: right;"><b>(10 M)</b></span></p> <ul style="list-style-type: none"> <li>• Define the problem.</li> <li>• Identify decision criteria</li> <li>• Weight the criteria</li> <li>• Generate alternatives</li> <li>• Rate each alternative on each criterion</li> <li>• Compute the optimal decision</li> </ul>
<p><b>5</b></p>	<p><b>Explain in detail the steps in the Decision making process with examples. Also explain in detail any two Decision making tools. (13M) (April/ May2008) (April/ May2011) BTL2</b>  <b>Answer: Page. No.2.88 Dr. G.K. Vijayaraghavan</b>  <b>Decision making tools: Refer notes.</b></p> <p><b>Process:</b> <span style="float: right;"><b>(8 M)</b></span></p> <ul style="list-style-type: none"> <li>• Specific Objective</li> <li>• Problem Identification</li> <li>• Search for Alternatives</li> <li>• Evaluation of Alternatives</li> <li>• Choice of Alternative</li> <li>• Action</li> <li>• Results</li> </ul> <p><b>Tools:</b> <span style="float: right;"><b>(5 M)</b></span></p> <ul style="list-style-type: none"> <li>• SWOT Analysis.</li> <li>• Pareto Analysis.</li> <li>• Feasibility Study.</li> </ul>
<p><b>6</b></p>	<p><b>Explain the types of planning premise. (13M) (April / May2007) BTL2</b>  <b>Answer: Page. No.2.43 Dr. G.K. Vijayaraghavan</b></p> <p><b>Types of planning premise:</b> <span style="float: right;"><b>(13M)</b></span></p> <p><b>Internal</b>          Including current employees, management, which defines employee behavior</p> <p><b>External Premises</b>          Economic, social, political, cultural and technological environment.</p>

	<p><b>Controllable &amp; Semi-controllable</b> Factors like materials, machines and money</p> <p><b>Uncontrollable Premises</b> Over which the management has absolutely no control.</p> <p><b>Tangible</b> Which cannot be measured quantitatively</p> <p><b>Intangible Premises</b> Which cannot see and touch physically, but we can feel indirectly.</p> <p><b>Constant</b> Fixed ,no changes often</p> <p><b>Variable Premises</b> Change due to change of business and project</p>
7	<p><b>Define MBO. Describe the benefits and weakness of Management By Objectives. (13M) (May/June 2009) BTL2</b> <b>Answer Page. No.2.33 to2.34 Dr. G.K. Vijayaraghavan</b></p> <p><b>Define:</b> (2 M) “MBO is a process whereby the superior and the managers of an organization jointly identify its common goals, define each individual’s major area of responsibility in terms of results expected of him, and use these measures as guides for operating the unit and assessing the contribution of each of its members.”</p> <p><b>Benefits:</b> (5 M)</p> <ul style="list-style-type: none"> <li>• Better Managing</li> <li>• Clarifying Organization</li> <li>• Encouraging Personal Commitment</li> <li>• Developing Controls</li> </ul> <p><b>Weaknesses:</b> (6 M)</p> <ul style="list-style-type: none"> <li>• Failure to Teach MBO Philosophy</li> <li>• Failure to Give Guidelines to Goal setters</li> <li>• Difficulty in Setting Goals</li> <li>• Emphasis on Short Term Objectives</li> <li>• Danger of Inflexibility</li> </ul>
8	<p><b>Explain the types of strategy in detail. (13M) (May/June 2009) BTL2</b> <b>Answer Page. No.2.51 Dr. G.K. Vijayaraghavan</b></p> <p><b>Explanation:</b> (9 M)</p> <p><b>Cost leadership strategy</b> Establishing a competitive advantage by having the lowest <b>cost</b> of operation in the industry</p> <p><b>Differentiation strategy</b> Integrated set of action designed to produce or deliver goods or services</p> <p><b>Focus strategy</b> Employed where the company knows its segment to competitively satisfy its needs</p> <p><b>Diagram:</b> (4 M)</p>

	<p style="text-align: center;"><b>The Five Generic Competitive Strategies</b></p> <div style="text-align: center;"> <p><b>Type of Advantage Sought</b></p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%; text-align: center;"><b>Lower Cost</b></td> <td style="width: 50%; text-align: center;"><b>Differentiation</b></td> </tr> <tr> <td style="text-align: center; vertical-align: middle;"> <div style="border: 1px solid black; padding: 5px; width: 80%; margin: auto;"> <p style="text-align: center;"><b>Overall Low-Cost Provider Strategy</b></p> </div> </td> <td style="text-align: center; vertical-align: middle;"> <div style="border: 1px solid black; padding: 5px; width: 80%; margin: auto;"> <p style="text-align: center;"><b>Broad Differentiation Strategy</b></p> </div> </td> </tr> <tr> <td colspan="2" style="text-align: center;"> <div style="border: 1px solid black; border-radius: 50%; padding: 10px; width: 40%; margin: auto;"> <p style="text-align: center;"><b>Best-Cost Provider Strategy</b></p> </div> </td> </tr> <tr> <td style="text-align: center; vertical-align: middle;"> <div style="border: 1px solid black; padding: 5px; width: 80%; margin: auto;"> <p style="text-align: center;"><b>Focused Low-Cost Strategy</b></p> </div> </td> <td style="text-align: center; vertical-align: middle;"> <div style="border: 1px solid black; padding: 5px; width: 80%; margin: auto;"> <p style="text-align: center;"><b>Focused Differentiation Strategy</b></p> </div> </td> </tr> </table> </div> <p style="position: absolute; left: 140px; top: 200px; transform: rotate(-90deg);"><b>Market Target</b></p> <p style="position: absolute; left: 180px; top: 180px;">Broad Range of Buyers</p> <p style="position: absolute; left: 180px; top: 280px;">Narrow Buyer Segment or Niche</p>	<b>Lower Cost</b>	<b>Differentiation</b>	<div style="border: 1px solid black; padding: 5px; width: 80%; margin: auto;"> <p style="text-align: center;"><b>Overall Low-Cost Provider Strategy</b></p> </div>	<div style="border: 1px solid black; padding: 5px; width: 80%; margin: auto;"> <p style="text-align: center;"><b>Broad Differentiation Strategy</b></p> </div>	<div style="border: 1px solid black; border-radius: 50%; padding: 10px; width: 40%; margin: auto;"> <p style="text-align: center;"><b>Best-Cost Provider Strategy</b></p> </div>		<div style="border: 1px solid black; padding: 5px; width: 80%; margin: auto;"> <p style="text-align: center;"><b>Focused Low-Cost Strategy</b></p> </div>	<div style="border: 1px solid black; padding: 5px; width: 80%; margin: auto;"> <p style="text-align: center;"><b>Focused Differentiation Strategy</b></p> </div>
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<p style="text-align: center;"><b>9</b></p>	<p><b>Briefly discuss the importance of Management By Objectives. (13M) (Nov/Dec2012) BTL2 Answer Page. No.2.33 &amp;2.30 Dr. G.K. Vijayaraghavan</b></p> <p><b>Explanation :</b> <span style="float: right;"><b>(13 M)</b></span></p> <ul style="list-style-type: none"> <li>• Goal setting and planning for individual managers, their units.</li> <li>• Joint goal setting between supervisors, a subordinate.</li> <li>• Managers work with subordinates to establish performance goals</li> <li>• Attention on appropriate goals, plans.</li> <li>• facilitates control through the periodic development</li> <li>• Subsequent evaluation of individual goals, plans.</li> </ul>								
<p style="text-align: center;"><b>10</b></p>	<p><b>Explain the nature and purpose of planning. (13M) (May/June 2012) BTL2 Answer Page. No.2.3 Dr. G.K. Vijayaraghavan</b></p> <p><b>Nature:</b> <span style="float: right;"><b>( 7 M)</b></span></p> <ul style="list-style-type: none"> <li>• Primary function of management.</li> <li>• An intellectual process</li> <li>• Focuses on determining the objectives</li> <li>• Involves choice and decision making</li> <li>• Continuous process</li> <li>• Pervasive function</li> </ul> <p><b>Purpose:</b> <span style="float: right;"><b>(6 M)</b></span></p> <ul style="list-style-type: none"> <li>• To manage by objectives</li> <li>• To offset uncertainty and change</li> <li>• To secure economy in operation</li> <li>• To help in co-ordination</li> </ul>								

	<ul style="list-style-type: none"> <li>To make control effective</li> </ul>
	<b>PART * C</b>
<b>1</b>	<p><b>In detail explain the importance of planning in the present Indian business environment and also highlight the different types of plans. (15M) (April / May2008) BTL2</b>  <b>Answer Page. No.2.3&amp;2.12 Dr. G.K. Vijayaraghavan</b></p> <p><b>Explanation: (9 M)</b></p> <ul style="list-style-type: none"> <li>Increasing efficiency</li> <li>Reduces Business-related risks</li> <li>Facilitates proper coordination</li> <li>Aids in organising</li> <li>Gives Right Direction</li> <li>Keep Good Control</li> <li>Helps to Achieve Objectives</li> <li>Motivates the Personal</li> <li>Encourages creativity and Innovation</li> <li>Helps in decision making</li> </ul> <p><b>Classification: (6 M)</b>  <b>Plans can be broadly classified as :</b></p> <p>Strategic plans  Organization's process of defining its strategy on allocating its resources</p> <p>Tactical plans  Needed to achieve the goals defined in a strategic plan</p> <p>Operational plans  It will take to support the strategic objectives and plans of upper management</p>
<b>2</b>	<p><b>Elucidate the planning techniques. (15M) (April/ May2007) BTL2</b>  <b>Answer Page. No.2.57 Dr. G.K. Vijayaraghavan</b></p> <p><b>Introduction: (5 M)</b></p> <ul style="list-style-type: none"> <li>Forecasting is the process of predicting what will happen in the future.</li> <li>Identifying alternative courses of action, implemented,</li> <li>Original plan proves inadequate because of changing circumstances.</li> <li>Scenario planning is a long-term version of contingency planning</li> <li>Involves identifying several alternative future scenarios</li> <li>States of affairs that may occur</li> <li>Making plans to deal with each scenario should it actually occur.</li> <li>To better evaluate current performance</li> <li>Identify possible actions to improve the future.</li> <li>Staff planners are persons who take responsibility for leading</li> <li>Coordinating the planning function for the total organization</li> </ul> <p><b>Techniques: (10 M)</b></p>

	<p><b>Affinity Diagram (KJ Method)</b> Gathers large amounts of language data for groupings based on their natural relationships</p> <p><b>Interrelationship Diagram (ID)</b> Shows cause-and-effect relationships</p> <p><b>Tree Diagram</b> A branching structure resembling that of a tree</p> <p><b>Matrix Diagram</b> Connection or correlation between ideas or issues in the form of a table</p> <p><b>Process Decision Program Chart (PDPC)</b> Understand a goal with respect to the steps required to achieve the goal</p> <p><b>Activity Network Diagram</b> Graphically displays interdependent relationships between groups, steps, and tasks</p> <p><b>Arrow Diagram</b> Required order of tasks in a project or process</p>
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3	<p><b>Explain the process of management by objectives with neat diagram. (15M)</b> (May/June2012) BTL2 Answer Page. No.2.30 Dr. G.K. Vijayaraghavan</p> <p><b>Explanation:</b> <span style="float: right;">(12 M)</span></p> <ul style="list-style-type: none"> <li>• Start of MBO Process</li> <li>• Set organisational Objectives</li> <li>• Cascade objective to employees</li> <li>• Monitor</li> <li>• Evaluate Performance</li> <li>• Reward performance</li> </ul> <p><b>Diagram:</b> <span style="float: right;">(3 M)</span></p> <div style="text-align: center;"> <p><b>Process of MBO</b></p> <p><b>The Five-Step MBO Process</b></p> <pre> graph TD     A[Start of MBO Process] --&gt; B[Set Organizational Objectives]     B --&gt; C[Cascade Objectives to Employees]     C --&gt; D[Monitor]     D --&gt; E[Evaluate Performance]     E --&gt; F[Reward Performance]     F --&gt; B             </pre> </div> <p style="text-align: right; font-size: small;">1-6</p>
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<b>UNIT III ORGANISING</b>	
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.	
<b>PART*A</b>	
Q.No.	Questions
	<p><b>Define Organizing. (May 2011) BTL2</b></p> <p>Organizing is the process of identifying and grouping of activities required to attain the objectives, delegating authority, creating the responsibility and establishing relationships for the people to work effectively.</p>
	<p><b>What do you understand by effective organizing? (Nov 2005) BTL2</b></p> <p>Effective organizing focuses on finding mistakes in present organizing and avoiding such mistakes by proper planning. Effective organizing avoids organizational inflexibility and makes the staff work effectively by avoiding conflicts by clarification.</p>
	<p><b>State the advantages of organization. (May 2011) BTL1</b></p> <ul style="list-style-type: none"> <li>• It facilitates administration</li> <li>• It increases the efficiency of management</li> <li>• It facilitates growth and diversification</li> <li>• It ensures optimum use of man and material resources</li> </ul>
	<p><b>Mention the various principles involved in organization. (May 2014) BTL1</b></p> <ul style="list-style-type: none"> <li>• Principle of unity of objective</li> <li>• Principle of division of work or specialization</li> <li>• Principle of efficiency</li> <li>• Principle of span of control</li> </ul>
	<p><b>List the purpose of HRM. (May 2014) BTL1</b></p> <ul style="list-style-type: none"> <li>• Recruitment</li> <li>• Selection</li> <li>• Training</li> <li>• Appraisal process.</li> </ul>
	<p><b>How informal organization characteristics differ from formal organization? (Nov 2014) BTL2</b></p> <ul style="list-style-type: none"> <li>• It arises without any external cause voluntarily.</li> <li>• It is a natural outcome at the work place.</li> </ul>

	<ul style="list-style-type: none"> <li>• It is created on the basis of some similarity among the members.</li> <li>• The bases of similarity may be age, sex, place of birth, caste, religion, liking/disliking etc.</li> <li>• Informal organization has no place in the organization chart.</li> <li>• It is one of the parts of total organization.</li> </ul>																
	<p><b>What is span of control? (Nov 2014) BTL2</b>                  Span of control means the number of people managed effectively by a single superior in an organization.                  The term “Span of control” is also known as “Span of management”, “Span of authority” and “Span of responsibility”. But span of management is a better term because control and supervision are elements of management.</p>																
	<p><b>Distinguish between formal and informal organization. (Nov 2016) BTL4</b></p> <table border="1" data-bbox="224 625 1403 1146"> <thead> <tr> <th data-bbox="224 625 857 667">Formal Organization</th> <th data-bbox="857 625 1403 667">Informal Organization</th> </tr> </thead> <tbody> <tr> <td data-bbox="224 667 857 751">1. Formal organization is established with the explicit aim of achieving well-defined goals.</td> <td data-bbox="857 667 1403 751">1. Informal organization springs on its own. Its goals are ill defined and</td> </tr> <tr> <td data-bbox="224 751 857 940">2. Formal organization is bound together by authority relationships among members. A hierarchical structure is created, constituting top management, middle management and supervisory management.</td> <td data-bbox="857 751 1403 940">2. Informal organization is characterized by a generalized sort of power relationships. Power in informal organization has bases other than rational legal right.</td> </tr> <tr> <td data-bbox="224 940 857 1024">3. Formal organization recognizes certain tasks which are to be carried out to achieve its goals.</td> <td data-bbox="857 940 1403 1024">3. Informal organization does not have any well-defined tasks.</td> </tr> <tr> <td data-bbox="224 1024 857 1146">4. The roles and relationships of people in formal organization are impersonally defined</td> <td data-bbox="857 1024 1403 1146">4. In informal organization the relationships among people are interpersonal.</td> </tr> </tbody> </table>	Formal Organization	Informal Organization	1. Formal organization is established with the explicit aim of achieving well-defined goals.	1. Informal organization springs on its own. Its goals are ill defined and	2. Formal organization is bound together by authority relationships among members. A hierarchical structure is created, constituting top management, middle management and supervisory management.	2. Informal organization is characterized by a generalized sort of power relationships. Power in informal organization has bases other than rational legal right.	3. Formal organization recognizes certain tasks which are to be carried out to achieve its goals.	3. Informal organization does not have any well-defined tasks.	4. The roles and relationships of people in formal organization are impersonally defined	4. In informal organization the relationships among people are interpersonal.						
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	<p><b>Compare line and staff authority. (May 2015) BTL4</b></p>																

	<b>Line authority</b>	<b>Staff authority</b>
	It has right to decide or command	It has right to provide advice, assistance and information.
	It contributes directly to attainment of objectives	It assists line in effective organizational objectives.
	It creates superior-subordinate relations.	It is the Extension of line and support line.
	It flows from top to downward. i.e. Superior to subordinate.	It flows in any direction depending upon the situation.
	<b>Write down the advantages of decentralization. (May 2013) BTL3</b>	
	<ul style="list-style-type: none"> <li>• It reduces burden of the management so that it can focus more</li> <li>• Attention on strategic management</li> <li>• It encourages decision making and assumption of authority and responsibility.</li> <li>• It facilitates growth and diversification in the organization.</li> <li>• It enables the department staff members to complete work early.</li> </ul>	
12	<b>List down the sources of recruitment. (May 2013) BTL1</b>	
	<ul style="list-style-type: none"> <li>• Internal sources:</li> <li>• Promotion</li> <li>• Present casual employees</li> <li>• Retired employees.</li> <li>• External sources:</li> <li>• public employment exchange</li> <li>• Data banks</li> <li>• Casual applicants.</li> </ul>	
13	<b>What is recruitment and selection? (Nov 2011) BTL2</b>	
	<p>Recruitment is the process of identifying that the organization needs to employ someone up to the point which application forms for the post have arrived at the organization.</p> <p>Selection then consists of the process involved in choosing from applications a suitable candidate to fill a post</p>	
14	<b>List the steps involved in process of delegation. (Nov 2011) BTL1</b>	
	<ul style="list-style-type: none"> <li>• Determination of result expected</li> <li>• Assignment of duties</li> <li>• Delegation of authority</li> <li>• Creation of obligation or accountability</li> </ul>	
15	<b>Mention the steps to be followed in making staff works effective. (May 2011) BTL1</b>	
	<ul style="list-style-type: none"> <li>• Understanding authority relationship</li> <li>• Making line listen to staff</li> <li>• Keeping staff informed</li> <li>• Requiring completed staff work</li> <li>• Making staff work a way of organizational life</li> </ul>	
16	<b>State the kinds of organizational charts. (May 2011) BTL1</b>	
	<ul style="list-style-type: none"> <li>• Vertical chart</li> <li>• Horizontal chart or left to right chart</li> </ul>	



	<ul style="list-style-type: none"> <li>• Circular chart or concentric chart</li> </ul>
17	<p><b>Define Staffing. (May 2016) BTL2</b> Staffing is the part of the management process which is concerned with the procurement utilization, maintenance and development of a large satisfied work force on the organization.</p>
18	<p><b>Write any two roles of staffing. (May 2016) BTL3</b></p> <ul style="list-style-type: none"> <li>• Effective utilization of skills and potential of the work force</li> <li>• Development and maintenance of quality of work life</li> </ul>
19	<p><b>What is job analysis? (Nov 2016) BTL2</b> Job analysis is a detailed study of a job to identify the skills, experience and aptitude required for the job.</p>
20	<p><b>Give short notes on job design. (Nov 2016) BTL1</b> The job design is usually broad enough to accommodate people's need and desires.</p>
21	<p><b>Define organizational change. (Nov 2017) BTL2</b> The term change refers to an alteration in a system whether physical, biological or social. Thus organizational change is the alteration of work environment in organization.</p>
22	<p><b>Write a note on T-Group training. (Nov 2017) BTL3</b> In this method a small group meets in an unstructured problem. Under this training the different groups of trainees are allowed to mix up each other and communicate with each other freely to try to solve the problems.</p>
23	<p><b>Define: Organizational conflict. (Nov 2010) BTL2</b> According to steps "conflict is a process in which an effort is purposefully made by one person or unit to block another that results in frustrating the attainment of others goals of the furthering of his or her interests.</p>
24	<p><b>Write down the tests used in selection process. (Nov 2010) BTL3</b></p> <ul style="list-style-type: none"> <li>• Aptitude test</li> <li>• Intelligence test</li> <li>• Psychomotor test</li> <li>• Personality test</li> </ul>
25	<p><b>What is orientation? (May 2011) BTL2</b> Orientation refers to the activities involved in introducing the new employees to the organization and its policies, procedures, rules, and regulations.</p>
<b>PART * B</b>	
1	<p><b>Explain the nature of organization. (13M) (Nov/Dec2006) BTL2</b> <b>Answer Page: 3.2 Dr. G.K. Vijayaraghavan</b></p> <p><b>Organizing: (2 M)</b> Organizing in management refers to the relationship between people, work and resources used to achieve the common objectives (goals).</p> <p><b>Nature of organization: (11 M)</b></p> <ul style="list-style-type: none"> <li>• Division of Work</li> <li>• Coordination</li> <li>• Plurality of Persons</li> <li>• Common Objectives</li> </ul>

	<ul style="list-style-type: none"> <li>• Well-defined Authority and Responsibility</li> <li>• Organization is a Structure of Relationship</li> <li>• Organization is a Machine of Management</li> <li>• Organization is a Universal Process</li> </ul>
2	<p><b>Explain the concept of organisation process. (13M) (Nov/Dec2007) BTL2</b>  <b>Answer Page. No.3.4 Dr. G.K. Vijayaraghavan</b></p> <p><b>Explanation:</b> (13 M)</p> <ul style="list-style-type: none"> <li>• Determination of Objectives</li> <li>• Enumeration of Objectives</li> <li>• Classification of Activities</li> <li>• Assignment of Duties</li> <li>• Delegation of Authority</li> </ul>
3	<p><b>Bring out the Characteristics centralization/Decentralization. Also highlight the merits and demerits of centralization/Decentralization with examples. (13M) (April/ May2008) BTL2</b>  <b>Answer Page. No.3.79 Dr. G.K. Vijayaraghavan</b></p> <p><b>Characteristics:</b> (5 M)</p> <ul style="list-style-type: none"> <li>• <b>Philosophy / emphasis on:</b> top-down control, leadership, vision, strategy.</li> <li>• <b>Decision-making:</b> strong, authoritarian, visionary, charismatic.</li> <li>• Organizational change: shaped by top, vision of leader.</li> <li>• <b>Execution:</b> decisive, fast, coordinated.</li> <li>• Able to respond quickly to major issues and changes. ·</li> <li>• <b>Uniformity</b> Low risk of dissent, conflicts between parts of organization.</li> </ul> <p><b>Advantages of Centralization:</b> (2 M)</p> <ul style="list-style-type: none"> <li>• Provide Power and prestige for manager</li> <li>• Promote uniformity of policies, practices and decisions ·</li> <li>• Minimal extensive controlling procedures and practices ·</li> <li>• Minimize duplication of function</li> </ul> <p><b>Disadvantages of Centralization:</b> (2 M)</p> <ul style="list-style-type: none"> <li>• Neglected functions for mid Level,less motivated beside personnel.</li> <li>• Nursing supervisor functions as a link officer between nursing director</li> </ul> <p><b>Advantages of Decentralization:</b> (2 M)</p> <ul style="list-style-type: none"> <li>• Raise morale and promote interpersonal relationships and Relieve from the daily administration</li> <li>• Bring decision-making close to action ·</li> <li>• Promote employee's enthusiasm and coordination ·</li> </ul> <p><b>Disadvantages of Decentralization:</b> (2 M)</p> <ul style="list-style-type: none"> <li>• Top-level administration may feel it would decrease their status</li> <li>• Managers may not permit full and maximum utilization of highly qualified</li> </ul>
4	<p><b>Discuss in detail about the Factors Affecting Span of control. (13M) (May/June2007)</b>  <b>(May/June 2013) BTL2</b>  <b>Answer Page. No.3.65: Dr. G.K. Vijayaraghavan</b></p>

	<p><b>Span of control:</b> (2 M) Span of control is simply the number of staff that report to a manager. Some companies also have an ideal span of control, which is the number of reports they feel a manager can effectively manage. In this case, if a manager has fewer reports than the ideal, they may feel he or she is not being effectively used, while if he or she is handling more they may feel that the manager is over-stretched and the reports will not receive enough direction.</p> <p><b>Explanation:</b> (11 M)</p> <ul style="list-style-type: none"> <li>• Capacity of Superior</li> <li>• Capacity of Subordinates</li> <li>• Nature of Work</li> <li>• Degree of Centralization or Decentralization</li> <li>• Degree of Planning</li> <li>• Communication Techniques.</li> <li>• Use of Staff Assistance</li> <li>• Supervision of others</li> </ul>
5	<p><b>Describe the HR Planning process and objectives. (13M) (May/June2007) BTL2</b> <b>Answer Page. No.2.7 &amp; 2.17 Dr. G.K. Vijayaraghavan</b></p> <p><b>Objectives:</b> (4 M)</p> <ul style="list-style-type: none"> <li>• Every organization has goals.</li> <li>• To make a profit for the company's owners.</li> <li>• Lowest cost for the greatest profit margin.</li> </ul> <p><b>Process:</b> (9 M) The Best of Brian Tracy</p> <ul style="list-style-type: none"> <li>• Assessing Human Resources</li> <li>• Demand Forecasting</li> <li>• Supply Forecasting</li> <li>• Matching Demand And Supply</li> <li>• Action Plan</li> </ul>
6	<p><b>Explain the methods of performance appraisal. (13M) (May/June 2012) BTL2</b> <b>Answer Page. No.3.145 Dr. G.K. Vijayaraghavan</b></p> <p><b>Traditional methods:</b> (7 M) <b>Modern Methods:</b> (6 M)</p> <p><b>Traditional Methods</b></p> <p><b>Ranking method</b> The 'worth' of a job is usually based on judgements of skill, effort</p> <p><b>Paired comparison</b> Pairs to judge which of each entity is preferred</p> <p><b>Grading</b> Arrange in or allocate to grades; classify or sort based on output, result.</p> <p><b>Force distribution method</b> Evaluation <b>method</b> of forced distribution to check capacity of manpower</p>

	<p><b>Checklist method</b> A type of job aid used to reduce failure by compensating for potential limits of human memory</p> <p><b>Critical incident method</b> Used for collecting direct observations of human behaviour, have critical significance</p> <p><b>Graphic scale method</b> To find Traits or behaviours that important for effective performance by graphs</p> <p><b>Essay method</b> A statement about employee being appraised</p> <p><b>Field review method</b> Appraisal is conducted by ratter who does not belong to employees' department</p> <p><b>Confidential report</b> General assessment of work performed by a Government servant to reporting authority</p> <p><b>Modern Method:</b></p> <p><b>Management by Objectives</b> Model that aims to improve the performance of an organization by clearly defining objectives</p> <p><b>Behaviourally anchored rating scale</b> Aims to combine the benefits of narratives, critical incidents, and quantified ratings</p> <p><b>Assessment canters</b> A process where candidates are assessed to determine their suitability</p> <p><b>360 degree appraisal method</b> Employees receive confidential, anonymous <b>feedback</b> from the people who work around them</p> <p><b>Cost accounting method</b> An activity or accomplishing a purpose are collected, classified, and recorded</p>
<p>7</p>	<p><b>Distinguish between formal and informal organization. (13M) (Nov/Dec2012) BTL4</b> <b>Answer Pg. No.3.11 Dr. G.K. Vijayaraghavan</b></p> <p><b>Formal (7M)</b> <span style="float: right;"><b>Organisation:</b></span></p> <p>When the managers are carrying on organising process then as a result of organising process an organisational structure is created to achieve systematic working and efficient utilization of resources. This type of structure is known as formal organisational structure.</p> <p>Formal organisational structure clearly spells out the job to be performed by each individual, the authority, responsibility assigned to every individual, the superior- subordinate relationship and the designation of every individual in the organisation. This structure is created intentionally by the managers for achievement of organisational goal.</p> <p><b>Features of Formal organisation:</b></p> <p>(1) The formal organisational structure is created intentionally by the process of organising.</p>

(2) The purpose of formal organisation structure is achievement of organisational goal.

**Advertisements:**

(3) In formal organisational structure each individual is assigned a specific job.

(4) In formal organisation every individual is assigned a fixed authority or decision-making power.

(5) Formal organisational structure results in creation of superior-subordinate relations.

(6) Formal organisational structure creates a scalar chain of communication in the organisation.

**Advantages of Formal Organisation:**

**1. Systematic Working:**

Formal organisation structure results in systematic and smooth functioning of an organisation.

**2. Achievement of Organisational Objectives:**

Formal organisational structure is established to achieve organisational objectives.

**3. No Overlapping of Work:**

In formal organisation structure work is systematically divided among various departments and employees. So there is no chance of duplication or overlapping of work.

**4. Co-ordination:**

Formal organisational structure results in coordinating the activities of various departments.

**5. Creation of Chain of Command:**

Formal organisational structure clearly defines superior subordinate relationship, i.e., who reports to whom.

**6. More Emphasis on Work:**

Formal organisational structure lays more emphasis on work than interpersonal relations.

Disadvantages of Formal Organisation:

**1. Delay in Action:**

While following scalar chain and chain of command actions get delayed in formal structure.

**2. Ignores Social Needs of Employees:**

Formal organisational structure does not give importance to psychological and social need of employees which may lead to demotivation of employees.

**3. Emphasis on Work Only:**

Formal organisational structure gives importance to work only; it ignores human relations, creativity, talents, etc.

**Informal Organisation:****(6M)**

The informal organisational structure gets created automatically and the main purpose of such structure is getting psychological satisfaction. The existence of informal structure depends upon the formal structure because people working at different job positions interact with each other to form informal structure and the job positions are created in formal structure. So, if there is no formal structure, there will be no job position, there will be no people working at job positions and there will be no informal structure.

**Features of informal organisation:**

- (1) Informal organisational structure gets created automatically without any intended efforts of managers.
- (2) Informal organisational structure is formed by the employees to get psychological satisfaction.
- (3) Informal organisational structure does not follow any fixed path of flow of authority or communication.
- (4) Source of information cannot be known under informal structure as any person can communicate with anyone in the organisation.
- (5) The existence of informal organisational structure depends on the formal organisation structure.

**Advantages of Informal Organisation:****1. Fast Communication:**

Informal structure does not follow scalar chain so there can be faster spread of communication.

**2. Fulfills Social Needs:**

Informal communication gives due importance to psychological and social need of employees which motivate the employees.

**3. Correct Feedback:**

Through informal structure the top level managers can know the real feedback of employees on various policies and plans.

Strategic Use of Informal Organisation. Informal organisation can be used to get benefits in the formal organisation in the following way:

1. The knowledge of informal group can be used to gather support of employees and improve their performance.
2. Through grapevine important information can be transmitted quickly.
3. By cooperating with the informal groups the managers can skillfully take the advantage of both formal and informal organisations.

**Disadvantages of Informal organisation:**

**1. Spread Rumours:**

According to a survey 70% of information spread through informal organisational structure are rumors which may mislead the employees.

**2. No Systematic Working:**

Informal structure does not form a structure for smooth working of an organisation.

**3. May Bring Negative Results:**

If informal organisation opposes the policies and changes of management, then it becomes very difficult to implement them in organisation.

**4. More Emphasis to Individual Interest:**

Informal structure gives more importance to satisfaction of individual interest as compared to organisational interest.

**Explain the significance of organization structure and the principles of organisation structure. (13M) (May/ June 2013) (Nov/Dec 2013) BTL2**  
**Answer Page. No.3.18 &3 Dr. G.K. Vijayaraghavan**

**8 Significance:**

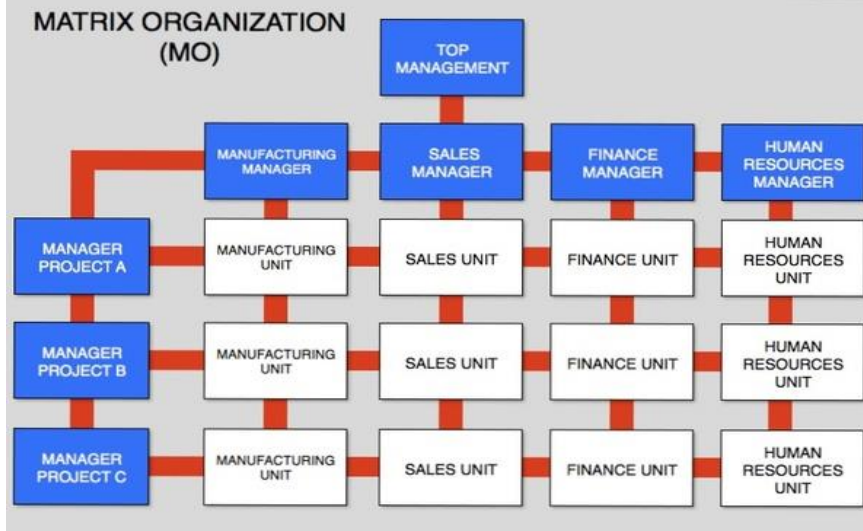
**(6 M)**

- Improve teamwork and productivity
- Organization structure, location of decision-making
- Creative thinking and initiative
- Growth of enterprise by increasing its capacity

	<ul style="list-style-type: none"> <li>• Pattern of communication and coordination.</li> <li>• Awareness to identify the roles .</li> </ul> <p><b>Principles :</b> (7 M)</p> <ul style="list-style-type: none"> <li>• Line and Staff Relationships</li> <li>• Departmentalization</li> <li>• Span of Control</li> <li>• De-centralization and Centralization</li> </ul>
9	<p><b>Explain the types of organizational structures (13M) (Nov/Dec 2013) BTL2</b>  <b>Answer Page : 3.18 Dr. G.K. Vijayaraghavan</b></p> <p><b>Organizational structures:</b> (2 M)  Organizational structure is a system used to define a hierarchy within an organization. It identifies each job, its function and where it reports to within the organization. This structure is developed to establish how an organization operates and assists an organization in obtaining its goals to allow for future growth. The structure is illustrated using an organizational chart.</p> <p><b>Explanation:</b> (11 M)</p> <ul style="list-style-type: none"> <li>• Line organizational structure.</li> <li>• Staff or functional authority organizational structure.</li> <li>• Line and staff organizational structure.</li> <li>• Committee organizational structure.</li> <li>• Divisional organizational structure.</li> <li>• Project organizational structure.</li> <li>• Matrix organizational structure</li> <li>• Hybrid organizational structure.</li> </ul>
10	<p><b>Explain the different types of Departmentation. (13M) BTL2</b>  <b>Answer Page : 3.47 Dr. G.K. Vijayaraghavan</b></p> <p><b>Explanation:</b> (13 M)</p> <ul style="list-style-type: none"> <li>• Departmentation by function  Based on functions like, Production, Finance, Marketing etc</li> <li>• Departmentation by Product  Based on Product like, Television, Radio, Laptop, camera etc.</li> <li>• Departmentation by service  Based on service like, Loan, savings, Mutual funds, Money exchange in a bank</li> <li>• Departmentation by Customer  Based on customers like, Regular customer, Occasional customer, Festival customer etc</li> <li>• Departmentation by process  Based on process like, cleaning, colouring, printing, cutting, packaging etc</li> <li>• Departmentation by place  Based on place like, South zone, North zone, East zone, West zone</li> <li>• Departmentation by Time  Based on time like, Morning shift, evening shift, night shift.</li> </ul>
<b>PART * C</b>	
1	<b>Enumerate in detail about the selection process which is widely followed in selecting IT</b>



	<p><b>professionals. Also highlight the different types of interviews that can be used in the selection process. (15M) (April / May2008) BTL2</b>  <b>Answer Page : 3.117&amp; 3.120 Dr. G.K. Vijayaraghavan</b></p> <p><b>Selection process:</b> ( 10 M)</p> <ul style="list-style-type: none"> <li>• <b>Preliminary Interview</b> Sort of a filtering process used by recruiters to help them sort out best candidate</li> <li>• <b>Receiving Applications</b> It is used to process receipts for materials.</li> <li>• <b>Screening of Applications</b> Selecting candidates for interview who meet all minimum requirements</li> <li>• <b>Employment test</b> The practice of administering written, oral, or other tests</li> <li>• <b>Employment Interview</b> A conversation between a job applicant and a representative of an employer</li> <li>• <b>Checking References</b> When an employer contacts a job applicant's previous employers</li> <li>• <b>Physical examination</b> A medical examination to determine a person's bodily fitness.</li> <li>• <b>Final selection</b> Final hiring decision should completed</li> </ul> <p><b>Types of Interview:</b> (5 M)</p> <ul style="list-style-type: none"> <li>• Structured Interview.</li> <li>• Unstructured Interview.</li> <li>• Stress Interview.</li> <li>• Behavioural Interview.</li> <li>• Problem Solving or Case Interview.</li> <li>• Panel Interview.</li> </ul>
2	<p><b>Define matrix organization. Why matrix organization is used? Discuss the problems with matrix management and guidelines for making matrix management effective. (15M) (BTL2) (Ma y/June2009)</b>  <b>Answer Page : 3.60 Dr. G.K. Vijayaraghavan</b></p> <p><b>Define:</b> (2 M)</p> <p>The mixed forms of organization are referred to as matrix or grid organization's According to the situations, the patterns of Organizing varies from case to case. The form of structure must reflect the tasks, goals and technology if the originations the type of people employed and the environmental conditions that it faces. It is not unusual to see firms that utilize the function and project organization combination.</p> <p><b>Diagram:</b> (2 M)</p>

**Problems:****(4 M)**

- Feeling of ambiguity caused by employees moving from one project to another as required by their line manager,
- Conflict of loyalty between line managers and project managers over the allocation of resources — for instance, where groups neglect their usual duties and responsibilities,
- The outcome of dual reporting is the loss of unity of command, which can lead to problems of coordination and prioritisation,
- Project managers may experience problems of authority over their team members, especially if they are from another department or team,
- Project management may fail to gain the support of other functional managers,
- If teams have a lot of independence they can be difficult to monitor, which is why the agreements between project and line management are essential, and
- Costs can be increased if more project managers are created through the use of project teams.

**Guidelines for Making Matrix Management Effective:****(3 M)**

- Define the objectives clearly
- Clarify the role, authority and responsibility of managers and team members
- Ensure that influence is based on knowledge and information, rather than on rank
- Balance the functional and project managers
- Select manager having thorough experience and capable of leadership
- Install appropriate cost, time and quality control system
- Rewards project managers and team members fairly

**Uses:****(2 M)**

- Improves Workplace Communication
- Boosts Team Concept
- Empowers Employees by Providing Greater Authority

**Explain the methods of Recruitment in detail. (15M) (May/June 2009) BTL2**

**Answer Page : 3.111 Dr. G.K. Vijayaraghavan**

**Internal Sources:**

**(6 M)**

**External Sources:**

**(9 M)**

Sources of recruitment (manpower supply)

↓	↓
Internal source	External sources
1. Promotion	1. Management consultant
2. Departmental exam	2. Employment agency
3. Transfer	3. Campus recruitment
4. Retirement	4. News paper advertisement
5. Internal advertisement	5. Internet advertisement
6. Employee recommendation	6. Walk in interview

**Internal Source**

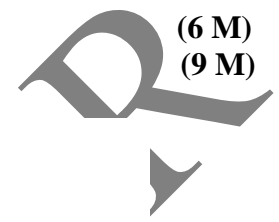
- Promotion  
An activity, supports or encourages a cause, venture, or aim
- Departmental exam  
Basic test to know the interest, competency level
- Transfer  
Move from one place to another
- Retirement  
The action or fact of leaving one's job and ceasing to work
- Internal advertisement  
Company will use internal sources of recruitment to fill a vacancy
- Employee recommendation  
organizations to identify potential candidates from their existing employees' social networks

**External Source**

- Management consultant  
Professional advice about how to run a company or organization more effectively.
- Employment agency  
A business that finds employers or employees for those seeking them
- Campus recruitment  
Employers undertake an organised program of attracting and hiring students
- Newspaper advertisement  
Ads are generally used by businesses and corporations towards promotion
- Internet advertisement  
A form of marketing and advertising which uses the internet to deliver promotional marketing
- Walk in interview  
A prospective employee reaches the respective office or place without any prior

3

	<p>appointment</p>
<p>4</p>	<p><b>Briefly discuss the types of training in a successful organisation. (15M) (April/ May2011)</b>                  BTL2                  Answer Pg. No.3.131 Dr. G.K. Vijayaraghavan</p> <p><b>On The Training:</b> (6 M)  <b>Off The Training:</b> (9 M)</p> <div style="text-align: center;"> <pre>                     graph TD                         A[Methods of training] --&gt; B[On-the-job training methods]                         A --&gt; C[Off-the-job training methods]                     </pre> </div> <p><b>On the job Training</b></p> <ul style="list-style-type: none"> <li>• Job Rotation The practice of moving employees between different tasks to promote experience and variety.</li> <li>• Coaching Client in achieving a specific personal or professional goal by providing training and guidance</li> <li>• Job Instruction A step-by-step, relatively simple technique used to train employees on the <b>job</b></li> <li>• Committee assignment A person or group of persons elected or appointed to perform some service or function</li> <li>• Internship training Trainee works in an organization, sometimes without pay, in order to gain work experience</li> </ul>



**Off the job training**

- Case study method  
Analyzed with a view toward formulating general principles.
- Critical Incident method  
Actions of an employee is recorded and examined during the critical situation.
- Role play  
act out or perform the part of a person or character in training or psychotherapy
- In basket method  
A test used by companies and governments in hiring and promoting employees
- Business Games  
Simulation games that are used as an educational tool for teaching
- Grid Training  
The comprehensive organization development programme developed by Blake and Mouton
- Lectures  
An educational talk to an audience, especially one of students in a university.
- Simulation  
The production of a computer model of something, especially for the purpose of study.
- Management education  
A collective group of professionals that includes principals, teachers and other education
- Conferences  
A formal meeting of people with a shared interest on the specified area or domain.

<b>UNIT IV – DIRECTING</b>	
	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.
<b>PART * A</b>	
<b>1</b>	<p><b>What is meant by the term directing? BTL2</b></p> <p>Directing may be defined as the process of instructing, guiding and inspiring human factors in the organization to achieve organization objectives. It is not only issuing orders and instruction by a superior to his subordinates but also including the process of guiding and inspiring them to work effectively.</p>
<b>2</b>	<p><b>Define creativity. BTL2</b></p> <p>Creativity is defined as the ability to produce new and useful ideas through the combination of known principles and components in novel and non obvious ways. Creativity exists throughout the population, largely independent of age, sex, and education.</p>
<b>3</b>	<p><b>What does SCAMPER stand for? BTL2</b></p> <ul style="list-style-type: none"> <li>• S- substitute - components, materials, people</li> <li>• C- combine- mix, combine with other assemblies or services, integrate</li> <li>• A- adapt – alter, change function, use part of another element</li> <li>• M – modify – increase or reduce in scale, change shape, modify attributes (e.g. color)</li> <li>• P- put to another use</li> <li>• E – eliminate – remove elements, simplify, reduce to core functionality</li> <li>• R – reverse – turn inside out or upside down, also use of reversal.</li> </ul>
<b>4</b>	<p><b>Define “multiplicity of roles”. BTL2</b></p> <p>Individuals are not only the productive factor in management’s plans. They are members of social System of many organizations.</p>
<b>5</b>	<p><b>What is meant by Brain Storming? (May 2018) BTL2</b></p> <p>Brainstorming is a excellent way of developing many creative solutions to a problem. It</p>

	works by focusing on a problem, and then coming up with very many radical solutions to it. The essence of brainstorming is a creative conference, ideally of 8 to 12 people meeting for less than an hour to develop a long list of 50 or more ideas. Suggestions are listed without criticism on a blackboard or newsprint as they are offered; one visible idea leads to others. At the end of this session, participants are asked how the ideas could be combined or improved.															
6	<p><b>Define motivation. BTL2</b></p> <p>According to Koontz and O'Donnell, "Motivation is a general term applying to the entire class of drives, desires, needs withes and similar forces that induce an individual or a group of people to work".</p>															
7	<p><b>Compare theory X and theory Y. BTL4</b></p> <table border="1"> <thead> <tr> <th>S.No</th> <th>Theory X</th> <th>Theory Y</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>The average human dislikes work</td> <td>Work is as natural as play or rest.</td> </tr> <tr> <td>2</td> <td>People are unambitious and prefer to be directed by other.</td> <td>Ambitious and capable of directing their own.</td> </tr> <tr> <td>3</td> <td>They avoid responsibility.</td> <td>They accept responsibility under proper conditions.</td> </tr> <tr> <td>4</td> <td>External control, threatening and close supervision are required.</td> <td>Self directed and self are controlled.</td> </tr> </tbody> </table>	S.No	Theory X	Theory Y	1	The average human dislikes work	Work is as natural as play or rest.	2	People are unambitious and prefer to be directed by other.	Ambitious and capable of directing their own.	3	They avoid responsibility.	They accept responsibility under proper conditions.	4	External control, threatening and close supervision are required.	Self directed and self are controlled.
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4	External control, threatening and close supervision are required.	Self directed and self are controlled.														
8	<p><b>Differentiate motivation and satisfaction. BTL4</b></p> <p><u>Motivation:</u> Management 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.</p> <p><u>Satisfaction:</u> After attaining the goals, everyone involved in the same gets happiness or internal feelings. So, motivation is before attaining the specific task but satisfaction means, the happiness comes after attaining the goals.</p>															
9	<p><b>List out the basic needs in a hierarchy. BTL1</b></p> <ul style="list-style-type: none"> <li>• Physiological needs</li> <li>• Safety needs</li> </ul>															

	<ul style="list-style-type: none"> <li>• Social needs</li> <li>• Esteem needs</li> <li>• Self-actualization needs</li> </ul>
10	<p><b>What is job enrichment? (May 2017)(Nov 2017)BTL2</b></p> <p>Job enrichment is therefore based on the assumptions that in order to motivate personnel, the job itself must provide opportunities for achievement, recognition, responsibility, advancement and growth.</p>
11	<p><b>Define leadership. BTL2</b></p> <p>Leadership is the process of influencing the behaviour of others towards the accomplishment of goals in a given situation.</p>
12	<p><b>Mention the importance of leadership. BTL1</b></p> <ul style="list-style-type: none"> <li>• Motivating employees</li> <li>• Leader develops team work</li> <li>• Better utilization of manpower</li> <li>• Creating confidence of followers</li> <li>• Directing group activities</li> <li>• Building morale</li> <li>• Maintaining discipline.</li> </ul>
13	<p><b>What are the four basic ingredients of leadership skill? OR Mention any two leadership qualities. BTL2</b></p> <ul style="list-style-type: none"> <li>• <u>Physical qualities</u>: Sound health, vitality, appearance, physical and nervous energy, forcefulness, physique, enthusiasm.</li> <li>• <u>Intellectual qualities</u>: High intelligence, sound judgment ability to teach, scientific approach, decisiveness, self understanding.</li> <li>• <u>Morale qualities</u>: Integrity, moral courage, fair play, will power, sense of purpose, objectivity.</li> <li>• <u>Social qualities</u>: Ability to inspire, tact, percussiveness, self-confidence, empathy, initiative, knowledge of human nature human relations attitude.</li> </ul>
14	<p><b>Name the various types of communication. BTL1</b></p> <ul style="list-style-type: none"> <li>• Downward communications,</li> <li>• Upward communication,</li> <li>• Horizontal or lateral communication.</li> </ul>
15	<p><b>Differentiate single and multiple channel networks. BTL4</b></p>



	S.No.	Single channel communication	Multiple channel communication
	1	The communication is allowed on only one path called as line authority.	The communication is allowed in more than one path.
	2	It is simply referred as through proper channel.	It is simply referred as through various channel.
	3	Communication flow is slow	Communication flow is faster,
	4	Easy to maintain orderly in nature.	Potential problems may occur.
	5	Miscommunication reduced.	Miscommunication is increased.
16	<p><b>List out the various effective media in communication. BTL1</b></p> <ul style="list-style-type: none"> <li>• A large bank supplies hardware and software to its customers.</li> <li>• Several banks now make bank-by – phone services available even to individuals.</li> <li>• E-mail service making easy delivery of documents.</li> </ul>		
17	<p><b>Distinguish between a leader and manager. BTL4</b></p> <p><u>Leadership</u> is generally defined as influence, the art of process of influencing people so that they will Willingly towards the achievement of group goals.</p> <p><u>Manager</u> gives the direction and controlling the various activities of the people to achieve the objectives of an organization.</p>		
18	<p><b>Define the term “Grape Vine”. BTL2</b></p> <p>The information actually transmitted through the informal channels may be inaccurate, distorted, a half- truth, a rumor, a gossip, a private interpretation and sometimes truth. It is called as grapevine.</p>		
19	<p><b>State the needs for communication. BTL1</b></p> <ul style="list-style-type: none"> <li>• To establish and spread goals of an enterprise widely</li> <li>• To develop plans for further achievement</li> <li>• To organize human and other resources in the most effective and efficient way</li> <li>• To select, develop and apprise members of the organization.</li> </ul>		
20	<p><b>Write the various types of communicating networks. BTL3</b></p>		

	<ul style="list-style-type: none"> <li>• Simple chain</li> <li>• Wheel</li> <li>• Circular</li> <li>• Free flow</li> <li>• Inverted V</li> </ul>
21	<p><b>State the advantages of democratic leadership.(May 2018) BTL1</b></p> <ul style="list-style-type: none"> <li>• The subordinates are motivated by participation in decision-making process. This will increase job satisfaction.</li> <li>• Absence of leader does not affect output</li> <li>• Labour absenteeism and turn-over will be minimum.</li> <li>• The quality of decision is improved</li> </ul>
22	<p><b>What are the barriers involved in effective communication? BTL1</b></p> <ul style="list-style-type: none"> <li>• Physical barriers</li> <li>• Socio-psychological or personal barriers</li> <li>• Organizational barriers</li> <li>• Semantic barriers</li> <li>• Mechanical barriers</li> </ul>
23	<p><b>What is job satisfaction ?(Nov 2017) BTL1</b></p> <p>The term 'job satisfaction' refers to an employee's general happiness with his or her job. Locke describes job satisfaction is "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences". Therefore, job satisfaction is the amount of overall positive effect or feelings that individuals have towards their job.</p>
24	<p><b>What is personality ?(May 2017) BTL1</b></p> <p>Personality is the combination of characteristics or qualities that form an individual's distinctive character.</p>
25	<p><b>What is effective communication ?(Nov 2017) BTL1</b></p> <p>If the message sent by the sender to the receiver is understood by the receiver in the same sense, it is called effective communication.</p>
26	<p><b>What are the elements in the Maslow's hierarchy of needs?(Nov 2017) BTL1</b></p>

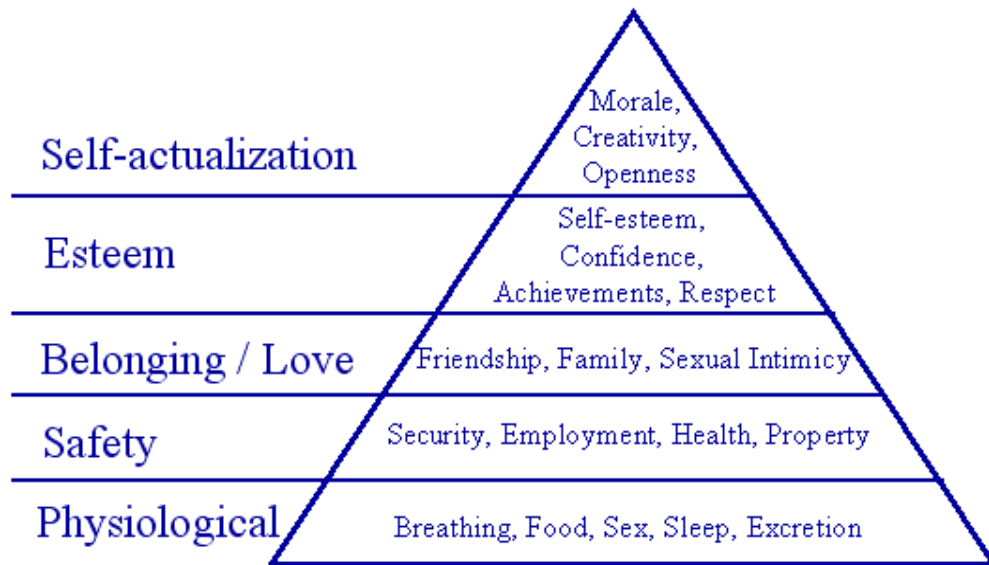
	<ul style="list-style-type: none"> <li>• Physiological needs</li> <li>• Safety needs</li> <li>• Social needs</li> <li>• Esteem needs</li> <li>• Self-actualization needs.</li> </ul>
27	<p><b>Mention the various types of leadership styles?(May 2016) BTL2</b></p> <ul style="list-style-type: none"> <li>• Autocratic or dictatorial leadership</li> <li>• Participative or democratic leadership</li> <li>• Laissez-faire or free-rein leadership</li> </ul>
	<b>PART * B</b>
1	<p><b>Explain the type of leadership with examples and write down the advantages and Disadvantages. (13M) (Nov/Dec2006)(Nov 2016) BTL2</b></p> <p><b>Answer: Page :4.70 - Dr. G.K. Vijayaraghavan</b></p> <p><b>LEADERSHIP STYLES (6 M)</b></p> <p><b>The advantages and disadvantages. (7 M)</b></p> <p><b>The leadership style we will discuss here are:</b></p> <ul style="list-style-type: none"> <li>• <b>Autocratic style</b></li> <li>• Characterized by individual control over all decisions and little input from group members.</li> </ul> <p><b>Disadvantages</b></p> <p>More group hostility</p> <p>More dependence on leader</p> <p>More apathy in group</p> <p>Slower execution of decisions</p> <p><b>Advantages</b></p> <p>More group productivity while leader watches</p> <p>Group makes quicker decisions</p>

<p>Often does the task themselves as it is quicker</p> <p>Pushes the group.</p> <ul style="list-style-type: none"> <li>• <b>Democratic Style</b></li> <li>• Members of the group take a more participative role in the decision-making process.</li> </ul> <p><b>Disadvantages</b></p> <p>Slower decision making</p> <p>Less initial production</p> <p>Leader can be unsure and makes everything a matter for group discussion.</p> <p><b>Advantages</b></p> <p>More individual responsibility</p> <p>More friendliness</p> <p>Better implementation</p> <p>More personal growth</p> <p>More motivation</p> <p>Greater ultimate production</p> <ul style="list-style-type: none"> <li>• <b>Laissez Faire Style</b></li> </ul> <p>Leaders are hands-off and allow group members to make the decisions.</p> <p><b>Disadvantages:</b></p> <p>Less group satisfaction</p> <p>Less group productivity</p> <p>Poorer quality of work</p> <p>Less personal growth</p> <p>Jobs fall back on someone else or are not completed</p> <p>Who takes credit or blame?</p> <p><b>Advantages:</b></p> <p>No work for the leader</p>
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	<p>Frustration may force others into leadership roles</p> <p>Allows the visionary worker the opportunity to do what they want, free from interference</p> <p>Empowers the group</p>
2	<p><b>Explain dimension, advantages and disadvantages of job enrichment to maintain competitiveness. (13M)(Nov/Dec2006) BTL2</b></p> <p><b>Answer: Page: 4.60 - Dr. G.K. Vijayaraghavan</b></p> <p><b>INTRODUCTION: (2 M)</b></p> <ul style="list-style-type: none"> <li>• Addition to a job of tasks that increase the amount of employee control or responsibility.</li> <li>• Job enrichment has its roots in Frederick Herzberg's two-factor theory, according to which two separate dimensions contribute to an employee's behaviour at work.</li> </ul> <p><b>DIMENSION: (4 M)</b></p> <p><b>The first dimension:</b></p> <ul style="list-style-type: none"> <li>• Hygiene factors, involves presence or absence of job dissatisfaction, such as wages, working environment</li> </ul> <p><b>The second dimension :</b></p> <ul style="list-style-type: none"> <li>• Factors that satisfy higher-level needs.</li> </ul> <p><b>Advantages of job enrichment : (4 M)</b></p> <ul style="list-style-type: none"> <li>• Interesting and challenging job :- When a certain amount of power is given to employees. It makes the job more challenging for them.</li> <li>• Improves decision making :- Improve decision making ability of employee by asking him to decide.</li> </ul> <p><b>Disadvantages of job enrichment : (3 M)</b></p> <p>Workers have complete knowledge to take decisions and they have the right attitude.</p> <p>Negative implications ie. Along with usual work decision making work is also given to employees and not many may be comfortable with this.</p>
3	<p><b>Explain Maslow's theory of motivation and compare and contrast XY theory. (13M) (Nov/Dec2007) (May/June 2009) BTL2</b></p> <p><b>Answer: Page: 4.28 &amp; 4.24 - Dr. G.K. Vijayaraghavan</b></p>

**DIAGRAM:**

**(3 M)**



**EXPLANATION:**

**(4 M)**

- Physical: The basic need of human being such as water, air, food, dress.
- Security: The need of safety, shelter, stability
- Soical : The need of being loved, belonging, Inclusion
- Ego: The need of self esteem, Power, Prestige
- Self actualisation: The need of development, Creativity.

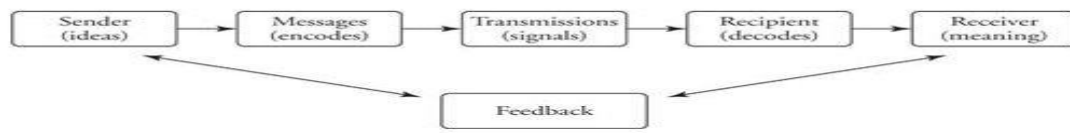
**DIAGRAM:**

**(2 M)**

	<div style="text-align: center;"> <p><b>'Theory X'</b></p> <p>management</p> <p>Theory X - authoritarian, repressive style. Tight control, no development. Produces limited, depressed culture.</p> <p>staff</p> <p><b>'Theory Y'</b></p> <p>staff</p> <p>Theory Y - liberating and developmental. Control, achievement and continuous improvement achieved by enabling, empowering and giving responsibility.</p> <p>management</p> <p><small>© 2002 alan chapman Based on Douglas McGregor's XY-Theory. www.businessballs.com This diagram was developed by alan chapman consultancy and you may use it personally or within your organisation provided copyright and www.businessballs.com is acknowledged. Publication in any form or use in provision of business services to a third party is not allowed without permission from alan chapman. Support and advice on using this system is available from alan chapman via email advice@alanchapman.com. More free online training resources are at www.businessballs.com.</small></p> </div> <p><b>EXPLANATION:</b> <span style="float: right;">(4 M)</span></p> <ul style="list-style-type: none"> <li>• <b>Theory X</b></li> <li>• Managers tend to take a pessimistic view of their people</li> <li>• Assume that they are naturally unmotivated, dislike work.</li> <li>• Team members need to be prompted, <u>rewarded</u>, punished constantly to make sure that they complete their tasks.</li> <li>• <b>Theory Y</b></li> <li>• Managers have an optimistic, positive opinion of their people</li> <li>• Use a decentralized, participative management style.</li> <li>• This encourages a more <u>collaborative</u> , <u>trust-based</u> relationship</li> </ul>
4	<p><b>Define communication. Explain the process of communication. (April/ May2008) (May/June2012) (Nov/Dec2013) (13M) BTL2</b></p> <p><b>Answer: Page: 4.92 - Dr. G.K. Vijayaraghavan</b></p> <p><b>Define:</b> <span style="float: right;">(2 M)</span></p> <p>According to Koontz and O'Donnell, "Communication, is an intercourse by words, letters symbols or messages, and is a way that the organization members shares meaning and understanding with another".</p>

**DIAGRAM:**

(2 M)



**Figure 1** Communication model.

**EXPLANATION :**

(9 M)

- Sender : The person who send the message
- Encoding: The process of converting common language to machine language.
- Transmission: The process of selecting channel or method of communication
- Decoding: The process of converting machine language to common language
- Receiver: The person who receive the message
- Feedback: It is a source of acknowledging the message from receiver to sender

**Briefly describe the individual and group behaviour (13M) BTL2**

**Answer: Page: 4.4 & 4.9 - Dr. G.K. Vijayaraghavan**

**Foundation of individual behaviour: (2 M)**

Individual behavior can be defined as how an individual behaves at work.

A person's behavior is influenced by the following factors ( 4 M)

- Attitude
- Perception
- Personality
- Stress
- Belief
- Norms or other psychological matters

5

**Foundation of group behaviour:**

(2 M)

A group can be defined as two or more interacting and interdependent individuals who come together to achieve particular objectives. A group behavior can be stated as a course of action a group takes as a family. For example – Strike.

**Types of Groups (5 M)**

There are two types of groups individuals form. They are formal groups and informal groups. Let us know about these groups.



	<p><b>Formal Groups</b></p> <p>These are the type of work groups created by the organization and have designated work assignments and rooted tasks. The behavior of such groups is directed toward achieving organizational goals.</p> <ul style="list-style-type: none"> <li>• <b>Command Group</b> – It is a group consisting of individuals who report directly to the manager.</li> <li>• <b>Interest Group</b> – It is a group formed by individuals working together to achieve a specific objective.</li> <li>• <b>Informal Groups</b> These groups are formed with friendships and common interests.</li> <li>• <b>Task group:</b> Those working together to finish a job or task is known as a task group.</li> <li>• <b>Friendship group:</b> Those brought together because of their shared interests or common characteristics is known as friendship group.</li> </ul>
6	<p><b>Explain the various types of organizational communication. (13M) (May/June2007)</b> BTL2</p> <p><b>Answer: Page: 4.100 - Dr. G.K. Vijayaraghavan</b></p> <p><b>Formal Communication: (6 M)</b></p> <ul style="list-style-type: none"> <li>• Downward Communication communication from top management to lower level management</li> <li>• Upward Communication communication from lower level management to top management</li> <li>• Horizontal Communication communication between same set of people</li> </ul> <p><b>Informal Communication or Grapevine: (7 M)</b></p> <ul style="list-style-type: none"> <li>• Oral Communication Communication by language through mouth</li> <li>• Written Communication Communication by documents and proofs through hand writing</li> <li>• Body language</li> </ul>

	Communication by signal and symbols through body actions
7	<p><b>Briefly summarise Barriers in effective communication. (13M) (May/June2007)(Nov 2016)(May 2017)(Nov 2017)(May 2018) BTL2 Answer: Page: 4.103 &amp; 4.105 - Dr. G.K. Vijayaraghavan</b></p> <p><b>Communication: (2 M)</b></p> <p>Communication is sending and receiving information between two or more people. The person sending the message is referred to as the sender, while the person receiving the information is called the receiver. The information conveyed can include facts, ideas, concepts, opinions, beliefs, attitudes, instructions and even emotions.</p> <p><b>Barriers in effective communication: (11 M)</b></p> <ul style="list-style-type: none"> <li>• Filtering</li> <li>• Selective Perception</li> <li>• Emotions</li> <li>• Language</li> <li>• Stereotyping - Repeating the same concept</li> <li>• Status Difference</li> <li>• Use of Conflicting Signals</li> <li>• Reluctance to Communicate</li> <li>• Projection</li> <li>• The "Halo Effect"- influencing the first impression</li> </ul>
8	<p><b>Explain the leadership theories in detail. (13M) (April/ May2011) (BTL2)</b></p> <p><b>Answer: Page: 4.75 - Dr. G.K. Vijayaraghavan</b></p> <p><b>Leadership: (2 M)</b></p> <p>Leadership is the ability of a company's management to set and achieve challenging goals, take swift and decisive action, outperform the competition, and inspire others to perform well.</p> <p><b>EXPLANATION: (11 M)</b></p> <ul style="list-style-type: none"> <li>• Great Man Theory</li> </ul>

	<p>The impact of great men, or heroes; highly influential individuals who, due to either their personal charisma, intelligence, wisdom, or political skill used their power.</p> <ul style="list-style-type: none"> <li>• Trait Theory Study of human personality.</li> </ul> <p>Trait theorists are primarily interested in measurement of traits,</p> <ul style="list-style-type: none"> <li>• Behavioural Theory Theory of learning.</li> </ul> <p>The idea that all behaviours are acquired through conditioning.</p> <ul style="list-style-type: none"> <li>• Participative Leadership A managerial style that invites input from employees on all company decisions.</li> <li>• Situational Leadership Manager of an organization must adjust his style to fit the development</li> <li>• Contingency Theory There is no best way to organize a corporation, to lead a company</li> <li>• Transactional Leadership Style of leadership that focuses on supervision, organization, and performance</li> <li>• Transformational Leadership A leader works with teams to identify needed change, creating a vision to guide the change through inspiration.</li> </ul>
9	<p><b>Name the various motivation theories. Explain any three out of these theories.(13M)BTL2 (April/ May2011) (May/June2012)(May 2016)(May 2017)(Nov 2017) (May 2018)</b></p> <p><b>Answer: Page: 4.23 - Dr. G.K. Vijayaraghavan</b></p> <p><b>EXPLANATION: (13 M)</b></p> <ul style="list-style-type: none"> <li>• McGregor's Theory X and Theory Y Theory X is a conventional approach to motivation, based on negative assumptions. Theory Y is diametrically opposite to theory X</li> <li>• Abraham Maslow's "Need Hierarchy Theory</li> </ul>

	<p>Subsequently extended the idea to include his observations of humans' innate curiosity.</p> <ul style="list-style-type: none"> <li>• Frederick Herzberg’s motivation-hygiene theory Factors in the workplace that cause job satisfaction, while a separate set of factors cause dissatisfaction</li> <li>• Victor Vroom’s Expectancy theory Individual will Behave or act in a certain way because they are motivated to select a specific behaviour</li> <li>• Clayton Alderfer’s ERG theory The existence group is concerned with providing the basic material existence requirements of humans.</li> <li>• McClelland’s Theory of Needs It attempts to explain how the <u>needs</u> for achievement, <u>power</u>, and affiliation</li> <li>• Stacey Adams’ Equity Theory It focuses on determining whether the distribution of resources is fair to both relational partners.</li> <li>• Skinner’s Reinforcement Theory It states that individual’s behaviour is a function of its consequences.</li> </ul>
<p>10</p>	<p><b>Discuss the Guidelines for effective Communication and the elements of good communication skill. (May / June2013) BTL2(13M) Answer: Page: 4.105 - Dr. G.K. Vijayaraghavan</b></p> <p><b>The elements of good communication skill. (8 M)</b></p> <ul style="list-style-type: none"> <li>• Listening.</li> <li>• Nonverbal Communication.</li> <li>• Clarity and Concision.</li> <li>• Friendliness.</li> <li>• Confidence.</li> <li>• Empathy.</li> <li>• Open-Mindedness.</li> <li>• Respect.</li> </ul> <p><b>The Guidelines for effective Communication: (5 M)</b></p> <ul style="list-style-type: none"> <li>• Senders of message must clarify in their minds what they want to communicate.</li> <li>• Encoding and decoding be done with symbols that are familiar to the sender and receiver of message.</li> <li>• For the planning of the communication, other people should be consulted and</li> </ul>

	<p>encouraged to participate.</p> <ul style="list-style-type: none"> <li>• It is important to consider needs of receivers of information.</li> <li>• In communication, tone of voice, the choice of language</li> <li>• Communication is complete only when message is understood by receiver. .</li> <li>• The function of communication is more than transmitting the information</li> <li>• Effective communicating responsibility not only of sender but also of receiver of information.</li> </ul>
	<b>PART * C</b>
<b>1</b>	<p><b>How to overcome the barriers in Communication? –Discuss. (15M) (Nov/Dec2007) BTL2</b></p> <p><b>Answer: Page: 4.103 - Dr. G.K. Vijayaraghavan</b></p> <p><b>Communication: (2 M)</b></p> <p>Communication is sending and receiving information between two or more people. The person sending the message is referred to as the sender, while the person receiving the information is called the receiver. The information conveyed can include facts, ideas, concepts, opinions, beliefs, attitudes, instructions and even emotions.</p> <p><b>EXPLANATION: (13 M)</b></p> <ul style="list-style-type: none"> <li>• Have Clarity In Your Thoughts</li> <li>• Understand the needs of your audience</li> <li>• Seek the Advice of others before Communicating</li> <li>• Take adequate care of your Tone, Language</li> <li>• Have a Feedback from the receiver</li> <li>• Retain Consistency about the Message</li> <li>• Keep a Routine check on the communication system</li> <li>• Make use of the body language</li> <li>• Avoid overloading too much of information</li> <li>• Reduce the level of noise as far as possible</li> <li>• Communication chain should be short</li> </ul>
<b>2</b>	<p><b>Explain in detail about the Blake and Mouton’s managerial grid. (15M) (April / May2008) (May/June2009) BTL2 Answer: Refer Notes.</b></p> <p><b>Definition: (2 M)</b></p> <p>Robert Blake and Jane Mouton have developed the Managerial Grid, also called as a leadership grid. According to them, the leadership styles can be identified on the basis of manager’s concern for people and production.</p> <p>Here, concern for people means the degree to which an individual is committed towards the</p>

goal achievement, maintaining self-esteem to workers and satisfying interpersonal relationships. Whereas, the concern for production means an attitude of superiors towards the quality of procedures and policies, creativeness of research, effectiveness of staff, work efficiency and volume of output

**EXPLANATION:**

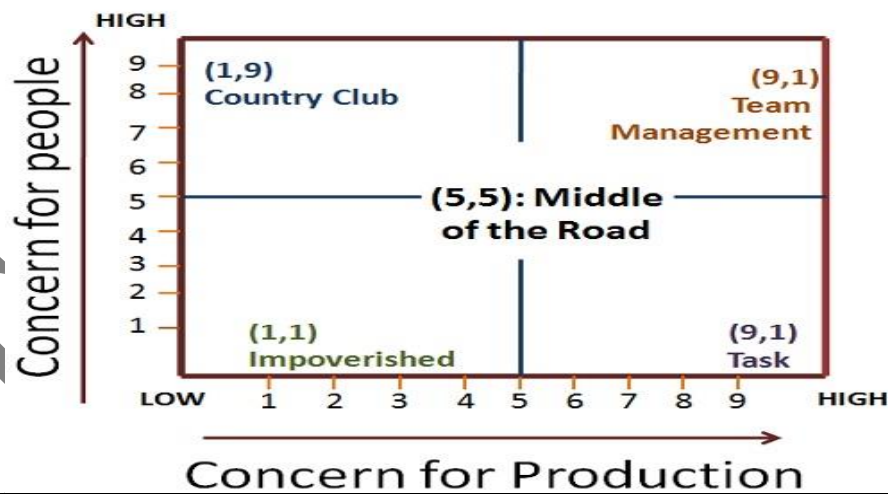
(10 M)

The managerial grid identifies five leadership styles based on two behavioural dimensions as shown in the figure below:

- **1.1 - “Impoverished”** - minimum management/leadership and minimum requirements for the task
- **1.9 - “Country club”** - high concern on people and interpersonal relationships, minimum focus on the task
- **5.5 - “Middle-of-the-road”** - medium level of focus on relationships and focus on the task satisfactorily
- **9.1 - “Produce or Perish”** - the minimum respect for people, high requirements for the task
- **9.9 - “Team”** - the highest concern on people and relationships and also highest concern on the task

**DIAGRAM:**

(3 M)



<b>UNIT V CONTROLLING</b>													
	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.												
	<b>PART * A</b>												
<b>1</b>	<b>Define control. BTL2</b> According to Koontz “Controlling to the measurement and correction of performance in order to make sure that enterprise objectives and the plans devised to attain them are accomplished”.												
<b>2</b>	<b>What are the characteristics of control? (May 2018) BTL2</b> 1. Control process is universal 2. Control is a continuous process. 3. Control is action based. 4. Control is forward looking.												
<b>3</b>	<b>Write the types of control. BTL3</b> 1. Feedback control 2. Concurrent control 3. Feed forward control												
<b>4</b>	<b>Differentiate Feedback control and feed forward technique. BTL1</b> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 5%;"></th> <th style="width: 45%; text-align: center;"><b>Feedback</b></th> <th style="width: 50%; text-align: center;"><b>Feed forward</b></th> </tr> </thead> <tbody> <tr> <td style="text-align: center;">1</td> <td>It measure only output of the process.</td> <td>It measures input of the process.</td> </tr> <tr> <td style="text-align: center;">2</td> <td>It is submissive approach.</td> <td>It is aggressive approach.</td> </tr> <tr> <td style="text-align: center;">3</td> <td>Less benefit.</td> <td>More benefit.</td> </tr> </tbody> </table>		<b>Feedback</b>	<b>Feed forward</b>	1	It measure only output of the process.	It measures input of the process.	2	It is submissive approach.	It is aggressive approach.	3	Less benefit.	More benefit.
	<b>Feedback</b>	<b>Feed forward</b>											
1	It measure only output of the process.	It measures input of the process.											
2	It is submissive approach.	It is aggressive approach.											
3	Less benefit.	More benefit.											

5	<p><b>What are the requirements for effective control? BTL2</b></p> <ol style="list-style-type: none"> <li>1. The control should be economical,</li> <li>2. It must be simple,</li> <li>3. It should be flexible,</li> <li>4. It should be clear objectives.</li> </ol>
6	<p><b>What are traditional &amp; modern techniques of control? BTL2</b></p> <ol style="list-style-type: none"> <li>1. Personal observation, 2. Break-Even analysis, 3. Statistical reports, 4. Budgetary control.</li> <li>1. Management audit, 2. Return on Investment, 3. PERT and CPM, 4. MIS.</li> </ol>
7	<p><b>Define: Budget. BTL1</b></p> <p>According to J.Fred Meston “A budget is the expression of a firm’s plan in financial form for a period of time in to the future”.</p>
8	<p><b>What are the limitations &amp; classifications of Budgeting? BTL2</b></p> <ol style="list-style-type: none"> <li>1. Inaccuracy, 2. Expenditure, 3. Distortion of goals.</li> <li>1. Functional classification, 2. Time classification, 3. Activity level.</li> </ol>
9	<p><b>What are the factors will be considered for the production budget? BTL2</b></p> <ol style="list-style-type: none"> <li>1. Production stability, 2. Plant capacity, 3. Time, 4. Sales requirements.</li> </ol>
10	<p><b>Write some significances of ZBB. BTL3</b></p> <p>A) ZBB is also an educational process that can promote the development of the management of the management team.</p> <p>B) Managers tend to evaluate in their operations, efficiency and cost effectiveness not only during the budget cycle but the throughout the operating year.</p>
11	<p><b>What is Internal Audit? BTL2</b></p> <p>Internal audit is done by internal an auditor who is an employee of the organization. He examines the objectives, policies, plans, procedures and performance of the management.</p>
12	<p><b>Differentiate PERT and CPM. BTL4</b></p>



	S.N o.	CPM	PERT
	1	It is activity oriented	PERT is event oriented
	2	CPM is planning device	PERT is control device
	3	It estimates only one time	It estimates three times
	4	It is a deterministic model	It is probabilistic model
<b>13</b>		<p><b>Define: MIS. BTL2</b></p> <p>“A system of obtaining abstracting, storing and analyzing data to productions information for use in Planning, controlling and decision making by managers at the time they can most effectively use it”.</p> <p>a) To find out the new opportunities.</p> <p>b) To provide sales forecasting.</p> <p>c) To allocate resources.</p> <p>d) To provide effective managerial activities.</p>	
<b>14</b>		<p><b>Define: Productivity. (Nov 2017) BTL2</b></p> <p>Productivity is a measure of how much input is required to produce a given output i.e. the ratio (output/input) is called productivity.</p>	
<b>15</b>		<p><b>What are the factors of affecting productivity? BTL2</b></p> <p>1. Technology, 2. Human resources, 3. Government policy, 4. Machinery and equipment, 5. Skill of the worker.</p>	
<b>16</b>		<p><b>What is value engineering? BTL2</b></p> <p>Value engineering is a systematic and organized approach to provide the necessary functions in a project at the lowest cost. Value engineering promotes the substitution of materials and methods with less expensive alternatives, without sacrificing functionality. It is focused solely on the functions of various components and materials, rather than their physical attributes.</p>	
<b>17</b>		<p><b>What is JIT? BTL2</b></p> <p>Just-in-time (JIT) is an inventory strategy companies employ to increase efficiency and</p>	

	<p>decrease waste by receiving goods only as they are needed in the production process, thereby reducing inventory costs. This method requires producers to forecast demand accurately.</p> <p>This inventory supply system represents a shift away from the older just-in-case strategy, in which producers carried large inventories in case higher demand had to be met.</p>
19	<p><b>Write some advantages of MNC. BTL3</b></p> <ul style="list-style-type: none"> <li>• MNC can promote quality product at lower cost.</li> <li>• MNC leads to increase in production aggregate employment, exports and imports of the required inputs.</li> <li>• MNC is paying taxes their operations increase government revenues.</li> </ul>
20	<p><b>What are global theories of management? BTL2</b></p> <ul style="list-style-type: none"> <li>• Situational and contingency approach</li> <li>• Motivation and leadership theory</li> <li>• Organizational behaviour</li> </ul>
21	<p><b>What are MIS Resources? BTL2</b></p> <ul style="list-style-type: none"> <li>• To provide the information up to date</li> <li>• To take effective decision making</li> <li>• To provide the right information available in the right form at the right time</li> </ul>
22	<p><b>What is Operation Research? BTL1</b></p> <p>Operation Research is an applied decision theory, which uses scientific, mathematical and logical means to take decisions.</p>
23	<p><b>What is performance appraisal? (May 2018) BL1</b></p> <p>Performance appraisal evaluates the performance of worker regarding his potential for development.</p>
24	<p><b>What is budgetary control ? (Nov 2017) BTL1</b></p> <p>It is the process of determining various budgets for the business unit for future. It serves as a method of control. Budgetary control is a system of controlling costs through the preparation of budgets . Budgeting is thus only a part of Budgetary control</p>

25	<p><b>Why controlling is important ? (May 2017) BTL1</b></p> <ul style="list-style-type: none"> <li>• Control helps to review , revise and update the policy of the organisation.</li> <li>• The sound control system inspires employees to work hard and give a better performance.</li> <li>• Control helps to increase the co-ordination of the subordinates in the organisation.</li> <li>• A proper control ensures the organisational efficiency and effectiveness.</li> </ul>
26	<p><b>What is preventive control in management ?(May 2017) BTL1</b></p> <p>An efficient manager applies the skills in managerial philosophy to eliminate undesirable activities which are the reasons for poor management .It is called preventive control.</p>
27	<p><b>Discuss the productivity problems in a management? (Nov 2016) BTL3</b></p> <p>Productivity implies measurement , which in turn is an essential step in the control process . Although there is a general agreement about the need for improving productivity,there is little consensus about the fundamental causes of the problem and what to do about them. The blame has been assigned to various factors.</p>
28	<p><b>What are the uses of computers in management control? (OR)What are the uses of computers in handling information? (May 2016) (Nov 2016) BTL1</b></p> <ul style="list-style-type: none"> <li>• Sales forecast and control</li> <li>• Payroll</li> <li>• Business management</li> <li>• Accounting</li> <li>• Cost accounting</li> <li>• Banking and credit</li> </ul>
29	<p><b>Name any two HR related controlling techniques ?(May 2016) BTL1</b></p> <ul style="list-style-type: none"> <li>• Tactical control</li> <li>• Human resource control</li> </ul>
<b>PART * B</b>	
1	<p><b>Explain the characteristics and importance of controlling. (13M) (Nov/Dec2006) BTL2</b></p> <p><b>Answer: Page: 5.2 &amp; 5.4 - Dr. G.K. Vijayaraghavan</b></p> <p><b>The characteristics: (4 M)</b></p> <ul style="list-style-type: none"> <li>• Control is an essential function of management .</li> <li>• Control is an ongoing process</li> <li>• Control is forward – working because pas cannot be controlled</li> <li>• Control involves measurement</li> </ul>

	<ul style="list-style-type: none"> <li>• The essence of control is action .</li> <li>• Control is an integrated system</li> </ul> <p>The importance of controlling are listed below: (9 M)</p> <ul style="list-style-type: none"> <li>• Accomplishing organizational goals</li> <li>• Judging accuracy of the standards</li> <li>• Improves efficiency</li> <li>• Improve employee motivation</li> <li>• Ensuring order and discipline</li> <li>• Facilitate coordination</li> <li>• Guides in achieving goals</li> <li>• Simplifies supervision</li> <li>• Effective delegation of authority</li> <li>• 10) Corrective action</li> </ul>
<p>2</p>	<p><b>Explain the steps in controlling process. (13M) (Nov/Dec2007) (May / June2013)(May 2017)(Nov 2017)(May 2018) BTL2 Answer: Page: 5.9 - Dr. G.K. Vijayaraghavan</b></p> <p><b>Diagram – (3M)</b></p> <pre> graph TD     A[Fixing the Standards] --&gt; B[Measuring the Actual Performances]     B --&gt; C[Comparison]     C --&gt; D[Corrective Action]     D --&gt; E[Follow-up]     E --&gt; A     </pre> <p><b>controlling process: (10 M)</b></p> <p><b>1.Fixing the standards</b> The first and primary focus should be fixing the standard of controlling process.</p> <p><b>2.Measuring the actual performance</b> Actual performance will be monitored and evaluated in the right way.</p>

	<p><b>3.Comparision</b></p> <p>Compare the actual plan with scheduled controlling process.</p> <p><b>4.Corrective Action</b></p> <p>Corrective measures will be taken for evaluate the process.</p> <p><b>5.Follow up</b></p> <p>Follow up the process for continuous course of action.</p>																						
<p>3</p>	<p><b>What is budgetary control? Explain the advantages and Limitations. (13M)</b> (Nov/Dec2007) (BTL2)</p> <p><b>Answer: Page: 5.20 - Dr. G.K. Vijayaraghavan</b></p> <p><b>DEFINITION: (2 M)</b></p> <p>Budgetary Control is defined as "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.</p> <div data-bbox="289 1094 1398 1564" style="border: 1px solid black; padding: 10px; margin: 10px auto; width: fit-content;"> <p style="text-align: center;"><b>BUDGETARY CONTROL</b></p> <p style="text-align: center;">↓</p> <table style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left; width: 50%;"><b>ADVANTAGES</b></th> <th style="text-align: left; width: 50%;"><b>LIMITATIONS</b></th> </tr> </thead> <tbody> <tr> <td>1. Maximisation of Profits</td> <td>1. Uncertain Future</td> </tr> <tr> <td>2. Proper co-ordination</td> <td>2. Revision Required</td> </tr> <tr> <td>3. Provides Specific Aims</td> <td>3. Discourage Efficient Persons</td> </tr> <tr> <td>4. Tool for Measuring Performance</td> <td>4. Problem of Co-ordination</td> </tr> <tr> <td>5. Economy</td> <td>5. Conflict among different departments</td> </tr> <tr> <td>6. Corrective Action</td> <td>6. Depends upon support of top management</td> </tr> <tr> <td>7. Creates Budget Consciousness</td> <td></td> </tr> <tr> <td>8. Reduced Costs</td> <td></td> </tr> <tr> <td>9. Determine Weaknesses</td> <td></td> </tr> <tr> <td>10. Introduction of Incentive Schemes</td> <td></td> </tr> </tbody> </table> </div> <p><b>ADVANTAGES: (6 M)</b></p> <p>1. Maximisation of Profits</p> <p>2. Proper Co-ordination</p>	<b>ADVANTAGES</b>	<b>LIMITATIONS</b>	1. Maximisation of Profits	1. Uncertain Future	2. Proper co-ordination	2. Revision Required	3. Provides Specific Aims	3. Discourage Efficient Persons	4. Tool for Measuring Performance	4. Problem of Co-ordination	5. Economy	5. Conflict among different departments	6. Corrective Action	6. Depends upon support of top management	7. Creates Budget Consciousness		8. Reduced Costs		9. Determine Weaknesses		10. Introduction of Incentive Schemes	
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4	<p><b>Bring out the different characteristics of control system. Also bring out the factors influencing control system. (13M) (May/June2007) (Nov/Dec2012) BTL4</b></p> <p><b>Answer: Page: 5.2 - Dr. G.K. Vijayaraghavan</b></p> <p><b>Characteristics:</b> <span style="float: right;">(7 M)</span></p> <p>Management control systems designed in an organisation should fulfil the following characteristics:</p> <p>(i) Management control systems should be closely aligned to an organisation's strategies and goals.</p> <p>(ii) Management control systems should be designed to fit the organisation's structure and the decision-making responsibility of individual managers.</p>

	<p>(iii) Effective management control systems should motivate managers and employees to exert efforts toward attaining organisation goals through a variety of rewards tied to the achievement of those goals.</p> <p><b>Factors influencing: ( 6 M)</b></p> <p>Factors influencing the design of Management Control Systems are as follows:</p> <p>(i) Size and Spread of the Enterprise:</p> <p>(ii) Organisational Structure, Delegation and Decentralisation:</p> <p>(iii) Nature of Operations and Divisibility:</p> <p>(iv) Types of Responsibility Centres:</p> <p>(v) People and their Perceptions:</p>
5	<p><b>Explain the advantages of Purchase control (May/June 2009) BTL2(13M)</b></p> <p><b>Answer: Page : 5.69 - Dr. G.K. Vijayaraghavan</b></p> <p><b>Controlling: (2 M)</b></p> <p>Controlling can be defined as a managerial function to ensure that activities in an organisation are performed according to the plans. Controlling also ensures efficient and effective use of organisational resources for achieving the goals. Hence, it is a goal oriented function.</p> <p><b>The advantages of Purchase control: (11 M)</b></p> <p>a) Continuous availability of materials</p> <p>b) Purchasing of right quantity</p> <p>c) Purchasing of right quality</p> <p>d) Economy in purchasing</p> <p>e) Works as information centre</p> <p>f) Development of business relationship</p>

	<p>g) Finding of alternative source of supply:</p> <p>h) Fixing responsibilities:</p>
6	<p><b>What do you mean by productivity? Describe the problems involved in measuring the productivity of knowledge workers. (13M) BTL2 (April / May2011)(May 2016)</b></p> <p><b>Answer: Page: 5.61 - Dr. G.K. Vijayaraghavan</b></p> <p><b>Meaning: (2 M)</b></p> <p>Productivity refers to the ratio between the output from production processes to its input. Productivity may be conceived of as a measure of the technical or engineering efficiency of production. As such quantitative measures of input, and sometimes output, are emphasized.</p> <p><b>The problems involved in measuring the productivity; (11 M)</b></p> <ol style="list-style-type: none"> <li>1. Difficulty in measuring Output</li> <li>2. Difficulty in measuring Input</li> <li>3. Factorial Productivity</li> <li>4. Changing Conditions</li> <li>5. Service sector</li> <li>6. Different periods</li> <li>7. Difficulty in measuring man-hours</li> <li>8. Technology Changes</li> </ol>
7	<p><b>Explain the steps involved in the quality control process with advantages and disadvantages. (Nov/Dec2013) (13M) BTL2</b></p> <p><b>Answer: Page: 5.75 - Dr. G.K. Vijayaraghavan</b></p> <p><b>Steps: (7 M)</b></p> <ul style="list-style-type: none"> <li>• Determine what parameter is to be controlled.</li> </ul>



	<ul style="list-style-type: none"> <li>• Establish its criticality and whether you need to control before, during or after results are produced.</li> <li>• Establish a specification for the parameter to be controlled which provides limits of acceptability and units of measure.</li> <li>• Produce plans for control which specify the means by which the characteristics will be achieved and variation detected and removed.</li> <li>• Organize resources to implement the plans for quality control.</li> <li>• Install a sensor at an appropriate point in the process to sense variance from specification.</li> <li>• Collect and transmit data to a place for analysis.</li> <li>• Verify the results and diagnose the cause of variance.</li> <li>• Propose remedies and decide on the action needed to restore the status quo.</li> <li>• Take the agreed action and check that the variance has been corrected.</li> </ul> <p><b>Advantages :</b> (3 M)</p> <ul style="list-style-type: none"> <li>• Better products, services ultimately establishing a good reputation for a company</li> <li>• Higher revenue from having more satisfied customers.</li> </ul> <p><b>Disadvantages:</b> (3 M)</p> <ul style="list-style-type: none"> <li>• Need more manpower/operations to maintain quality control</li> <li>• Adding more time to the initial process.</li> </ul>
<p>8</p>	<p><b>Explain the budgetary control techniques. (13M) (April/May2011)(Nov 2016) BTL2</b></p> <p><b>Answer: Page: 5.18 - Dr. G.K. Vijayaraghavan</b></p> <p><b>Budgetary control: (2 M)</b></p> <p>According to Brown and Howard, “Budgetary control is a system of controlling costs which includes the preparation of budgets, coordinating the departments and establishing responsibilities, comparing actual performance with the budgeted and acting upon results to achieve maximum profitability.” Weldon characterizes budgetary control as planning in advance of the various functions of a business so that the business as a whole is controlled.</p> <p><b>The budgetary control techniques. (11 M)</b></p> <ul style="list-style-type: none"> <li>• Revenue and Expense Budgets The amount of money allocated to the maintenance and growth of a business</li> </ul>

	<ul style="list-style-type: none"> <li>• Time, Space, Material, and Product Budgets The production <b>budget</b> calculates the number of units of <b>products</b> that must be manufactured</li> <li>• Capital Expenditure Budgets A formal plan that states the amounts and timing of fixed asset purchases by an organization</li> <li>• Cash Budgets A <b>budget</b> or plan of expected <b>cash</b> receipts and disbursements during the period</li> <li>• Variable Budget The budget amount will change based on the changes of output.</li> <li>• Zero Based Budget A method of budgeting in which all <u>expenses</u> must be justified for each new period</li> </ul>
9	<p><b>Explain the Non-budgetary control techniques. (Nov/Dec2012)(Nov 2016) (13M) BTL2</b></p> <p><b>Answer: Page: 5.34 - Dr. G.K. Vijayaraghavan</b></p> <p><b>EXPLANATION: (13 M)</b></p> <ul style="list-style-type: none"> <li>• Statistical data <b>Statistics</b> is <u>especially</u> useful in drawing general conclusions about a set of <b>data</b> from a sample of it.</li> <li>• Break- even point analysis It lets us <u>determine</u> what you need to sell, monthly or annually, to cover your costs of doing business</li> <li>• Operational audit Operational Audit is a systematic review of effectiveness, efficiency and economy of operation.</li> <li>• Personal observation A subset category, in which the researcher is the primary instrument for monitoring and data collection</li> <li>• PERT The program evaluation and review technique is a statistical tool used in project management</li> </ul>

	<ul style="list-style-type: none"> <li>• <b>GANTT CHART</b> A type of bar chart that illustrates a project schedule, named after its inventor</li> </ul>
<b>10</b>	<p><b>Explain the Essentials of a Good Reporting System. (May/ June2013) (13M) BTL2</b></p> <p><b>Answer: Page: 5.89 - Dr. G.K. Vijayaraghavan</b></p> <p><b>The term “reporting” mean different things as follows: (3 M)</b></p> <ul style="list-style-type: none"> <li>• Narrating some facts,</li> <li>• Reviewing certain matter with its merits and demerits and offering comments,</li> <li>• Furnishing data at regular intervals in standardized forms,</li> <li>• Submitting specific information for particular purpose upon specific request instruction.</li> </ul> <p>Management reporting refers to the formal system whereby relevant required information is furnished to management by means of reports constantly. Thus ‘report’ is the essence of any management reporting system.</p> <p><b>The Essentials of a Good Reporting System : (10 M)</b></p> <ol style="list-style-type: none"> <li>1. Proper Form</li> <li>2. Proper Time</li> <li>3. Proper Flow of Information</li> <li>4. Flexibility</li> <li>5. Facilitation of Evaluation</li> <li>6. Economy</li> </ol>
	<b>PART * C</b>

1	<p><b>What is productivity? Explain the methods of improving productivity.(Nov/Dec2006) (15M) BTL2</b></p> <p><b>Answer: Page: 5.60 - Dr. G.K. Vijayaraghavan</b></p> <p><b>Meaning: (2 M)</b></p> <p>Productivity refers to the ratio between the output from production processes to its input. Productivity may be conceived of as a measure of the technical or engineering efficiency of production. As such quantitative measures of input, and sometimes output, are emphasized.</p> <p><b>METHODS: (13 M)</b></p> <ul style="list-style-type: none"> <li>• Training programme for labour</li> <li>• Incentives in contract for good performance</li> <li>• Enough tools in working place and proper planning</li> <li>• Optimising site facilities</li> <li>• Availability of resource</li> <li>• Competition between crews, areas and shifts</li> <li>• Good supervision and optimum manpower</li> <li>• Short interval scheduling</li> <li>• Innovative materials and equipment.</li> <li>• Time lapse film analysis for critical activities</li> <li>• Cost reporting and work sampling of critical activities</li> </ul>
2	<p><b>Explain the different types of reporting. (May/June2007) (15M) BTL2</b></p> <p><b>Answer: Page: 5.91 - Dr. G.K. Vijayaraghavan</b></p> <p><b>Types of reporting: (15 M)</b></p> <ul style="list-style-type: none"> <li>• External Reports The issuance of financial statements to parties outside of the reporting entity.</li> <li>• Internal Reports A vital component of a well-run business, but in most organizations, it's fraught with challenges including versioning overlap and manual processes</li> <li>• Intra Report A report between the sub departments for sharing their views and information</li> <li>• Control Reports</li> </ul>

	<p>Every business should have internal control procedures such as management control reports</p> <ul style="list-style-type: none"> <li>• Investigating Reports A form of <u>journalism</u> in which reporters deeply investigate a single topic of interest, such as serious crimes, <u>political corruption</u>, or corporate wrongdoing.</li> <li>• Routine Reports A Routine Report is prepared and presented as a routine work and at a regular <u>period</u> of time</li> <li>• Special Reports The results and data were drawn based on special demand and requirements</li> </ul> <p>Operating reports: It's the process reporting the operative profit and status</p> <p>Financial Reports It gives the overall financial information and data for managerial decision.</p>
3	<p><b>Explain the use of computers and IT in management control system. (15M)</b> (May/June2009) (Nov 2016)(May 2017)(Nov 2017)BTL2</p> <p><b>Answer: Page: 5.46 - Dr. G.K. Vijayaraghavan</b></p> <p><b>DIAGRAM: (4 M)</b></p>

