



ST. ANNE'S COLLEGE OF ENGINEERING AND TECHNOLOGY

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ANGUCHETTYPALAYAM, PANRUTI – 607 106.

QUESTION BANK

PERIOD: FEB 2024 - MAY 2024

BATCH: 2020 – 2024

BRANCH:MECH

YEAR/SEM: IV/VIII

SUB CODE/NAME: MG8591 PRINCIPLES OF MANAGEMENT

UNIT I INTRODUCTION TO MANAGEMENT AND ORGANIZATIONS

PART A

- 1. Define Management? May/June 2016, Apr/May 2017, Nov/Dec 2017, May/June 2009, April/May 2011, Nov/Dec 2012**

According to Knootz & Wehrich “management is the process of designing and maintaining of an environment in which individuals working together in groups efficiently accomplished selected aims”.

- 2. Specify the functions of Management? May/June 2016, May/June 2007, Nov/Dec 2012**

OR

What are the functions of a Manager? Nov/Dec 2016

- Planning
- Organising
- Staffing
- Coordinating
- Controlling

- 3. Give the current trends in Management? Nov/Dec 2016**

- Globalization and international management
- Sustainability management
- Green management
- Business eco systems
- Increase in career mobility of workforce
- Meta leadership

- 4. What is an organizational culture? Apr/May 2017**

Organization culture directs everyone in the organization toward the “right way” of doing things. Organizational culture is a key aspect of the company’s overall strategy and primary reason for its success.

- 5. Define Partnership? Nov/Dec 2017**

It is defined as “the relationship between persons carrying on a business to share profits of a business”. The number of persons allowed to start such a business is twenty in case of non-banking business and up to ten in case of banking business.



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6. List out the roles played by the managers in an organization? Apr/May 2018

Or

What is the basic role of managers? (Apr /May 2015)

Or

Mention the role of Managers? (any two) April/May 2011

Mintzberg identified ten roles and he believes that all managers plays roles at various times to varying degrees. He classified the roles into three categories:

1. Interpersonal roles
 - Figuredhead roles
 - Leader role
 - Liaison role
2. Informational roles
 - Monitor role
 - Disseminator role
 - Spokesperson role
3. Decision roles
 - Entrepreneur role
 - Disturbance handler role
 - Resource allocator role
 - Negotiator role

7. Difference between public and private limited companies? Apr/May 2018

Sl. No	Basis	Private Limited Company	Public Limited Company
1	Minimum number of members	2	7
2	Maximum number of members	50	infinity
3	Transferability of shares	Transferrable within members	Open to public
		only	



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4	Minimum number of directors	2	3
5	Quick decision	possible	Not possible

8. Define scientific management? Apr /May 2015

F.W.Taylor used the term scientific management. According to Taylor,

- Rules of thumb and trial and error method should be replaced by a scientific method
- Division of work should be scientific
- Selection of people for the job should be based on scientific principles.
- All the work should be done in accordance with the principles of science.

9. Differentiate administration and management? Nov/ Dec 2015, Nov/ Dec 2014, Nov/Dec 2006, April/May 2008

Administration	Management
Administration is defined as the formulation of corporate policy, coordination of finances, production and distribution and settlement of the compass of organization.	Management is the process of working with and through others to achieve organizational objectives in a changing environment .it utilizes the limited resources effectively and efficiently.

10. Explain unity of directions? Nov/Dec 2007

Fayol states that there is one head and one plan for a group of activities with the same objective. For example the marketing department should have only one manager with a specified plan for sales policies, advertising and promotion. He emphasized that unity of command should not be confused with unity of directions.

11. What is globalization? May/June2013

Globalization has grown due to advances in transportation and communication technology. With the increased global interactions comes the growth of international trade, ideas, and culture. Globalization is primarily an economic process of interaction and integration that's associated with social and cultural aspects.

12. Define administration? Nov/Dec2007 May/June 2013

Administration is defined as the formulation of corporate policy, coordination of finances, production and distribution and settlement of the compass of organization.



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13. Name the different levels of Management? May/June 2012

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

14. Who is known as father of modern operations management theory? [ID]

May/June 2012

Henri Fayol made effective contribution to the scientific management. **Henri Fayol**, a French industrialist is known as “**father of modern operations management theory**”. He is identified fourteen principles, noting that they are flexible, not absolute and it must be usable regardless of changing conditions.

15. Explain functions of administration? May/June 2012

- Planning
- Organization
- Direction
- Control

16. Name the types of business organization? May/June 2012

1. Private sector organization
 - Sole proprietorship
 - Partnership organization
 - Joint stock companies
 - Cooperative societies
2. Public sector organization
 - Departmental organization
 - Public corporations
 - Government companies
3. Joint sector organization

17. What is scientific management? Nov/Dec 2006, April/May 2008

F.W.Taylor used the term scientific management. According to Taylor,

- Rules of thumb and trial and error method should be replaced by a scientific method
- Division of work should be scientific
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18. Who is referred the father of scientific management? What is the goal of scientific management? [ID] May/June 2007

Frederick W. Taylor was acknowledged as “the father of scientific Management” in scientific management the emphasis was placed on industrial technology and methods of production.

19. What is meant by Esprit Decorps? May/June 2009

This is the principle that “union is strength”. Harmony is the greatest strength to an organization; team work should be encouraged. The success of a business activity depends on the unity of work.

20. Write Fayol's fourteen principles of management.

1. Division of work
2. Authority and responsibility
3. Discipline
4. Unity of command
5. Unity of direction
6. Subordination of individual interests to general interest
7. Remuneration
8. Centralization
9. Scalar chain
10. Order
11. Equity
12. Stability of tenure or personal
13. Initiative
14. Esprit de corps

21. Comment: Management is both – A science and an art.

Management is a science because it contains general principles. It is also an art because it requires certain personal skills to achieve desired result.

22. What are essential skills needs for the manager?

- Technical skill.
- Human skill
- Conceptual skill

23. Write some characteristics of Management.

- Management is a continuous process.



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- Managers use the resources of the organisation both physical as well as human to achieve the goals
- Management aims at achieving the organisation goals by ensuring effective use of resources.

24. What is Management?

Management is the process of giving direction and controlling the various activities of the people to achieve the objectives of an organization.

25. What are the roles of management in organization?

- Managements help in determination of the objectives of an organisation.
- Economics and social development takes place through management

26. Write any two points favour for management as a science.

- Management principles should be verifiable
- Reliable basis for predicting future.

27. Write any two points favour for management as an art.

- Management is creative.
- Management includes the use of practical knowledge and personal skill.

28. What is Time study and motion study?

Time study

The movement which takes minimum time is the best one.

Motion study

Taylor suggested that eliminating wasteful movements and performing only necessary movements.

29. What is authority and responsibility?

It is the power given to a person to get work from his subordinates

It is the amount of work expected of a man by his superior

30. What is centralization and decentralization?

The organisation is centralized when the power is concentrated with one person.

If the power is fully distributed to the subordinates of the organization

31. List out the groups' responsibilities of management.

- 1) Shareholders
- 2) Employees
- 3) Customers
- 4) Creditors
- 5) Suppliers



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PART B

1st half:

Definition of Management – Science or Art – Manager Vs Entrepreneur

1. Is management is a science or art? Discuss (7) **May/June 2016**

Types of managers - managerial roles and skills

2. Explain the different roles and function of a manager? **Apr/May 2017**
3. Discuss the relative importance of each type of the skills lower , middle and upper level managers?(8)(**Apr/May 2016**)
4. Describe the motion study as used by the Gilbrethe? (8)(**Apr/May 2016**)
5. Explain the roles and social responsibility of a manager? (13)(**Nov/Dec 2014**)

Evolution of Management – Scientific, human relations, system and contingency Approaches

6. Explain the evolution of management in detail? (6) **May/June 2016**, (13) **Nov/Dec 2016**
7. Explain the fourteen principles of management advocated by Henry Fayol? (13) **May/June 2016**

(OR)

Elucidate in detail the various principles of management as advocated by Henry Fayol. **Nov/Dec 2017**

(OR)

Discuss henry Fayol's principles of management?(13)(**May/June 2013**)

8. Elucidate the contributions of F. W Taylor to Management? (13) **Apr/May 2018**
9. Explain the evolution of management thought by different experts in management?(13) (**May/June 2014**)
10. Explain in detail about henry Fayol's contribution towards classical approach towards management? (13)(**Apr/May 2016**)
11. Enumerate Fayol's principles of management? How are they different from Taylor principles? Comment on them brief?(13) (**Nov/Dec 2014**)
12. Describe contingency approach? What are its merits and demerits? (13) **Apr/May 2013**
13. Explain any two theories of management with an example. (13) **Apr/May 2015**



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2nd half:

Types of Business organization

14. Explain in detail about the different types of business organization? (13) **Nov/Dec 2016, Apr/May 2017**
15. Enlighten the relevance of environmental factors that affects global business? (13) **Apr/May 2018**
16. Explain in detail about the different types of business organization? (13) **(Nov/Dec 2016)**

Sole proprietorship, partnership, company-public and private sector enterprises

17. Discuss the trends and challenges of management in global scenario?(13) **(May/Jun 2013)**
18. Discuss the management function as related to trends and challenges in management of global scenario? (13) **(May/Jun 2014)**

Organization culture and Environment

19. Define organizational culture and various types in detail? (13)

Current trends and issues in Management.

20. Explain the current trends and issues in management?(13) **Nov/Dec 2017**

UNIT II PLANNING

PART A

1. What are the objectives of planning? May/June 2016, May/June 2013

- To determine the direction of an organization
- To minimize wastages
- To reduce the risk or uncertainty
- To facilitate control

2. List the steps in decision making process? May/June 2016

- Recognize the need for a decision
- Decision of the problem
- Search and develop alternatives
- Evaluate alternatives
- Selecting an alternative among alternative
- Learn from feed back

3. What is meant by policies? Nov/Dec 2016

A policy is a basic statement that guides decision making. Policies are general to action. Policy statement is organizations culture and belief system.



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4. Define MBO? Nov/Dec 2016, May/June 2012, Apr/May 2008, Apr/May 2011

MBO stands for Management by Objectives is a method whereby clear objectives for every department, project and person are jointly set by superior and subordinates. MBO integrates the organizational objectives and individual objectives.

5. State the purpose of planning? Apr/May 2017

- To determine the direction of an organization
- To provide a basis for team work
- To minimize wastage in the future
- To facilitate decision making
- To improve morale of the employees.

6. List the planning tools available in business management? Apr/May 2017

- Production planning tools
- Project planning tools: PERT/CPM
- Tools for allocating resources: budgeting
- Techniques for assessing the environment: Forecasting

7. What do you understand by strategic Management? Nov/Dec 2017

The strategic management consists of the following stages:

- Develop mission and objectives
- Diagnose internal and external environment
- Develop alternative strategies
- Formulate strategies
- Implement strategies

8. Distinguish between Policy and Rules. Nov/Dec 2017

Policy	Rules
Policies relates to how the rules are going to be implemented.	Rules are clear instructions that must be followed by the entities.
Entities design their policies on the basis of rules applied by regulatory authorities AND their business objectives.	rules are not followed then entity will have to face some legal action in the form of penalties, suspension etc.
Policies basically give a direction to the entity that is in line with both applicable laws and aims that business wants to achieve.	Basically rules are given the ability to have the protection of their own.

9. What is intuitive decision making? Apr/May 2018

Intuition is the ability to have a grasp on a situation or information without the need for reasoning. The opposite of intuitive decision making is rational decision making, which is when individuals use analytics, facts and a step-by-step process to come to a decision.



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10. Define planning premises. Apr/May 2018, May/June 2009, May/June 2007

Planning premises are defined as the anticipated environments in which plans are expected to operate premises are the assumptions on which plans are formulated

11. What is the difference between the strategy and policy?

Strategy	Policy
Strategy is the long –term view and to see the big picture	Policies are the guidelines to decision making
Strategic planning is made by top level management only	Polices are formulated by top and middle level management
It is concerned with positioning the business in the market and establishing a reputation with customers and other stake holders	Policies are the means for achieving organizational goals

12. Difference between strategic planning and tactical planning? Apr/May 2015

Strategic Planning	Tactical Planning
Long range planning	Short range planning
Emphasis on analyzing the future	Emphasis on day to day functions
Developed by top level management	Developed by lowlevel management

13. What is the main purpose of planning? Apr/May 2015

- To determine the direction of an organization
- To provide a basis for team work
- To minimize wastages in the future
- To facilitate decision making
- To improve morale of the employees

14. Name any four quantitative forecasting techniques? May June 2013, April/May2008

- Trend projection method
- Leading indicators method
- Econometric technique
- Simultaneous equations method

15. What is strategic planning? Give examples? May/Jun 2014, May/June 2012

It is defined as the determination of long term objectives of an organization, making the best choices for the future and allocating the resources necessary to accomplish the objectives.

16. What do you meant by policy? Give examples? May/Jun 2014

Policy is a statement and predetermined guideline that provides directions for decision making and taking action. It based upon a thorough analysis of objectives and it should be consistent with the company's mission and philosophy.



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17. What is necessity of organization? Nov/Dec 2013

An organisation is a large group of persons united in a structured way to achieve a specific or set of goals. It may also be defined as pooling of human physical and spiritual resources in order to achieve any predetermined task. The structure provides an appropriate authority and responsibility relationships.

18. What are the functions performed by a low level manager? Nov/Dec 2013

The lower level management informs the workers about the decisions which are taken by the management. They also inform the management about the performance, difficulties, feelings, demands, etc., of the workers. They spend more time in directing and controlling.

19. Define corporate planning. Nov/Dec 2014

Corporate planning is the act of creating a long-term plan to improve your business. A corporate plan examines a business's internal capabilities and lays out strategies for how to use those capabilities to improve the company and meet goals.

20. Write short notes on policy making. Nov/Dec 2014

The process by which policy comes into being and evolves over time. People's interests, problems, concerns create political issues for government policymakers. These issues shape policy, which in turn impacts people, generating more interests, problems, and concerns.

21. What do you mean by strategy? Nov/Dec2006/2012 ,May/june2009

Strategy is defined as the determination of long-term objectives of an organisation. Making the best choices for the future and allocating the resources necessary to accomplish the objectives.

22. What is Decision making? Nov/Dec2012

Decision making is defined as the process of choosing the best alternative among alternative courses of actions. Decision making involves choice among alternatives.

23. Mention any two features of Decision making. April/May2011

- Managerial functions such as planning, organizing, directing and controlling involve decision making.
- It is essential at all levels of management. From top managers to first line supervisors make decisions in their day to day activities.
- Administration is essentially a decision making process
- It is essential to solve organizational problems, to allocate resources and to accomplish organizational objectives.

24. List different types of plans? Nov/Dec2012, May/June2012

- Mission
- Objectives
- Strategies
- Policies



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- Procedures
- Rules
- Programs
- budgets

25. State the principles of effective planning. May/June 2012

Planning is the process of goal setting and developing the approach to achieve those goals, outlining activities, prioritizing them and creating a schedule that brings us closer to the goals that we set. Effective planning is one of the best methods to manage your time in order to use it to your advantage.

26. What is mission? Nov/Dec2007

Mission is the organization's purpose or fundamental reason for existence. Every organisation must have a mission or purpose.

27. Brief on operational planning? Nov/Dec2007

Operational planning determines how to accomplish specific tasks set by division managers and first line supervisors with allotted resources.

It covers a time period of 1 week to 1 year. It is more specific and they determine how a specific job is to be completed in the best possible way. Most operational plans are divided into functional areas such as production, finance, marketing, personal et.

28. What are the benefits of management by objectives? Nov/ Dec 2004

- Performance can be improved because MBO concentrates on objectives.
- Employees can be motivated because they participate in the goal setting process
- It increases the productivity of employees.
- It helps managers to exercise better control over their employees.

29. What do you term 'bounded rationality' in decision making? May/June 2005

Bounded rationality is the idea that in decision-making, rationality of individuals is limited by the information they have, the cognitive limitations of their minds, and the finite amount of time they have to make a decision.

30. What are the techniques useful while evaluating alternatives?

- Quantitative and Qualitative analysis
- Marginal analysis
- Cost effective analysis



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PART – B

1st half:

Nature and purpose of planning – planning process – types of planning

1. What are the objectives of planning? Illustrate how you will set objectives for a manufacturing organization? (13) **May/June 2016**
2. Discuss in detail about the classification of planning practices? (13) **Nov/Dec 2016**
3. Explain the general planning process adopted by the business organizations?
Apr/May 2017
4. Explain in detail the various types of planning? (13) **Nov/Dec 2017**
5. Explain the steps involved in planning process. (**Nov/Dec 2015**) (**Nov/Dec 2013**)
(**Nov/Dec 2014**) (16)
6. Explain the importance of planning and the steps involved in planning process. (16)
(**Apr/May 2014**)
7. Write short notes on management by objectives. (**Nov/Dec 2015**) (8)
8. Elaborate the different types of organizational plans.(10) (**Apr/May 2015**)
9. What do you understand by management by objectives (mbo)? What are its advantages and limitations?(6) (**Apr/May 2015**) (**Nov/Dec 2014**) (**Nov/Dec 2017**)

Objectives – setting objectives

10. What are objectives? How will you set objectives for a manufacturing organization?
(8) **Apr/May 2006**
11. Explain briefly the benefits and weakness of management by objectives? (7)
Apr/May 2013

Policies & Planning premises

12. What are the planning premises? List their types. Give examples of each. (13)
Apr/May 2012

2nd half:

Strategic Management and Planning Tools and Techniques

13. Define strategic planning. What are the steps involved in strategic planning.(13)
(**Apr/May 2013**)
14. Write short notes on types of strategies. (8) (**Nov/Dec 2015**)
15. Discuss some of the tools for developing organizational strategies.(10) (**Apr/May 2015**)
16. Briefly explain how TOWS matrix is useful in arriving at a strategy? (13)
17. Briefly discuss about the various tools used for developing organizational strategies?



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(13) Apr/May 2007

Decision making steps and process.

18. With suitable example illustrate the steps involved in the process of decision making?

(13) May/June 2016

19. Explain briefly about the decision making steps and process? **(13) Nov/Dec 2016**

(Or)

Discuss the eight steps of decision making process. **(13) Apr/May 2017**

20. Explain the decision making process. Also discuss how decision making under different conditions are made. **(16) (Apr/May 2014)**

21. Explain the steps involved in decision making process. **(6) (Apr/May 2015)**

22. Is decision making is rational process? Discuss. **(7) Nov/Dec 2017**

MBO

23. Define MBO and explain various steps involved in it? **(6) Nov/Dec 2017**

24. Classify the types of goals organization might have and the plans they used for accomplishment? **(13) Apr/May 2018**

25. Define MBO? Explain the process of MBO. **(13) Apr/May 2018**

UNIT III ORGANISING

PART A

1. Define organizing? May/June 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. What is decentralization? May/June 2016

It is the process of pushing decision making to lower levels of the organisation. Decentralization is the tendency to disperse the decision making authority to lower level management.

3. Define "Departmentation". Nov/Dec 2016, Nov/Dec 2015, May/June 2012

It is a process which divides the entire organisation into smaller, flexible and administrative units. Dividing the work and people and grouping them on some logical basis is called Departmentation.

It is a method of arranging activities to facilitate the accomplishment of organizational objectives.

4. What is meant by performance appraisal? Nov/Dec 2016

Performance appraisal is the process of evaluating the employee's performance on the job in terms of the requirements of the job.

5. What is delegation of authority? Apr/May 2017, Nov/Dec 2015

Delegation of authority is the process that allows the transfer of authority from superior to subordinates. Delegation is the process through which a manager assigns duties to employees and gives them authority to carry out the tasks.



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6. Why performance management is important? Apr/May 2017

Effective performance management is essential to businesses. Through both formal and informal processes, it helps them align their employees, resources, and systems to meet their strategic objectives.

7. Define Career Management? Nov/Dec 2017

Career management is conscious planning of one's activities and engagements in the jobs one undertakes in the course of his life for better fulfillment, growth and financial stability. It is a sequential process that starts from an understanding of oneself and encompasses occupational awareness.

8. What do you understand by organization chart? Nov/Dec 2017

Organizational chart is graphical representation of organisation structure. The relationship existing between the members of an organisation can be understood by an organisation chart.

9. What is job design? Apr/May 2018

The job design is usually broad enough to accommodate people's need and desires.

10. Distinguish between authority and power? Apr/May 2018, May/June 2007

Authority	Power
Authority is the right to give orders.	Power is to extract obedience.
Authority is the right to command action by others.	Power is derived from authority.

11. What are the limitations of line and staff authority? Nov/Dec 2015

- Production cost in line and staff organisation is very high because of the high salaries of staff executives.
- Staff executives do not have any authority. So they are unable to implement a policy or plan.
- Conflict will be more in such organisation because authority and responsibility are not clearly defined.
- Line and staff organisation is not suitable for small organisation.

12. What do you understand by assessment centers? April/May 2015

An assessment center is a process where candidates are examined to determine their suitability for specific types of employment, especially management or military command.

13. Give an example of how functional authority works in an organization.

April/May 2015

Staff's ability is to initiate actions within a given area of expertise. For example, a company controller is ordinarily given functional authority to prescribe the system of accounting throughout the company, but this specialized authority is really a delegation from the chief executive.



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14. What are the advantages of decentralization? April/May 2013

- It reduces the burden of top executives
- It facilitates diversification
- It improves motivation
- It results in speedy decision making
- It develops the quality of managers

15. Define span of control. April/May 2015

The number of subordinates that a manager or supervisor can directly control. This number varies with the type of work: complex, variable work reduces it to six, whereas routine, fixed work increases it to twenty or more.

16. List down the different types of training. April/May 2014

- On the job techniques
- Off the job techniques
- Training methods of workers

17. What are programmed decisions? Nov/Dec 2013

Programmed decisions are those that are traditionally made using standard operating procedures or other well-defined methods. These are routines that deal with frequently occurring situations, such as requests for leaves of absence by employees

18. What are the limitations of quantitative approach to management? Nov/Dec 2013

- Improper representation of the target population. ...
- Inability to control the environment. ...
- Limited outcomes in a **quantitative** research. ...
- Expensive and time consuming. ...
- Difficulty in data analysis

19. Define authority. Nov/Dec 2014

Authority is the right to give orders and it is the right to command action by others.

20. 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 organisation.

21. What is meant by performance appraisal? Nov/Dec 2016

Performance appraisal is the process of evaluating the employee's performance on the job in terms of the requirements of the job.

22. Mention any two merits of performance appraisal? April/May 2011

- It is a continuous process by which evaluations is periodically made.
- It is the process of assessing the performance. It consists of a series of several steps.
- It is a systematic evaluation of employee's strengths and weaknesses in terms of job requirements.



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23. What are the sources of recruitment? Nov/Dec 2012

1. Internal source

- Temporary workers
- Promotion
- Transfer
- Apprentice
- Dependents
- Past employees

2. External source

- Job advertisements
- Employment exchanges
- Recruitment from educational institutions
- Recruitment from private employment agencies.
- Professional bodies
- Recruitment at the factory gate
- Labour contractors
- Causal callers
- deputation

24. What is functional Departmentation? May/June 2012

The grouping of activities according to the common functions of management such as finance, accounting, purchasing, production and marketing is known as functional Departmentation.

25. What is meant by delegation? May/June 2012

Delegation means conferring authority from one manager in the organizational unit to another in order to accomplish particular assignments.

26. What are the personal characteristics needed by managers? May/June 2012

- Leadership.** In order to be an effective manager, you need to be able to lead your employees in an **efficient** manner.
- Experience
- Communication**
- Knowledge**
- Organization**
- Time Management
- Reliability**
- Delegation.

27. What is SBU? May/June 2009

A strategic business unit is a division or subsidiary of a large organisation and it provides a distinct product or service and has its own mission and goals.



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28. What is span of management? May/June 2009

Or

What do you understand by the term span of management? May/June 2007

The Span of Management refers to the number of subordinates who can be managed efficiently by a superior. Simply, the manager having the group of subordinates who report him directly is called as the span of management.

29. What is selection and Write down the tests used in selection process?

Selection is the process of finding out the most suitable candidate to the job out of the candidates attracted.

The tests used in selection process are:

- Aptitude test
- Intelligence test
- Psychomotor test
- Personality test

30. List the steps involved in process of delegation.

- Determination of result expected
- Assignment of duties
- Delegation of authority
- Creation of obligation or accountability



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PART B

1st half:

Nature and purpose

1. In detail explain the nature and purpose of organization? (13) **May/June 2016**

Formal and informal organization – organization chart – organization structure – types

2. Explain line and functional organizational structures with their advantages and limitations? (13) **May/June 2016**
3. Explain about the organizational culture. (6) **Nov/Dec 2016**
4. Explain the different types of organizational structures followed by the companies. (13) **Apr/May 2017**
5. Explain the issues of organizational culture in modern business organizations? (15) **Apr/May 2017**
6. Elucidate any four types of Organization? (13) **Nov/Dec 2017**
7. Explain the line and functional organizational structures with their advantages and limitations. (13) **(Nov/Dec 2013)**

Line and staff authority

8. Discuss the merits and demerits of a line and staff organization with examples. (April/May 2007)

Departmentalization

9. Explain in briefly about the various types of Departmentation. (13) **Nov/Dec 2016**
10. Explain the difference between line and staff organization with an examples. Discuss its merits and demerits. (13) **(April/May 2014)**
11. What is meant by departmentation? Explain the needs and importance of departmentation. (13) **(April/May 2013)**

Delegation of authority

12. Delegation is the ability to get result through others – discuss. Explain the steps and guidelines to be followed while delegating authority. (8) **(April/May 2015)**
13. Jacob, one of your assistants in a fire insurance company, is responsible for a group of clerical workers who review changed policies, endorsements, and riders, calculate commissions, and maintain records. He is very meticulous, and everything coming out of this group is perfect. He does not delegate authority and responsibility but rechecks



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in detail all the work turned out by his faction. He keeps turning back to them careless and inaccurate work until it is perfect. As a result he is busy from early morning until late at night doing detail work and neglecting his role as supervisor. His workers have figured him out and are taking it easy. They do slap-dash work and correct it as often as he returns it. You are afraid about Jacob's workaholic behavior and heading for a nervous breakdown. You have told him in general terms to delegate authority and responsibility and to discipline his group. He says that you just cant find people anymore who have pride in their work or concern for the company and that if he fires any of his people or they quit the replacements would most likely be more terrible.

- 1) Why people do not delegate authority and responsibility?
- 2) What are Jacob's responsibilities as a supervisor?
- 3) Which can he delegate and how?
- 4) What are the leadership characteristics that Jacob's lacks?
- 5) How can you go about developing them in him?

To answer the above questions follow the steps below:

- First, study the case carefully, identifying the management principles involved, where possible.
- Gain as sound an understanding as possible, within the time available, through private study.
- Apply the systematic analysis methodology.
- Discuss your analysis and conclusions. **(15) [ID] Apr/May 2018**

2nd half:

Centralization and decentralization, Job Design

14. Discuss the types of Centralization. (7) **Nov/Dec 2016**
15. Describe six key elements in organizational design? (13) **Apr/May 2018**

Human Resource Management – HR Planning, Recruitment, selection, Training and Development, Performance Management, Career planning and management.

16. Describe the human resource management activities in a business organizational? (13) **Apr/May 2017**
17. Difference between training and development and explain the various methods of training? (13) **Nov/Dec 2017**
18. Discuss the tasks associated with identifying and selecting competent employees. (13) **Apr/May 2018**
19. Explain the process involved in selecting and recruiting a graduate trainee in organization. (13) **(April/May 2014)**
20. Distinguish between training and development and explain the various methods of training. (13) **(Nov/Dec 2017) (April/May 2015)**
21. Explain selection and recruitment process. (13) **(Nov/Dec 2014)**



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22. Define span of management? Explain the factors which influence the effective span of management. (April/May 2013)
23. Explain the factors which influence the span of control. (13). (Nov/Dec 2013)

UNIT IV DIRECTING

PART A

1. Mention the various types of leadership styles? May/June 2016

- Autocratic leadership
- Democratic or participative leadership
- Laissez-faire leadership
- Benevolent autocratic leadership
- Supportive leadership

2. What do you mean by the term “Noise” in communication? May/June 2016

Anything which affects the communication process is known as noise. Communication is hindered by noise.

Examples:

Environment, interruptions in the channel, inattention and incorrect gestures.

3. What are the elements in the Maslow's hierarchy of needs? Nov/Dec 2016

- Physiological needs
- Safety needs
- Social needs
- Esteem needs
- Self actualization needs

4. What is effective communication? Nov/Dec 2016

The communication after removing the barriers in communication process and channels is known as effective communication.

5. What is personality? Apr/May 2017

Personality is a unique combination of emotional thought and behavioral patterns that affect how a person reacts to situations and interact with others.

6. What do you understand on the term 'job enrichment'? Apr/May 2017

Or

7. Define job enrichment? Nov/Dec 2017, May/June 2012

Or

Define job enlargement? [ID] April/May 2015, May/June 2009

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

8. What is job satisfaction? Nov/Dec 2017

Job satisfaction is the result of various attitudes the employee holds towards his job. Job satisfaction is related to the feelings and emotional aspects of individuals towards



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his job.

9. What are the advantages of democratic leadership styles? Apr/May 2018

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

10. What is brainstorming? Apr/May 2018

Brainstorming is a group creativity technique by which efforts are made to find a conclusion for a specific problem by gathering a list of ideas spontaneously contributed by its members.

11. Write short notes on laissez faire leader? Nov/Dec 2014

Complete freedom is given to the subordinates so that they plan, motivate, control, and otherwise be responsible for their own actions.

12. Write short notes on elements of communication? Nov/Dec 2014

Source. The source is the person (or thing) attempting to share information. ...

Message. At first glance, the message is simply the information you want to communicate.

Encoding, Channel, Decoding, Receiver, Feedback, Context.

13. Distinguish between creativity and motivation? May/June 2014

Creativity	Motivation
It is the ability to visualize, generate and implement new ideas.	It is the process of inspiring and actuating the workers to accomplish the objectives of the organization.
It is an essential to make decisions or planning.	It leads to higher levels of productivity.

14. Define Motivation? May/June 2014, Nov/Dec2012, May/June 2009, April/May 2011

It is the process of inspiring and actuating the workers to accomplish the objectives of an organization. Managers are responsible for inducing the workers to do work towards an objective.

15. How does the leadership differ from management? April/May 2015

The major difference between leadership and management are as under, Unlike Management, which needs control of manager over its subordinates. Leadership is a skill of influencing others while Management is the quality of the ruling. Leadership demands foresightedness of leader, but Management has a short range vision.



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16. Name any four leadership styles? Nov/Dec 2015

- Autocratic or dictatorial leadership.
- Participative or democratic leadership.
- Laissez-faire or free rein leadership.
- Supportive leadership
- Benevolent autocratic leadership

17. What is meant by organizational culture? Nov/Dec 2015

Organizational culture is defined as the underlying beliefs, assumptions, values and ways of interacting that contribute to the unique social and psychological environment of an organization. And also, organizational culture may influence how much employees identify with their organization

18. What is the difference between formal and informal communication? Nov/Dec 2013

Formal Communication	Informal Communication
Formal communication is the system set down by the management in which all the instructions, orders and messages are communicated through the organizational hierarchy.	It takes place without following the formal lines of communication is said to be informal communication.
It takes place between a superior and subordinate in the form of instructions and directions and the flow takes place in the downward direction.	It also known as grapevine.
Examples: suppliers, customers, government.	
The formal communication classified into four types: wheel, Y, Chain and circle.	It classified into four types: single chain, gossip, probability, cluster.

19. State the type of leaders? May/June 2012

Leader is one who makes his subordinates to do willingly what he wants.

20. Mention the elements of directing? May/June 2012

- Leadership
- Motivation
- communication

21. List the components of communication process? May/June 2012

- Sender
- Message



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- Encoder
- Channel
- Receives
- Decoder
- feedback

22. Who is leader? Nov/Dec 2012

Leader is one who makes his subordinates to do willingly what he wants.

23. What is power motive? Nov/Dec 2007

People who are influence motivated strive to exercise strong, influential actions, generate strong emotions in others, and express concern for reputation or position in the world. They are usually successful mentors, trainers, or instructors of others.

24. Give the meaning of social need? Nov/Dec 2007

Social needs refer to the need to have relationships with others once the physiological and safety needs have been fulfilled. Maslow considered the social stage an important part of psychological development because our relationships with others help reduce emotional concerns such as depression or anxiety

25. Define communication?

It is the process the transmitting ideas, facts, opinions and feelings to others. Communication is a mutual interchange process that occurs between two or more persons.

26. Define leadership?

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

27. What is meant by downward communication?

It flows from people at higher levels to those at lower levels in the organizational hierarchy.

28. What are the difference between creativity and innovation?

Creativity	Innovation
It is the ability to visualize, generate and implement new ideas.	The effort of an individual or an organization to develop new products or new uses for existing products or services.
It is an essential to make decisions or planning.	It is an essential to make new products and to satisfy their customers.



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29. What are the elements in the Maslow's hierarchy of needs?

Maslow's viewed human needs in the form of hierarchy. The hierarchy needs are:

- Physiological needs
- Safety needs
- Social needs
- Esteem needs
- Self actualization needs

30. Note down the various communicating networks.

- Simple chain
- Wheel
- Circular
- Free flow
- Inverted V

PART B

1st half:

Motivation – motivation theories – motivational techniques

1. Name the motivational theories and explain any two of them? (6) **May/June 2016**

(Or)

Explain any two motivational theories of your choice? (13) **Nov/Dec 2017**

2. Difference between motivation and satisfaction? (6) **Nov/Dec 2016**
3. Discuss the contemporary theories of motivation? (13) **Apr/May 2017**
4. Compare and contrast early theories of motivation? (13) **Apr/May 2018**
5. Describe anyone motivation theory and suggest how the motivation theory might aid in getting managers to motivate their staff?(13) (**Nov/Dec 2014**)
6. Does motivation important for organization development/ achievement? Justify your answer with Maslow's hierarchy of needs?(13) (**Apr/May 2015**)
7. Explain the different motivation theories and also discuss how it is useful in leadership of an organization?(**May/June 2014**)

Job satisfaction – job enrichment

8. "Job performance of individual is significantly influenced by the employee's attitude" – discuss?[ID] (15) **Apr/May 2017**
9. Describe the relationship of hygiene factors, motivation factors and job enrichment. (6)



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2nd half:

Leadership – types and theories of leadership

10. What are the essential qualities of a good leader? (7) **May/June 2016**
11. Explain the various types of leadership with its different styles? (13) **Nov/Dec 2016**
12. Discuss the obstacles to the leader flexibility and leader styles based on them?(**Apr/May 2015**)(8)
13. Explain situational theory of leadership with appropriate illustrations.(13) (**Apr/May 2011**)

Communication – process of communication – barrier in communication – effective communication – communication and IT.

14. Explain the steps in the process of communication? (7)
15. Define communication? What are the barriers to effective communication? (8) (**Nov/Dec 2015**)
16. Discuss how the communication through electronic media is helpful for effective business? (13) (**May/June 2016**)
17. Explain the different barriers and breakdowns of communication process? (7) (**Nov/Dec 2016**)
18. Identify the barriers in communication and explain how to overcome them? (13) (**Apr/May 2017**)

(Or)

What are the various barriers to communication? How will you overcome them? (13) (**Nov/Dec 2017**)

(Or)

Identify barriers to effective interpersonal communication and how to overcome them? (13) (**Apr/May 2018**)

19. What are barriers of effective communication? Explain the different types of communication? (13) (**May/June 2014**)
20. Explain the different barriers of communication .what steps can be taken to overcome such barriers? (13) (**Nov/Dec 2014**)
21. Explain the types of formal organizational communication?(8)(**Apr/May2015**)

UNIT V CONTROLLING

PART A

1. Name any two HR related controlling techniques? **May/June 2016**

- Personal observation
- Statistical data
- Special reports and analysis



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- Breakeven analysis
- Audit
- Financial statement
- Ratio analysis

2. What are the uses of computers in handling information? [ID] May/June 2016

Or

What are the uses of computers in management control? Nov/Dec 2016

- Telecommunication & electronic devices
- Internet
- E-Commerce
- M- Commerce

3. Discuss the productivity problems in a management? Nov/Dec 2016

- Employee disengagement. If people are disengaged, it is most likely they are not at their most productive since they don't feel attached to the company.
- Ineffective performance management.
- Tools, training and development.
- Non-work related reasons.

4. What is preventive control in management? Apr/May 2017, May/June 2012

Preventive controls are used to keep a loss or an error from occurring. Examples of preventive controls are segregated duties and the physical protection of assets. These controls are typically integrated into a process, so that they are applied on a continual basis.

5. Why controlling is important? Apr/May 2017

Controlling is a Fundamental Management Function: There are many functions of management like planning, organizing, staffing, directing and controlling. Out of all these functions, controlling is the most important. If controlling is excluded, all other functions of management are rendered meaningless.

6. What is 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”.

7. What do you understand by productivity? Nov/Dec 2017

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

8. What are the characteristics of control process? Apr/May 2018

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



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9. What is performance appraisal? Apr/May 2018

Evaluating an employee's current and/or past performance relative to his or her performance standards. The process employers use to make sure employees are working toward organizational goals. Employee loses the chance to improve before being forced to change jobs.

10. What are the budgetary controls? Nov/Dec 2014

A system of management control in which actual income and spending are compared with planned income and spending, so that you can see if plans are being followed and if those plans need to be changed in order to make a profit.

11. Define Purchase control. Nov/Dec 2014

Purchase control is an element of material control. ... Purchasing is an important function of materials management because in purchase of materials, a substantial portion of the company's finance is committed which affects cash flow position of the company.

12. Define productivity. List the types of productivity. May/June 2014

Productivity describes various measures of the efficiency of production. A productivity measure is expressed as the ratio of output to inputs used in a production process, i.e. output per unit of input. Productivity is a crucial factor in production performance of firms and nations.

List the types of productivity

- Labor productivity is the ratio output per person.
- Capital productivity is the ratio of output (goods or services) to the input of physical capital.
- Material productivity is the ratio of output to the input of materials (also known as natural resources).

13. What are the different types of budget? May/June 2014

- Functional budgets
- Sales budget
- Production budget
- Material budget
- Labour budget
- Manufacturing overheads budgets
- Administrative overhead budget
- Distribution overhead budget
- Cash budget



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14. List the basic types of control. April/May 2015

There are three types of control

Feedback Control: This process involves collecting information about a finished task, assessing that information and improvising the same type of tasks in the future.

Concurrent control: It is also called real-time control. It checks any problem and examines it to take action before any loss is incurred. Example: control chart.

Predictive/ feed forward control: This type of control helps to foresee problem ahead of occurrence. Therefore action can be taken before such a circumstance arises.

15. What are the three potential pitfalls of budgets? April/May 2015

- Inaccuracy. A budget is based on a set of assumptions that are generally not too far distant from the operating conditions under which it was formulated.
- Rigid decision making.
- Time required.
- Gaming the system.
- Blame for outcomes.
- Expense allocations.
- Use it or lose it.
- Only considers financial outcomes.

16. Explain briefly the term zero-base budgeting? Nov/Dec 2015

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

17. What is quality control? Nov/Dec 2015

Quality control (QC) is a process by which entities review the quality of all factors involved in production. ISO 9000 defines quality control as "A part of quality management focused on fulfilling quality requirements".

18. List the steps involved in directing. Nov/Dec 2013

- Establishment of standard
- Fixation of the standard
- Comparing actual performance with standard performance
- Finding out the deviation
- Correcting the deviation

19. What are the kinds of skills companies look for in managers? Nov/Dec 2013

- Technical skills.
- User-centricity.
- Data-driven, quick decision making.



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- An eye for design.
- An experimentation mindset.
- People skills.
- Organizational **swiss army knives**.

20. What is preventive control in management? April/May2017

Steps taken before an emergency, loss, or problem occurs. These include use of alarms and locks, segregation of duties (to prevent recorders of cash from controlling cash and inventory personnel from controlling inventory) plus other general and specific authorization policies.

21. Why controlling is important? April/May2017

Control represents a process through which managers ensure that resources are procured and used efficiently and effectively to meet the goals of the organization. ... Effective controlling requires the existence of plans, since planning provides the necessary performance standards or objectives.

22. Define Globalization.

Globalization is the process of interaction and integration among people, companies, and governments worldwide. ... Globalization is primarily an economic process of interaction and integration that's associated with social and cultural aspects.

23. What is meant by MIS? May/June 2012, May/June 2013

MIS is the acronym for Management Information Systems. MIS is the use of information technology, people, and business processes to record, store and process data to produce information that decision makers can use to make day to day decisions.

24. Name the forms of international business? May/June 2012

There are 5 Forms of International Business

- Importing & exporting. Imports: a good or service brought into one country from another.
- Licensing. Licensing is one of other ways to expand the business internationally.
- Franchising. Franchising is closely related to licensing.
- Strategic partnerships & Joint venture.
- foreign direct investment

25. What is critical point control? May/June 2009

Critical Control Point (CCP) is the point where the failure of Standard Operation Procedure (SOP) could cause harm to customers and to the business, or even loss of the business itself.

26. Mention any two advantages of budgetary control system? April/May2011

- Enhanced efficiency: Budgeting is an effective way of controlling costs and eliminating wastage
- Proper communication
- Control



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- Co-ordination
- Delegation of authority
- Motivation
- Maximization of profit
- Forecasting credit needs

27. 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

28. What are the modern techniques of control?

- Management audit
- Return on investment
- PERT and CPM

29. 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

30. Define control. What are the characteristics of control?

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”.

characteristics of control:

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

PART B

1st half:

System and process of controlling

1. Compare and contrast between feed forward and feedback systems in controlling? (6)

Budgetary and non-budgetary control techniques

2. Discuss in detail about the budgetary and non budgetary control techniques? (13)

Nov/Dec 2016

3. Case study:

Modern manufacturing company has been using a budgetary control system for the last three years. When asked to explain the system, Mr. John, the managing director of the company, observed: “we’re pretty flexible in our budgetary system. Every



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manager is given a total amount that he or she can spend for the next year. We don't care how it is used as long as the total isn't exceeded and organizational objectives are achieved".

- i) Discuss the merits and demerits of the company's approach to budgeting. (8)
- ii) Do you agree or disagree with this approach? Explain your view. (7) **Nov/Dec 2017**

4. Discuss the various types of tools used to monitor and measure organizational performance. (13) **Apr/May 2018**
5. Explain different Budgetary and non-budgetary control techniques.(16)(N/D 2014)
6. What is budgetary control? Explain in details the different techniques to control budget.(M/J2014) (16)

Use of computers and IT in Management control

7. List out the needs and characteristics of MIS? (6) **May/June 2016**
8. Impact of IT in management concept – discuss? (13) **Nov/Dec 2016**
9. Discuss the uses of computers and IT in management control? (13) **Apr/May 2017**
10. Discuss the impact of information technology on management control? (13) **Nov/Dec 2017**

2nd half:

Productivity problems and management

11. Write short notes on:
 - i) Control of productivity problems and management? (7) **May/June 2016**
 - ii) Direct and preventive control? (6) **May/June 2016**
 - iii) What is productivity? Explain the methods of improving productivity in IT industry? (7) **May/June 2016**
12. Explain the term productivity the means of increasing productivity in an organization. (8)**Apr/May 2012**

Control and performance – direct and preventive control

13. Describe in detail about the three steps in control process? (13) **Apr/May 2017**

(Or)

Illustrate and explain the three steps in the control process? (13) **Apr/May 2018**

14. Explain the various control techniques? **Nov/Dec 2017**
15. What is control? discuss the phases in control?(16)(**Nov/Dec 2014**)
16. Explain the following:
 - (i) Purchase control
 - (ii) Maintenance control
 - (iii) Quality control. (**May/June2014**) (16)



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17. Explain the relationship between controlling and overall management. Discuss the steps in controlling process. **(April/May 2015)** (10)
18. Describe the potential barriers to successful controlling. **(April/May 2015)** (6)
19. Discuss briefly about:
 - (i) Break event analysis
 - iii) Budget as tools for organizational control. **(April/May 2015)** (6)
20. Write short notes on different types of control. **(Nov/Dec 2015)** (8)
21. Explain the concept and process of controlling in detail. **(Nov/Dec 2015)** (8)

Reporting

22. Define report and explain various types of report in controlling process? (8)