

MG8591 Principles Of Management Question Bank

SYLLABUS

(Regulation 2017)

MG8591

PRINCIPLES OF MANAGEMENT

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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.

TEXTBOOKS:

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", 6th Edition, Pearson Education, 2004.

REFERENCES:

1. Stephen A. Robbins & David A. Decenzo & Mary Coulter, "Fundamentals of Management" 7th Edition, Pearson Education, 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

UNIT 1
INTRODUCTION TO MANAGEMENT AND ORGANIZATIONS
PART A

1. Define Management. (May/June'16, Nov/Dec'14, Apr/May'11)

According to Knootz and Wehrich "Management is the process of designing and maintaining of an organization in which individuals working together in groups efficiently accomplish selected aims".

2. What is Scientific Management? (Apr/May2015, Nov/Dec2015)

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

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

3. What are management levels? (May/June2016, Nov/Dec2011)

- Top level management
- Middle level management
- Lower level management

4. Write some important functions of top level management? (Apr/May2007)

- To formulate goals and policies of the company
- To formulate budgets
- To appoint top executives

5. What are the essential skills needed for the managers? (May/June2012)

- Technical Skill
- Human Skill
- Conceptual Skill

6. List the functions of Management. (Nov/Dec2012, Apr/May2009)

- Planning
- Organizing
- Staffing
- Coordinating
- Controlling

7. What are the roles of manager? (May/June2014, Apr/May2015, Apr/May 2011)

- Interpersonal role
- Informational role
- Decisional role

8. What is Multinational Corporation (MNC)? (Apr/May2010)

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

9. Distinguish between Management and Administration.

(Nov/Dec2014, May/June2014, Apr/May2008,Nov/Dec2009)

S. No	Administration	Management
1.	It is higher level functions	It is lower level functions
2.	It refers to the owners of the organization.	It refers to the employees.
3.	Administration is concerned with decision making.	Management is concerned with execution of decision
4.	It acts through the management	It acts through the organization
5.	Administration lays down broad policies and principles for	Management executes these policies in to practice.

10. List the different forms of Organizations. (Nov/Dec2009)

- Sole Proprietorship
- Partnership
- Joint-Stock Company
- Co-operative Enterprise
- Public Enterprise

11. Name the types of managers.

- Top Manager
- Middle Manager
- Lower Manager

12. Define 'sole proprietorship'

Sole proprietorship is one in which Only one person invests the entire capital need to run the business hence one person owns this business organization, The businessman invests the capital, employees labor and machines. Sole proprietors own all the assets of the business and the profits generated by it. They also assume "complete personal" responsibility for all of its liabilities or debts

13. What is partnership?

Two or more people share ownership of a single business. The Partners should have a legal agreement that how decisions will be made, profits will be shared, disputes will be resolved, how future partners will be admitted, or what steps will be taken to dissolve the partnership when needed.

14. What is organizational culture? (April/May 2017)

It is a system of shared meaning and beliefs held by organizational members that determines how they act towards each other's and outsiders.

15. How is a manager different from an entrepreneur?

Manager - "A manager is a person responsible for planning and directing the work of a group of individuals, monitoring their work, and taking corrective actions when necessary".

Entrepreneur - "He is a person who establishes business unit and utilizes the other factors of production like land, labour and capital".

16. What according to, Elton Mayo, is Management? (Nov/Dec 2016)

According to Elton Mayo, "Management is not a mechanical process but study of people involved in production process. Management will get positive response from their employees when their actions, sentiments and expectations are given due attention"

17. What are the roles of management in organization? (April/May 2015, April/May2016, Nov/Dec 2017)

- Interpersonal Roleo Figurehead
 - o Leader
 - o Liaison

- Informational Role
 - o Monitor
 - o Disseminator
 - o Spokesperson

- Decisional Role
 - o Entrepreneur
 - o Disturbance handler
 - o Negotiator

18. Define administration (April/May 2013)

It refers to the group individuals who are in charge of creating and enforcing rules and regulations, or those in leadership positions who complete important tasks. It also refers to formulation of broad objectives, plans and policies.

19. Is a management is a profession? How? (Nov/Dec 2016)

Management's a new branch of knowledge. It's developed as a profession because of the need for acquiring skills to solve problems. Thus, it's not a full-fledged profession. Italso involves of special knowledge, formal training methods, a code of conduct, and heis a representative of organization.

20. Who is the father of scientific management? What is scientific management?(Nov/Dec 2015)

Fredrick Winslow Taylor is commonly known as "Father of Scientific Management". According to F. W. Taylor, Scientific management is an art of knowing exactly what youwant your men to do and seeing that they do it in the best and cheapest way.

21. What is globalization? (April/May 2013)

The tendency of investment funds and businesses to move beyond domestic and national markets to other markets around the globe, thereby increasing the interconnectedness of different markets.

22. What are the difference between a manager and a leader? (April/May 2014)

S. No.	Manager	Leader
1.	Manager creates goal	Leader creates vision
2.	Manager controls risks	Leader takes risks
3.	They build systems and process.	They build relationships.
4.	Managers assign tasks and provide guidance on how to accomplish them.	Leaders coach the people who work under him.

23. Write any two functions of middle level management.

- o To train, motivate and develop supervisory level.
- o To monitor and control the operations performance.

24. Distinguish between public and private limited companies. (April /May 2018)

S. No.	Public Companies	Private Companies
1	Minimum of person is 7 and maximum is unlimited to be worked in the company	Minimum of person is 2 and maximum of 50 to be worked in the company
2	It requires both certificate of incorporation and certificate of commencement for its Commencement.	It can commence its business operation after getting certificate of incorporation.
3	It cannot sell shares to the general public in open market.	It can sell shares to the general public in open market.

25. What is the importance of organizational culture?

- o The culture decides the way employees interact at their workplace.
- o It represents certain predefined policies which guide the employees and give them a sense of direction at workplace.
- o The work culture goes a long way in creating the brand image of organization.
- o It brings all the employees on a common platform.

26. What are the functions performed by the low level manager? (Nov/Dec 2016)

- o Assigning the jobs and tasks to various workers.
- o They guide and instruct workers for day to day activities.
- o They help to solve the grievances of the workers.
- o They prepare periodical reports about the performance of workers.

27. What are the elements of organizational culture?

- o **Invisible elements**
Organizational values, beliefs and norms
- o **Visible elements**
Artifacts, stories, histories, myths, legends, jokes, rituals, rites, ceremonies, celebrations, heroes, symbols and symbolic actions, attitudes, rules, norms, ethical codes.

28. Define partnership. (Nov/Dec 2017)

Partnership is an association of person who agree to combine their financial resources and managerial abilities to run a business and share profit in an agreed ratio. The persons who have agreed to join in partnership are individually called "partners" and collectively a "firm".

PART B

1. Outline the various forms of business organization.
 2. Explain about the evolution of management. **(Apr/May 2014, Apr/May 2011)**
 3. Enumerate Fayol's principles of management. How are they different from Taylor principles? Comment on them in brief. (13) **(Nov/Dec 2014, Nov/Dec 2015)**
 4. Explain in detail about Henry Fayol's contribution towards classical approach towards management. (13) **(Apr/May 2015)**
 5. Discuss the contributions made by Henry Fayol and F.W. Taylor to the field of management. (13) **(Nov/Dec 2013)**
 6. **Discuss Henry Fayol's principles of management.** (13) **(May/June 2013)**
 7. Explain the Levels of Management and functions of management. (13) **8. (Nov/Dec 2011, Apr/May 2015, May/Jun 2012)**
 9. **Explain managerial skills and roles.** (13) **(Nov/Dec 2014)**
 10. Explain the roles and social responsibility of a manager. (13) **(Nov/Dec 2015, April/May 2017)**
 11. **Discuss the trends and challenges of management in globalized era.** (13) **(Apr/May 2014, & 2011)**
 12. Enlighten the relevance of environmental factors that affects global business. (13) **(April/May 2018)**
 13. Is management art or science? Discuss. (13) **(April/May 2019)**
 14. What are the functions of manager? Explain. (13) **(April/May 2014)**
 15. Discuss the relative importance of each type of skills to lower level and upper level managers. **(April/May 2015)**
 16. Describe the motion study as used by Gilberth. **(April/May 2015)**
 17. Discuss the scope and nature of management. **(Nov/Dec 2015)**
 18. **Explain the different types of business organization.** **(April/May 2017)**
 19. Explain the issues in organizational culture in modern business organizations. **(April/May 2017)**
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UNIT II PLANNING**PART A****1. Define planning. (Nov/Dec2008 & 2009, April/May 2019)**

Planning is the process of selecting the objectives and determining the course of action required to achieve these objective.

2. What are the objectives of planning? (May/June2015 & 2013, Nov/Dec2013)

- It helps in achieving objectives
- It is done to cope with uncertainly and change
- It helps in facilitating control and coordination
- Planning increase organizational effectiveness and guides in decision-making

3. What is meant by strategy? (Nov/Dec2012, Apr/May2009)

A strategy may also be defined as a special type of plan prepared for meeting the challenge posted by the activities of competitors and other environmental factors

4. Define “policies”. (Nov/Dec2014, May/June2014)

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

5. Define MBO. (Apr/May2011, May/June2012, Apr/May2009)

MBO is a process whereby superior and 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 the contribution of each of its members is assessed.

6. Distinguish between strategic planning and tactical planning? (May/June2014)

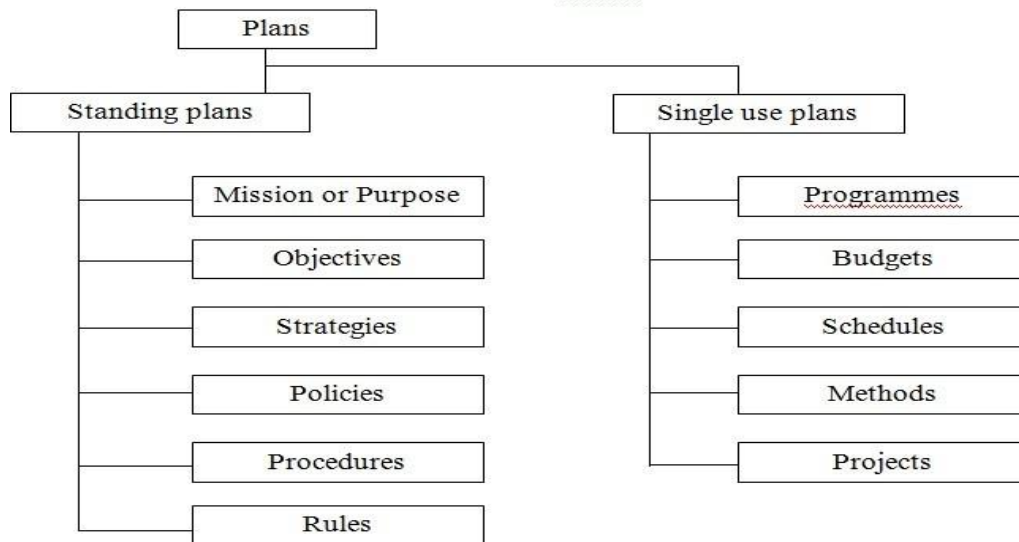
Strategic planning	Tactical planning
1. It is made by top management	1. It is contemplated by middle which includes chief executive management who involves functional officer, president, vice president managers and product line managers.
2. Long range plan	2. Medium range plan
3. It covers a time period of up to 10 years	3. It covers a time period of 1 year to 2 years.
4. Strategic planning is not detailed	4. Strategic planning is somewhat detailed.

7. Mention the characteristics of 'Programmed' and 'Non-Programmed' decisions.(Nov/Dec13)

Programmed decisions are otherwise called routine decisions or structured decisions. The reason is that these types of decisions are taken frequently and they are repetitive in nature. Such decisions are generally taken by the middle or lower level managers, and have a short term impact.

Non-programmed structures are otherwise called strategic decisions or basic decisions or policy decisions or unstructured decisions. This decision is taken by the top management people whenever the need arises. These decisions deal with unique or unusual or non-routine problems. Such problems cannot be tackled in a predetermined manner.

8. What are the different types of plans? Or classify various plans. (Nov/Dec2012)



9. List the steps in decision making process. (Nov/Dec13)

- Recognize the need for a decision
- Definition of the problem
- Search and develop alternatives
- Evaluate alternatives
- Selecting an alternative course of action among alternatives Implement chosen alternative

10. Name any four Quantitative forecasting techniques. (Apr/May2013)

Forecasting techniques fall into two categories: (i) quantitative and (ii) qualitative.

- Time series analysis
- Regression models
- Econometric models
- Economic indicators
- Substitution effect

11. Specify the Strategic Management Process.

The strategic management process is a six-step process that encompasses strategy planning, implementation, and evaluation.

Steps in Strategic Planning



12. Define Planning premises. (April/May 2018)

The process of planning is based upon estimates of future. Though past guides the plans in present, plans are made to achieve the goals in future.

Therefore, forecast of future events leads to efficient plans. Since future events are not known accurately, assumption is made about these events. These events may be known conditions or anticipated events which may or may not happen.

13. What is intuitive decision making? (April/May 2018)

Intuitive decision-making can be described as the process by which information acquired through associated learning and stored in long-term memory is accessed unconsciously to form the basis of a judgment or decision.

14. State the important observations suggested about planning.

- Planning is outlining a future course of action in order to achieve on objective.
- Planning is looking ahead.
- Planning is getting ready to do something tomorrow.
- Plan is a trap aid down to capture the future.

15. What is strategic planning? (April/May 2014)

It is the process of deciding on the objectives of the organization, on changes on these objectives and on the policies that are to govern the acquisition, use and disposition of these resources.

16. Discuss the importance of decision making. (April/May 2014, April/May 2016)

- Better utilization of resources
- For achieving objectives
- Facilitates innovation
- Increases efficiency of organization

17. Define corporate planning. (Nov/Dec 2014)

Corporate planning denotes the activities for entire enterprise. The basic focus of this planning is to determine the long-term objectives of the organization as a whole and then to generate plans to achieve these objectives taking into mind the likely changes in the external environment. It is generally carried out by top level management.

18. What is the main purpose of planning? (April/May 2015, April/May 2017)

- Planning provides direction
- Reduces risks of uncertainty
- Reduces overlapping and wasteful activities
- Promotes innovative ideas
- Facilitates decision making

19. What is meant by assessment centre? (April/May 2015)

Assessment center is a series of tests, interviews, simulations, and exercises designed to predict how well a management candidate will perform in a specific role.

20. What is the difference between strategy and policy? (Nov/Dec 2015)

S. No	Strategy	Policy
1.	Strategy is a game plan, chosen to achieve the organizational objectives, gain customer's trust, and attain competitive advantage and to acquire a market position.	The policy is also regarded as a mini - mission statement, is a set of principles and rules which directs the decisions of the organization.
2.	Strategy is a plan of action.	Principle is a principle of action.
3.	Strategies can be modified as per the situation, so they are dynamic in nature.	Policies are uniform in nature, however relaxations can be made for unexpected situations.
4.	Strategies are always framed by the top management but sub strategies are formulated at the middle level.	Policy, they are, in general made by the top management.

21. List the planning tools available in business management. (April/May 2017)

- SWOT analysis
- BCG matrix
- Porter's Five Force model
- Gap analysis
- Balance score-card

22. What are the techniques useful while evaluating alternatives?

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

23. What do you understand by Strategic Management? (Nov/Dec 2017)

Strategies are primarily concerned with the issues usually faced by low level managers and deal with the strategies for the major organizations such as marketing, finance, production and research which are considered important to achieving the business strategies and enabling the corporate level strategy.

24. Distinguish between policy and rule. (Nov/Dec 2017)

S. No	Policy	Rule
1.	Policies are the aims and objectives of an organization that provide a framework for the management to take decisions accordingly.	Rules are meant to guide the behavior and attitude of the members of the organization to help them behave according to situations arising in day to day operations.
2.	Policies are framed by the high level Managers.	Rules basically get derived from these policies.

PART B

- 1. Explain the general planning process adopted by the business organizations. (13) (April 2017)**
- 2. Discuss the steps involved in decision making process. (13) (Nov/Dec 2014, April/May 2017)**
3. What is decision making? Explain the challenges in group decision making. (13) **(April 2014, April 2016, Nov/Dec 2016)**
- 4. What is planning? Discuss the steps involved in planning. (13) (April/May 2014, Nov/Dec 2015)**
- 5. Explain in details various types of planning. (13) (Nov/Dec 2017)**
6. Write short notes on types of strategies. (13) **(Nov/Dec 2015)**
7. What are the objectives of planning? Explain how you will set objectives for a manufacturing organization. (13) **(April/May 2016)**
8. What is planning? Explain the steps involved in planning. How is operational planning differ from strategic planning? (13) **(Nov/Dec 2016, April/May 2019)**
- 9. Define MBO and explain the various steps involved in it. (13) (Nov/Dec 2017, April/May 2018)**
10. Is decision making is a rational process? Discuss. (13) **(Nov/Dec 2017)**
11. Classify the types of goals organizations might have and plans they used for accomplishment. (13) **(April/May 2018)**
12. Elucidate the types of decisions and explain the process of decision making. (13) **(April/May 2019)**

UNIT III ORGANISING**PART A****1. Define Organization. (April 2016)**

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

2. Define Organization structure. (April 2014)

An organizational structure defines how activities such as task allocation, coordination and supervision are directed toward the achievement of organizational objectives. An organization can be structured in many different ways, depending on its objectives. The structure of an organization will determine the modes in which it operates and performs.

3. What is splintered authority? (April 2014)

Division of authority between many managers is called as splintered authority. A manager with splintered authority will have to deal with many other managers before decisions can be finalized.

4. Define authority. (Nov/Dec 2014)

This is the power that gives a manager the ability to act, execute on behalf of the organization. This power enables managers to gain the confidence of their teams even in the absence of formal/reward or penalty power.

5. What is staffing? (Nov/Dec 2014)

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.

6. Explain how functional authority works in an organization. (April 2015) Functional authority is permission to issue directions to people not under line supervision. Such directions deal with specified activities or certain aspects of a company.

For Example: An industrial engineer may select equipment and prescribe the tools and the methods to be used in production operations.

7. What are the limitations of line and staff authority? (Nov/Dec 2015)

- Advices ignored
- Encourages carelessness
- Expensive
- Conflict between line and staff

8. Why performance management is important? (April 2017)

Performance management is important because it ensures that the employees understand the importance of their contributions to the organizational goals and objects and also ensures that each employee understands what is expected from them and equally ascertaining whether the employees possess the required skills and support for fulfilling such expectations.

9. What is line authority?

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

10. What is delegation of authority? (Nov/Dec 2015, April 2017)

Delegation of authority means that the granting of authority to subordinates to operate within prescribed limits.

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

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

12. State the kinds of organizational charts.(Nov/Dec 2005)

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

13. What is decentralization? (April 2016, Nov/Dec 2016)

It is defined as the transfer of authority from higher level to the lower level. It is concerned with the attitude and philosophy of organization and management.

14. What is job analysis?

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

15. What is job design? (April/May 2018)

The job design means outlining the task, duties, responsibilities, qualifications, methods and relationships required to perform the given set of a job.

16. What is job rotation?

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

17. Define recruitment.

The process of searching for prospective employees and simulating to apply for jobs in the organization.

18. What are the limitations of Matrix Organization Structure? (Nov/Dec 2013)

- Since use of the matrix means the use of multiple commands, managers often end up with conflicts.
- The organizational relationship becomes very complex and there is a great confusion among personnel.

19. What are the objectives of performance appraisal? (Apr/May 2012)

- To find out individual potential identification.
- To improve the management development.
- To improve the employees performance.

20. List down the different types of training. [May/Jun2014]

On the job training:

- Job rotation
- Apprenticeship and coaching
- Committee assignments
- Experience
- Temporary promotions

Off the job training

- Lecture
- Seminars

21. What are the sources of recruitment? (Nov/Dec2012)

Recruitment is the process of finding and attempting to attract job candidates who are capable of effectively filling job vacancies.

- **Internal sources** - through present employees, retired employees, dependents of deceased or dead employees.
- **External Sources** - education and training institution, private employment agencies, public employment agencies, casual applicants, trade unions etc.

22. What are the functions of HRM?

- Formulating HRM strategy
- Restructuring of organization
- Training and development
- Human resource planning
- Compensation and reward

PART B

1. Explain the difference between line and staff organization with an examples. Discuss its merits and demerits. (13) **(May 2014, Nov 2014, Nov/Dec 2013)**
2. **Explain the process involved in selecting and recruiting a graduate trainee in organization. (13) (Nov 2014, May 2014, May 2011)**
3. What is delegation of authority? Explain the process of delegation of authority. (13) **(Nov/Dec 13, Apr/May 2015)**
4. Explain about performance appraisal. (13) **(Nov 2012)**
5. **What is departmentation? Bring out the features of departmentation and explain each with suitable example. (13) (April 2014, Nov/Dec 2016)**
6. Describe six key elements in organizational design. (13) **(April/May 2018)**
7. **Elucidate any four types of organization. (13) (Nov/Dec 2017)**
8. **What is span of control? Explain the factors which influence the span of control. (13) (Nov/Dec 2015)**
9. Describe a case in which matrix organization structure will be effective. Also discuss the advantages and limitations of matrix organization. (13) **(April 2015)**
10. Compare formal and informal organization. (13) **(April 2015)**
11. **Distinguish between training and development and explain the various methods of training. (13) (Nov/Dec 2017)**
12. Explain the various methods of training. (13) **(April 2015)**

13. Explain the difference between centralization and decentralization. (13)
- 14. Explain nature and purpose of organization. (13) (April 2016)**
15. Explain the various sources of Recruitment. Compare their merits and demerits. (13)
- 16. Explain the benefits and limitations of decentralization in detail. (13) (Nov/Dec 2016)**
- 17. "Job performance of individual is significantly influenced by the employee's attitude"(13)(April/May 2017)**
18. Discuss the tasks in associating with identifying and selecting competent employees. (13) **(April/May 2018)**
- 19. Illustrate the steps involved in the recruitment process. (13) (April/May 2019)**

UNIT IV DIRECTING**PART A****1. Write shorts notes on Laissez-Faire leadership. (Nov/Dec 2014)**

When all the authority and responsibility are delegated to the subordinates is known as Free rein leadership or Laissez-Faire leadership. These leaders do not use power but leaves the power to subordinates. They do not provide any contribution to make planning and policies.

2. What are the different types of management strategies involved in leadership?(Nov/Dec 2016)

- Distribute responsibility
- Be honest and open about information
- Create multiple paths for raising and testing ideas
- Develop opportunities for exercise based learning

3. Define motivation. (May/Jun2014, Apr/May2011, Nov/Dec2012)

According to Koontz and O'Donnell, "Motivation is a general term applying to the entire class of drives, desires, needs wishes and similar forces that induce an individual or a group of people to work". Scott defines, "Motivation means a process of stimulating people in action to accomplish desired goals".

4. How leadership differs from management. (April/May2015)

S. No.	Management	Leadership
1.	Manager creates goal	Leader creates vision
2.	Managers control risk	Leaders take risk
3.	They build systems and process	They build relationship
4.	Managers assign tasks and provide how to accomplish them.	Leaders coach the guidance on People who work under him.

5. What are the types of motivation?

1. Positive motivation
2. Negative motivation
3. Extrinsic motivation
4. Intrinsic motivation

6. What are the elements of communication? (Nov/Dec 2014)

- Sender
- Encoding
- Media or channel
- Decoding
- Receiver
- Response
- Feedback

7. What do you understand in the term "Job enrichment"? (April/May 2017, Nov/Dec 2017)

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

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

9. What is communication? (Nov/Dec 2009)

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

10. State the need for communication.

- To establish and spread goals of an enterprise widely.
- To develop plans for further achievement.
- To organize human and other resources in the most effective and efficient way.
- To select, develop and apprise members of the organization.

11. What is meant by brain storming? (Nov/Dec 2016, April/May 2018)

Brainstorming is a situation where a group of people meet to generate new ideas and solutions around a specific domain of interest by removing inhibitions.

People are able to think more freely and they suggest many spontaneous new ideas as possible.

12. Define formal communication. (April/May 2014)

The Formal Communication is the exchange of official information that flows along the different levels of the organizational hierarchy and conforms to the prescribed professional rules, policy, standards, processes and regulations of the organization.

13. State the advantages of democratic leadership. (April/May 2018)

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

14. What are the barriers involved in effective communication?

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

15. List out the effective media in communication.

A large bank supplies hardware and software to its customers. Several banks now make bank-by-phone services available even to individuals. E-mail service making easy delivery of documents.

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

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

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

- Money
- Participation
- Quality of working life

18. Define job enlargement. (April/May 2015)

Job enlargement is a job design technique wherein there is an increase in the number of tasks associated with a certain job. In other words, it means increasing the scope of one's duties and responsibilities. The increase in scope is quantitative in nature and not qualitative and at the same level.

19. What is job satisfaction? (Nov/Dec 2017)

It is as a pleasure or positive emotional state resulting from the appraisal of one's job or job experience. This acts as a motivation to work and also used to maintaining and retaining the appropriate employees within the organization.

20. Name the various leadership styles. (Nov/Dec 2015, April 2016)

1. Autocratic leadership
2. Democratic leadership
3. Laissez-faire leadership
4. Transformational leadership
5. Transactional leadership

21. What do you mean by the term "Noise" in communication? (April/May 2016) Noise refers to anything introduced into the message that is not included in it by sender. They were mostly concerned with mechanical noise, such as the distortion of a voice on the telephone or interference with a television signal producing snow on the TV screen. In the succeeding decades, other kinds of noise have been recognized as potentially important problems for communication.

22. What are the differences between formal and informal communication? (Nov/Dec 13)**Formal Communication:**

- It is set by management in which all the instructions, orders and messages are communicated through organizational hierarchy.
- Communication flow takes place in the downward direction (superior to subordinate) and upward direction (subordinate to superior).

Informal communication:

- It is not set by management and is usually not under the control of management.
- It cannot be destroyed in any organization. The speed of communication flow is faster than formal channels of communication. Grapevine or informal communication is the process of spontaneous exchange of information between two or more persons at different status without following any prescribed or official rules, formalities and chain of command in the organizational structure.

23. What is meant by Effective communication? (May/June'07)

If the message sent by the sender to the receiver is understood by the receiver in the same sense it is called effective communication.

24. What is non-verbal communication? (Nov/Dec 2010, Nov/Dec 2011)

Nonverbal communication between people is communication through sending and receiving wordless cues. Facial expression, eye contact, dress, posture, gesture, handshakes, proxemics, chronometry etc

25. How does a leader differ from management?(Apr/ May2015)

Leader: Influences the people to strive for group goals. Get authority by virtue of skills and ability.

Manager: influences by exercising planning, staffing, directing and controlling. Get formal authority delegated by the above.

26. Who is a leader? (Nov/Dec 2012)

Leader is one who influences people so that they will strive willingly and enthusiastically towards achievement of the goal.

27. What are the different types of management strategies involved in leadership?(Apr/May2013)**Leadership Styles :**

- **Autocratic Leader** –Commands and expects compliance, is dogmatic and positive, and leads by the ability to withhold or give rewards and punishment.
- **Democratic or Participative** – consults with subordinates on proposed actions and decision and encourage participation from there
- **Free-rein leader / laissez-faire Leadership** – uses his or her power very little, giving a high degree of Interdependence in their operations. Leaders depend largely on subordinates to set their own goals and the means of achieving them, and they see their role as one of aiding the operation of followers by furnishing them with information and acting primarily as a contact with the groups external Environment.
- **Paternalistic Leadership** – Serves as the head of the family and treats his followers like his family members. He assumes a paternal or fatherly role to help, guide and protect the followers.

PART B

1. What is motivation? Critically evaluate motivational theories. (13) **(April/May 2014)**
2. "Motivation is the core of Management" – Explain. What can be done to motivate the staff in the Organization. (13)
3. **Compare and contrast early theories of motivation. (13) (April/May 2018)**
4. **Explain the different styles of Leadership. (13)**
5. Explain the types of formal organizational communication. (13) **(April/May 2015)**
6. **Explain the different barriers of communication. What steps can be taken to overcome such barriers? (13) (Nov/Dec 2014, April/May 2017, Nov/Dec 2017, April/May 2018)**
7. **What are the essential qualities of a good leader? (13) (April/May 2016)**
8. Explain any one motivation theory and suggest how the motivation theory aid in getting managers to motivate their staff. (13) **(Nov/Dec 2014)**
9. Discuss the obstacles to leader flexibility and leader styles based on them. (13) **(April/May 2015)**
10. Does motivation important for organization development / achievement? Justify your answer with Maslow's hierarchy of needs. (13) **(April/May 2015)**
11. Explain any two theories of motivation. (13) **(Nov/Dec 2015, April/May 2016, Nov/Dec 2017)**
12. Define communication. What are the barriers of effective communication? (13) **(Nov/Dec 2015)**
13. Discuss how the communication through electronic media is helpful for effective business. (13) **(April/May 2016)**

- 14. Explain process of communication and also explain the barrier to effective communication. (13) (Nov/Dec 2016)**
- 15. Explain Porter and Lawryer theory of motivation and Adam's equity theory of motivation. (13) (Nov/Dec 2016)**
- 16. Discuss the contemporary theory of motivation. (13) (April/May 2017)**
- 17. Summarize the methods of motivating employees in organization. (13)(April/May 2019)**
- 18. Explain the characteristics of good communication and also state its barriers. (13) (April/May 2019)**

UNIT V CONTROLLING**PART A****1. Define controlling.**

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

2. What are the characteristics of control?

- Control process is universal
- Control is continuous process
- Control is action based
- Control is forward looking.

3. Mention any two requirements for effective control.

(April/May 2014, Nov/Dec 2016)

- An effective control should focus on objectives.
- The control system should be suitable to the needs of the organization.
- It should forecast the future deviations and it should be forward-looking.

4. What is feed forward control? (April/May 2014, Nov/Dec 2016)

It attempts to identify and prevent deviations in the standards before they occur. It focuses on human and financial resources within the organization.

5. List the basic types of control? (April/May 2015)

- Feedback control
- Concurrent control
- Feed forward control

6. What is feedback control?

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

7. What are the requirements for effective control?

The control should be:

- Economical
 - It must be simple
 - It should be flexible
 - It should be clear objectives

8. What are the modern techniques of control?

- Management audit
- Return on investment
- PERT and CPM

9. Define budgetary control? (Nov/Dec 2017)

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

10. Define budget?

According to J. Fred Meston "a budget is the expression of a firm's plan in financial form for a period of time in to the future".

11. What are the limitations of Budgeting?

- Inaccuracy
- Expenditure
- Distortion of goals

12. Explain briefly the term zero base budgeting. (Nov/Dec 2015)

It starts from a "zero base" and every function within an organization is analyzed for its needs and costs.

Budgets are then built around what is needed for the upcoming period, regardless of whether the budget is higher or lower than the previous one. This budgeting must be justified for each new period.

13. What are the steps involved in ZBB?

- Decision package
- Ranking
- Allocation of resources

14. What are the three pitfalls of budgeting? (April/May 2015)

- Budgets create a problem when it is applied mechanically and rigidly.
- It can demotivate employees because of lack of participation.
- It can cause perceptions of unfairness.

15. Define MIS

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

16. What are MIS Resources?

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

17. Define Productivity (Nov/Dec 2017)

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

18. What are the factors affecting productivity?

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

19. What are the budgetary controls? (Nov/Dec 2014)

It is a quantitative expression of a plan for a defined period of time. It may include planned sales volumes and revenues, resource quantities, costs and expenses, assets, liabilities and cash flows.

20. What are the uses of computer in handling information? (April/May 2016) Computers have the advantage of producing accurate results. It can perform variety of tasks at a time automatically. When a raw data is given to the computer, it works on it and then produces the output as a result. This result can be taken in a printed form as well. Computer can perform different operations, arithmetic or logical.

21. What are the different types of budget ? (Apr/May 2014)

TIME PERIOD	<ul style="list-style-type: none"> • LONG-TERM BUDGET • SHORT-TERM BUDGET
CONDITIONS	<ul style="list-style-type: none"> • BASIC BUDGET • CURRENT BUDGET
CAPACITY	<ul style="list-style-type: none"> • FIXED BUDGET • FLEXIBLE BUDGET
COVERAGE	<ul style="list-style-type: none"> • FUNCTIONAL BUDGET • MASTER BUDGET

22. What is preventive control? (May/Jun 2012)

An efficient manager applies the skills in managerial philosophy to eliminate an undesirable activity which are the reasons for poor management.

23. What is quality control? (Apr/May 2011, Nov/Dec 2012)

Quality control is the procedure that followed to achieve and maintain the required quality.

24. Define operational planning.

An operational planning is a subset of strategic work plan. It describes short-term ways of achieving milestones and explains how, or what portion of, a strategic plan will be put into operation during a given operational period, in the case of commercial application, a fiscal year or another given budgetary term.

An operational plan is the basis for, and justification of an annual operating budget request.

PART B

1. **Explain different Budgetary and non-budgetary control techniques. (13) (Nov/Dec 2014)**
2. Discuss various types of tools used to monitor and measure organizational performance. (13) **(April/May 2018)**
3. What is productivity? Explain the methods of improving productivity in IT industries. (13) **(April/May 2016)**
4. **What is controlling? Explain its outstanding future. Give an appropriate account of the steps involved in the process controlling. (13) (April/May 2014)**
5. "Planning is looking ahead but controlling is looking back." Explain. (13)
6. Explain i) PERT ii) Zero base budgeting. (13) **(April/May 2014)**
7. Write short notes on: (13)
 - (i) Control of productivity problems and management
 - (ii) Direct and preventive control. **(April/May 2016)**
8. Explain various types of control techniques. (13) **(Nov/Dec 2017)**
9. Explain the different impact of Information Technology on Management control. (13) **(Nov/Dec 2017)**

10. Explain the relationship between controlling and overall management. Discuss the steps involved in controlling. (13) **(April/May 2015)**
11. Discuss the potential barriers to successful controlling. (13) **(April/May 2015)**
12. With suitable example explain any four budgeting control techniques. (13) **(Nov/Dec 2015)**
13. Explain the concept and process of control in detail. (13) **(Nov/Dec 2015, 2016)**
14. Discuss the various types of budgets in detail. (13) **(Nov/Dec 2016)**
15. Discuss in detail about the three steps in control process. (13) **(April/May 2017, April/May 2018)**
16. **Discuss the use of computer and IT in management control. (13) (April/May 2017) (April/May 2016)**
17. Discuss direct and preventive control. (13)
18. Evaluate the processes of controlling. (13) **(April/May 2019)**
19. Enumerate the techniques of controlling. (13) **(April/May 2019)**