

## UNIT I

## INTRODUCTION TO MANAGEMENT AND ORGANIZATIONS

**1) 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.

**2) Define: Management.**

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

**3) Write some characteristics of Management?**

Management is a continuous process. Manager use the resources of organization both physical as well as human achieve the goal. Management aims act achieving the organization goals by ensuring effective use of resources.

**4) Write any two points favor for management as a science**

Management principle should be verified. Reliable basis for predicting future.

**5) What is time study?**

The movement which takes minimum time is the best one.

**6) What is motion study?**

Taylor suggested the eliminating wasteful movements and performing only necessary movement.

**7) What is authority?**

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

**8) What is responsibility?**

It is the amount of work from a man by his superior.

**9) 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 achieve desired result

**10) What is centralization?**

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

**11) What is decentralization?**

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

**12) What is Esprit-de-corps?**

This means union is strength. In organization employees should be harmony and unity.

**13) Write some important functions of top level management?**

- 1) Top level management.
- 2) Middle level management.
- 3) Lower level management.

**14) Write some important functions of top level management?**

- 1) To formulate goals and policies of the company.
- 2) To formulate budgets.
- 3) To appoint top executives.

**15) Write the functions of management?**

- 1) Planning.
- 2) Organizing.
- 3) Staffing.
- 4) Coordinating.
- 5) Controlling.

**16) Define sole trade?**

The sole proprietorship is that form of business organization which owned and controlled by a single individual.

**17) What is partnership?**

A partnership is an association of two or more persons to carry on business and to share its profit and losses.

**18) What is Joint Stock Company?**

Joint Stock Company is association of many persons who contribute money worth to common stock and explaining source trade and also share the profit and losses.

**19) What is private limited company?**

A private limited company is a company which has a minimum paid up capital dory be prescribed.

**20) White is a co-operative society?**

It is a voluntary association of persons for mutual benefit and it aims is accomplished through self heap and collective effort.

**21) What is a social responsibility?**

Society is the part of the management to interact actions withers to protect social interest a society.

**16 mark questions**

- 1) Explain the principle of F.W.Taylor theory.
- 2) Explain the Henry Fayol management theory.
- 3) What are the major functions of management explain.
- 4) Explain management is an art or science both science and art.
- 5) Explain the types of business organization.

**UNIT II****PLANNING****22) Define planning.**

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

**23) What is the main objective of planning?**

Planning is a primary function of organization It helps in achieving objectives It done to cope with uncertainty and change It helps in facilitating control It helps in coordination Planning increases organization effectiveness. Planning guides in decision making

**24) Define “Mission”**

Mission may be defined as “a statement which defines the role that an organization plays in the society”

**25) Define “objectives”**

The term “objective” or “ goals” are often used interchangeably. Objective are the end results towards which the activities of attain its objectives.

**26) What is mean by strategy**

`Strategy of an organization is the programmers of action and deployment of resources to attain its objectives.

**27) What are the factors to be considered while formulating strategies ?**

Mission and objectives of an organization.Values , aspiration and prejudices of top level management Opportunities and threads of the external environment . Strength and

weakness of the firm in various aspects such as funds , organization structure , human talent , technology etc..

**28) Define “policies”**

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

**29) What is procedure?**

Procedure is a chronological order of action required to implement a policy and to achieve an objectives.

**30) What is programme ?**

Programme is a broad term which includes goals , polices , procedure , rules , task assignment , step to be taken, resources to be employed to carryout a given course of action.

**31) Define budgets.**

A budget is a statement of expected result in numerical terms and therefore , it may be referred as a numerical programmer.

**32) What is objective?**

Objectives are the aims, purposes or goals that an organization wants to achieve over varying period of time.

**33) What is MBO?**

MBO is a process whereby the superior and the superior and the subordinate manager of an enterprise jointly identify its common goals, define each individuals major areas of responsibility in terms of result expected of him, and use these measures as guides for operating the unit and the contribution of each of its members is assessed.

**34) What is meant by “strategy”?**

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 forces.

**35) What are the major kinds of strategies and policies?**

Growth, Finance, organization, personnel, products or service and market.

**36) Write down any four factors which lead to fail of strategic planning.**

Managers are inadequately prepared for strategic planning. The information for preparing the plans is insufficient for planning for action. The goals of the Organization are too vague. The business units are not clearly identified.

**37) What is planning premises?**

The assumptions about future derived from forecasting and used in planning are known as planning premises.

**38) What are the practices made in making effective premising?**

Selection of premises.  
Collection of information..  
Development of alternative premises for contingency planning.  
Verification of the consistency of premises.  
Communication of planning premises.

**39) Explain the term decision and decision making?**

A decision may be a direction to other to do or not to do...Decision making is defined as the process of choosing a course of action from among alternatives to achieve a desired goal. It is one of the functions of management and also a core process of planning the management executive takes a number of decisions every day. Thus, decisions may be rational or irrational. The best one is selected out of the available alternatives.

**40) How would you evaluate the importance of a decision?**

Decision making is a selection process. The best alternative is selected out of many available alternatives. Decision –making is a goal –oriented process. Decisions are made to achieve some goal or objective. Decision making is the end process. It is preceded by detailed discussion and selection of alternatives. Decision making is a human and rational process involving the application of intellectual ablates. It involves deep thinking and foreseeing things. Decision making is a dynamic process. An individual takes a number of decisions each day.

**41) Mention the three approaches generally adapted by managers in selections an alternative?**

Quantitative and Qualitative analysis.  
Marginal analysis.  
Cost effectiveness analysis.

**16 mark questions**

- 1) Describe the various elements in planning?
- 2) What are different types of plans?
- 3) Give an account of various steps involved in planning?
- 4) Describe the different objectives of planning?
- 5) Explain briefly the benefits and weakness of MBO?

**UNIT III****ORGANIZING****42) Define Organizing**

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

**43) What do you understand by effective organizing?**

Effective organizing focuses on finding in present organizing avoids organizational inflexibility and makes the staff work effective by avoiding conflicts by clarification.

**44) How informal organization characteristics differ from formal organization?**

It arises without any external cause. It is created on the basis of some similarity among the member. The bases of similarity may be age, sex, place of birth, caste, religion, liking/ disliking etc...

Informal organization has no place in the organization chart. It is one of the parts of total organization.

**45) What is span control?**

Span of control means the number of people managed effectively by a single superior in an organization. The term "Span of control" is also known as "Span of management", "span of authority", and "Span of responsibility". But span of management is a better term because control and supervision are elements of management.

**46) What is matrix structure?**

Matrix structure is a hybrid organizational form, containing characteristics of both project and functional structures.

**47) How can we define power?**

"Power is the probability that one actor within the relationship will be in a position to carry out his own desire despite resistance".

**48) What is line authority?**

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

**49) What is staff authority?**

The relationship between a staffs manager with whom he works depends in part on the staff duties.

**50) Define staffing.**

Staffing is the part of the management process which is concerned with the procurement utilization, maintenance and development of large satisfied work force on the organization.

**51) Define Human resource planning.**

“Human resource planning is the process by which an organization ensures that it has the right number and all kind of people at the right place at the right time, capable of effectively and efficiently completions, those tasks that will help the organization achieve its overall objectives”.

**52) What is job analysis?**

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

**53) What is job design?**

The job design is usually broad enough to accommodate people’s needs and desires.

**54) Define: Recruitment**

B. Flippo defines recruitment as “The process of searching for prospective employees and stimulating to apply for jobs in the organization”.

**55) What is selection?**

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

**56) What is grading method?**

It is one of the trait-based appraisal methods. The actual performance of the employees is measured against these grades. This method is generally useful for promotion based on performance.

**57) What is mean by resources allocation?**

Manager is responsible for allocation of money, material and human resource in the organization. He utilizes minimum resource to give maximum profit to the organization.

**58) Define the Peter Principle.**

The principle states that every person in a hierarchy tends to rise to the level of his incompetence.

**59) Define: Training**

According to B.Flippo “Training is the act of increasing the knowledge and skill of an employee for doing a particular job”.

**60) Define; Organizational conflict.**

According to step “conflict is a process in which an effort is purposefully made by one person or unit to block another that result in frustrating the attainment of others goals of the furthering of his or her interests.

**61) What is managerial grid?**

Managerial grid is behavioral theory of leadership. It plays an important role in managerial behavior in organizational development.

**62) What is meant by the term directing?**

Directing may be defined as the process of instructing, guiding and inspiring human factors in the organization objectives. It is not only issuing orders and instructions by a superior to his subordinates but also including process of guiding and inspiring them to work effectively.

**63) List down the human factors in managing?**

Multiplicity of roles.  
Individuality.  
Personal dignity.

**16 mark questions**

- 1) Describe the steps in rational decision making?
- 2) Explain how formal organization is different from informal organization
- 3) Discuss about the factors determining an effective span of management
- 4) Write short note on types of departmentation and matrix organization
- 5) Explain the concept of functional authority. How do you delegate?
- 6) Explain the concept of decentralization?

**UNIT IV**

**DIRECTING**

**64) Define creativity.**

Creativity is defined as the ability to produce new and useful ideas through the components in novel and non obvious ways. Creativity exists throughout the populations, largely independent of age , sex and education.

**65) What is a SCAMPER tool?**

SCAMPER is a checklist that helps us to think of changes. We can make to an existing product to create a new one. These changes can be used either as direct suggestions or as starting points for lateral thinking.

**66) What is meant by reframing matrix?**

Reframing Matrix is a simple technique that helps to look at business problems from a number of different viewpoints. It expands the range of creative solutions that you can generate. The approach relies on the fact that different people with different experience approach problems in different ways.

**67) State the function of mind mapping tool?**

This tool is similar to concept fan except looking one step back from main topic .A mind map consists of a central word or concept with 5 to10 main ideas that relate to that word , similar to creating a spider-web.

**68) Mention the use of DO IT process for creativity?**

DO IT is a process for creativity. Techniques explained earlier in this chapter focus on specific aspects of creative thinking. DO IT bundles them together introduce formal methods of problem definition and evaluation. These help you to get the best out of the creativity techniques. DO IT is an acronym that stands for:

D – Define problem

O – Open mind and apply creative techniques

I \_ Identify best solution

T \_ Transform

**69) Differentiate innovation and invention.**

Innovation means the use of creative ideas. Invention means really finding new things which are not already available.

**70) How can be harmonizing objectives achieved?**

Mutual trust.

Cooperation and understanding.

Worker's participation in management, and

Balancing the objectives of the organization with those of individuals.

**71) Define “multiplicity of roles”.**

Individuals are not only the productive factor in management's plans. They are members of social system of many organizations.

**72) What is meant by Brain storming?**

Brainstorming is an excellent way of developing many creative solutions to a problem. It works by focusing on a problem, and then coming up with very many radical solutions to it. The essence of brainstorming is a creative conference, ideally of a to 8 to 12 people meeting for less than an hour to develop a long list without criticism on a blackboard or newsprint as they are offered; one visible idea leads to others. At the end of this session, participants are asked how the ideas could be combined or improved.

**73) Define motivation**

According to Koonts 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"

**74) Name the steps involved in the motivation process.**

Analysis of situation.  
Preparing, selecting and applying a set of appropriate motivating tools.  
Follow up.

**75) What are the types of motivation?**

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

**16 mark questions**

- 1) Explain the concept of motivation.
- 2) Write short note on Maslow's hierarchy of needs
- 3) Explain different styles of leadership based on authority
- 4) Explain the qualities required for effective leadership
- 5) What are the barriers of effective communication? Explain them
- 6) Discuss the importance of communication in a modern industrial organization

**UNIT V****CONTROLLING****83) Define control?**

According to Knootz “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”.

**84) Why need of control in the organization?**

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

**85) Why need of control in the organization?**

Control can minimize the mistake.  
To discover the deviations in the management  
To minimum dishonest behaviors of employees.

**86) What are the Inter –relationship between planning and end with control?**

The management process of adjusting future action on the basis of information about past performance. Control helps in achieving them.

**87) What is Feedback Control?**

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

**88) What is management by exception?**

Actual performance compare with the standard performs deviations which can not significant should be avoided.

**89) What is concurrent control?**

This control measures for taking corrective action while a programme meet any obstacle in this activities.

**90) What is feed forward control?**

It is preventive in nature. This control involves evaluation of inputs and taking corrective action before a particular operation is completed.

**91) What is direct labour Budget?**

Direct labor Budget reveals the expected labor requirements during the budget period.

**92) What is fixed Budget?**

In this budget in which targets are rigidly fixed .This is a forecast of the targets for the coming year prepared well in advance.

**93) What is flexible budget?**

A flexible budget is a budget designed to change in the level of activity.

**94) What is Internal Audit?**

Internal audit is done by an internal auditor who is an employee of the organization. He examines the objectives, policies, plans procedures and performance of the management

**95) Define Productivity?**

Productivity is a measure of how much input is required to produce a given output .i.e. the ratio (output/input) is called productivity.

**96) Define: OR**

Operation Research is a systematic analysis of a problem through scientific methods ,carried out by appropriate specialists ,working together. As a team, finding an optimum and the most appropriate solution to meet the given set of constraints.

**97) What is JIT?**

Just in Time Inventory system. In this method the suppliers deliver the materials to the production spot just in time to be assembled .This method reduces cost of inventory.

**98) What is value engineering?**

It is a special type of cost reduction and product improved technique.

**99) What is preventive control?**

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

**100) define: Multinational Corporation?**

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

**101) What is ethnocentric attitude?**

The manager orientation and managerial activities, operations was based on that of the parent company.

**102) What is polycentric attitude?**

Polycentric attitude manager orientation was host country orientation.

**103) What is geocentric attitude?**

This type of managers is trained to balance central, local and global objectives.

**16 mark questions**

1. Explain the steps in the process of controlling.

2. Explain the role of MIS play at various levels of management
3. What are the effective steps for direct control and preventive control?
4. What are the factors effect the operations of the multi national enterprises
5. Explain a unified global theory of management
6. Discuss the various types of tools used to monitor and measure organizational performance

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