

FUNDAMENTALS OF MANAGEMENT

Subject Code: **SM504MS**

Regulations: **R16 - JNTUH**

Class : **III Year B.Tech CE I Semester**



Department of Civil Engineering

BHARAT INSTITUTE OF ENGINEERING AND TECHNOLOGY

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FUNDAMENTALS OF MANAGEMENT (SM504MS) COURSE PLANNER

I. COURSE OVERVIEW:

This course explores the basic concepts and processes of management. Students will examine the fundamental roles and processes of planning, leading, organizing and

controlling that comprise the managers' role. ... This course examines the logic and working of organization. Management Principles, Skills and Competencies is a comprehensive introductory course on the management process from a manager's perspective, with particular emphasis on the skills, competencies, techniques and knowledge needed to successfully manage an organization. It focuses on the entire organization from both a short and long-term perspective for strategic vision, setting objectives, crafting a strategy and then implementing it. This course will enable students to develop short and long-range plans to effectively accomplish organizational goals. Students will develop skills related to the manager's function as required in today's competitive environment.

This course examines the logic and working of organizations. It also investigates how organizations develop and maintain competitive advantage within a changing business environment influenced by political, economic, social, technological, legal and environmental [PESTLE] factors. The course content is organized around the four 'pillars' of management viz. planning, organizing, leading and control [POLC] for systematic understanding of management-related challenges and applying conceptual tools and techniques in analyzing, evaluating and addressing management issues¹.

II. PREREQUISITE(S):

- General understanding about the business environment
- Basic communication skills
- Lateral thinking

III. COURSE OBJECTIVES:

This course ensures that the students understand how:

- Managers manage business organizations in the dynamic global environment
- Organizations develop and maintain competitive advantage
- Business decisions are made using various tools and techniques to remain competitive
- Managers use problem-solving strategies and critical thinking skills in real-life situations
- Different areas of the business (i.e., Manufacturing/Service, Marketing, Finance and Human Resource Management) support the vision and mission.
- Managers implement successful planning

IV. COURSE OUTCOMES:

Towards the end of the course it is expected that the student would be matured enough to apply the industrial management concepts and techniques in real life situations.

Course Outcomes: After learning the contents of this course, the student would be able to,

S.NO.	Description	Bloom's Taxonomy Level
CO1.	What are the circumstances that lead to management evolution and how it will affect future managers	Level 1 (Remembering) What and How
CO2	Analyze and evaluate the influence of historical forces on the current practice of management	Level 4 (Analyzing) Analyze
CO3	Identify and evaluate social responsibility and	Level 3 (Applying) Identify

	ethical issues involved in business situations and logically articulate own position on such issues.	
CO4	Explain how organizations adapt to an uncertain environment and identify techniques managers use to influence and control the internal environment.	Level 2 (Understanding) Explain
CO5	Develop the process of management's four functions: planning, organizing, leading, and controlling.	Level 6 (Creating) Develop
CO6	Interpret and properly use vocabularies within the field of management to articulate one's own position on a specific management issue and communicate effectively with varied audiences.	Level 2 (Understanding) Interpret
CO7	Evaluate leadership styles to anticipate the consequences of each leadership style.	Level 5 (Evaluating) Evaluate
CO8	Identify the areas to control and Selecting the Appropriate controlling methods/Techniques	Level 3 (Applying) Identify

V. HOW PROGRAM OUTCOMES ARE ASSESSED:

Program Outcomes (POs)		Level	Proficiency assessed by
PO1	Engineering knowledge: Apply the knowledge of mathematics, science, engineering fundamentals, and an engineering specialization to the solution of complex engineering problems.	2	Assignment/ Mock Test
PO2	Problem analysis: Identify, formulate, review research literature, and analyze complex engineering problems reaching substantiated conclusions using first principles of mathematics, natural sciences, and engineering sciences.	3	Assignment/ Mock Test
PO3	Design/development of solutions: Design solutions for complex engineering problems and design system components or processes that meet the specified needs with appropriate consideration for the public health and safety, and the cultural, societal, and environmental considerations.	2	Assignment/ Mock Test
PO4	Conduct investigations of complex problems: Use research-based knowledge and research methods including design of experiments, analysis and interpretation of data, and synthesis of the information to provide valid conclusions.	1	Assignment/ Mock Test
PO5	Modern tool usage: Create, select, and apply appropriate techniques, resources, and modern engineering and IT tools including prediction and modeling to complex engineering activities with an understanding of the limitations.	1	Assignment/ Mock Test
PO6	The engineer and society: Apply reasoning informed by the contextual knowledge to assess	–	–

	societal, health, safety, legal and cultural issues and the consequent responsibilities relevant to the professional engineering practice.		
PO7	Environment and sustainability: Understand the impact of the professional engineering solutions in societal and environmental contexts, and demonstrate the knowledge of, and need for sustainable development.	–	–
PO8	Ethics: Apply ethical principles and commit to professional ethics and responsibilities and norms of the engineering practice.	–	–
PO9	Individual and team work: Function effectively as an individual, and as a member or leader in diverse teams, and in multidisciplinary settings.	1	Assignment/ Mock Test
PO10	Communication: Communicate effectively on complex engineering activities with the engineering community and with society at large, such as, being able to comprehend and write effective reports and design documentation, make effective presentations, and give and receive clear instructions.	2	Assignment/ Mock Test
PO11	Project management and finance: Demonstrate knowledge and understanding of the engineering management principles and apply these to one's work, as a member and leader in a team, to manage projects and in multidisciplinary environments.	1	Assignment/ Mock Test
PO12	Life-long learning: Recognize the need for, and have the preparation and ability to engage in independent and life-long learning in the broadest context of technological change.	1	Assignment/ Mock Test

VI. HOW PROGRAM SPECIFIC OUTCOMES ARE ASSESSED:

	Program Specific Outcome(Program Specific Outcomes)	Level	Proficiency
PSO1	Talented to analyze, design, and implement electrical & electronics systems and deal with the rapid pace of industrial innovations and developments.	-	Assignment/ Mock Test
PSO2	Skillful to use application and control techniques for research and advanced studies in Electrical & Electronics Engineering domain.	1	Assignment/ Mock Test

VII. MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES AND PROGRAM SPECIFIC OUTCOMES: Program Outcomes

CO's	Program Outcomes (PO's)												Program Specific Outcomes	
	P O 1	PO 2	PO 3	P O 4	P O 5	P O 6	P O 7	P O 8	P O 9	P O 10	P O 11	PO 12	PSO1	PSO2
CO1.	-	1	2	2	1	1	2	2	3	3	3	3	1	-
CO2.	-	1	1	1	1	1	1	3	3	3	1	1	-	-
CO3.	-	-	1	-	-	1	1	3	1	2	-	1	-	1
CO4.	1	2	-	2	3	1	1	1	1	1	-	-	1	3
CO5.	1	3	3	2	3	1	1	1	2	3	3	2	1	2
CO6.	-	1	1	-	-	-	-	1	1	2	1	1	-	1
CO7.	1	2	2	3	1	-	2	3	3	3	3	3	1	1
CO8.	-	1	-	1	2	-	-	1	1	1	2	-	-	3
AVERAGE (rounded)	0	1	1	1	1	1	1	2	2	2	2	1	1	1

VII. SYLLABUS:

UNIT - I

Introduction to Management: Definition, Nature and Scope, Functions, Managerial Roles, Levels of Management, Managerial Skills, Challenges of Management; Evolution of Management- Classical Approach- Scientific and Administrative Management; The Behavioral approach; The Quantitative approach; The Systems Approach; Contingency Approach, IT Approach.

UNIT – II

Planning and Decision Making: General Framework for Planning - Planning Process, Types of Plans, Management by Objectives; Development of Business Strategy. Decision making and Problem Solving - Programmed and Non Programmed Decisions, Steps in Problem Solving and Decision Making; Bounded Rationality and Influences on Decision Making; Group Problem Solving and Decision Making, Creativity and Innovation in Managerial Work.

UNIT – III

Organization and HRM: Principles of Organization: Organizational Design & Organizational Structures; Departmentalization, Delegation; Empowerment, Centralization, Decentralization, Recentralization; Organizational Culture; Organizational Climate and Organizational Change.

Human Resource Management & Business Strategy: Talent Management, Talent Management Models and Strategic Human Resource Planning; Recruitment and Selection; Training and Development; Performance Appraisal.

UNIT – IV

Leading and Motivation: Leadership, Power and Authority, Leadership Styles; Behavioral Leadership, Situational Leadership, Leadership Skills, Leader as Mentor and Coach, Leadership during adversity and Crisis; Handling Employee and Customer Complaints, Team Motivation - Types of Motivation; Relationship between Motivation, Performance and Engagement, Content Motivational Theories - Needs Hierarchy Theory, Two Factor Theory, Theory X and Theory Y.

UNIT – V

Controlling: Control, Types and Strategies for Control, Steps in Control Process, Budgetary and Non- Budgetary Controls. Characteristics of Effective Controls, Establishing control systems, Control frequency, and Methods.

SUGGESTED BOOKS:

1. Management Fundamentals, Robert N Lussier, 5e, Cengage Learning, 2013.
2. Fundamentals of Management, Stephen P. Robbins, Pearson Education, 2009.

REFERENCES:

1. Essentials of Management, Koontz Kleihrich, Tata McGraw Hill.
2. Management Essentials, Andrew DuBrin, 9e, Cengage Learning, 2012

NPTEL WEB COURSE:

nptel.ac.in/courses/122108038/

NPTEL VIDEO COURSE:

nptel.ac.in/courses/122108038/#

GATE SYLLABUS:

NA

IES SYLLABUS:

NA

VIII. COURSE PLAN:

Session	Week	Topic	Reference
UNIT-1			
1		Introduction to Management	Define Management
2		Definition and Meaning of Management	Know about Management
3	1	Nature and Scope of Management	Recall about Management
4		Managerial Roles, Levels of Management	What are the Levels of Management
5	2	Managerial Skills,	Summarize Managerial Skills
6		Challenges of Management	Analyze Challenges of Management
7		Evolution of Management	Elaborate Management
8		Evolution of Management	Classify Approaches of Management
9	3	Evolution of Management	Classify Approaches of Management
10		Classical Approach	Classify Approaches of Management
11	4	Scientific and Administrative Management, The Behavioral approach, The Quantitative approach,	Classify Approaches of Management
12		The Systems Approach, Contingency Approach, IT Approach	Classify Approaches of Management
UNIT-2			
13		Planning and Decision Making, General Framework for Planning,	Plan for Decision Making
14		Planning Process, Steps in Problem Solving and Decision Making	Determine Planning Process
15	5	Types of Plans	Design Planning Process
16		Management by Objectives; Development of Business Strategy	Develop MBO
17	6	Decision making and Problem Solving - Programmed and Non Programmed Decisions	Construct Business Strategy
18		Bounded Rationality and Influences on Decision Making; Group Problem Solving and Decision Making, Creativity and Innovation in Managerial Work	Types Programmed and Non Programmed Decisions
UNIT-3			
19	7	Organization and HRM: Principles of Organization, Organizational Design & Organizational Structures,	Organise HRM

UNIT-1 MID EXAMS				
20	7	Human Resource Management & Business Strategy:	Explain Organisational Design	T2,R1
21		Talent Management,	What are the Principles of Organisation	T2,R1
22		Talent Management Models and	Develop Different Organisational Structures	T2,R1
23	8	Strategic Human Resource Planning	Define Human Resource Management	T2,R1
24		Recruitment and Selection	Differentiate Between Recruitment and Selection	T2,R1
25		Recruitment and Selection	Differentiate Between Recruitment and Selection	T2,R1
26	9	Training and Development	Define Training an Development	T2,R1
27		Training and Development	Define Training an Development	T2,R1
28		Performance Appraisal.	Explain about Performance Appraisal	T2,R1
UNIT-4				
29	10	Leading and Motivation	Explain about Performance Appraisal	T3,R2
30		Leadership	Differentiate Leader and Leadership	T3,R2
31		Power and Authority	Compare Power and Authority	T3,R2
32	11	Leadership Styles;	Types of Leadership styles	T3,R2
33		Leadership Styles;	Types of Leadership styles	T3,R2
34		Behavioral Leadership,	Types of Leadership styles	T3,R2
35	12	Situational Leadership,	Types of Leadership styles	T3,R2
36		Leadership Skills,	Types of Leadership styles	T3,R2
37		Leader as Mentor and Coach	Elaborate Leader as Mentor	T3,R2
38	13	Leadership during adversity and Crisis;	Design Models for Team Leadership	T3,R2
39		Handling Employee and Customer Complaints,	Design Models for Team Leadership	T3,R2
40		Team Leadership	Design Models for Team Leadership	T3,R2
UNIT-5				
41	14	Controlling	Design Models for Team Leadership	T1,R1
42		Control, Types and Strategies for Control,	What are the Various Types of Control	T1,R1
43		Steps in Control Process	What are the steps in Control Process	T1,R1
44		Budgetary and Non- Budgetary Controls	Discuss Characteristics of Control Systems	T1,R1

45	15	Characteristics of Effective Controls	Discuss Characteristics of Control Systems	T1,R1
46		Establishing control systems, Control frequency, and Methods.	What are the Types of Methods of Control	T1,R1
MID 2 EXAMS				

IX. MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES AND PROGRAM SPECIFIC OUTCOMES:

BLOOMS LEVEL	COGNITIVE SKILL	DEFINITION
Level-1 (L1) : REMEMBER	Knowledge	Recalling/Retrieving relevant terminology, specific facts, or different procedures related to information and/or course topics. (At this level, student remembers something, but may not really understand it fully.)
Level-2 (L2) : UNDERSTAND	Comprehension	Determining the meaning of instructional messages (facts, definitions, concepts, graphics etc.)
Level-3 (L3) : APPLY	Application	Carrying out or use previously learned information in another familiar situations or in problem solving
Level-4 (L4) : ANALYZE	Analysis	Breaking information into its constituent parts and detecting how the parts relate to one another and to an overall structure or purpose. Analysis refers to the process of examining information in order to make conclusions regarding cause and effect, interpreting motives, making inferences, or finding evidence to support statements/arguments
Level-5 (L5) : EVALUATE	Evaluation	Making judgment's based on criteria and standards, personal values or opinions
Level-6 (L6) : CREATE	Synthesis	Create or uniquely apply prior knowledge and/or skills to form a novel, coherent whole or original product or produce new and original thoughts, ideas, processes,...

X. QUESTION BANK: (JNTUH)**DESCRIPTIVE QUESTIONS:****UNIT-I****SHORT ANSWER QUESTIONS**

S. No.	Question	Blooms Taxonomy Level	Course Outcome
1	Define Management	Remembering	1
2	What are the functions of management	Remembering	1
3	What are the levels of management	Remembering	1
4	What are the different skills of manager	Remembering	1
5	Distinguish between Administration and Management	Analyzing	1
6	What are the different theories of management	Remembering	1
7	Explain a short note on Management	Understanding	1
8	Write a short note on Classical Approach	Remembering	1
9	Distinguish between Work study and Method study	Analyzing	1
10	Define Manager	Remembering	1

LONG ANSWER QUESTIONS

S. No.	Question	Blooms Taxonomy Level	Course Outcome
1	Explain in detail, Henry Fayol's contribution to management thought .To what Extent these principles are relevant in today's context? Answer with proper justification to your guidance to your argument	Understanding	2
2	What do you mean by contingency theory of management what are its implications and relevance? Also state how does this approach differs from systems approach	Remembering	2
3	Compare and contrast between behavioral theory and contingency theory.	Understanding	2
4	Explain a short note on the following a) System theory b)Administrative theory c)Classical theory	Understanding	2
5	What are the approaches to management?	Remembering	2
6	Discuss about vroom's participative decision model.	Creating	2
7	Explain the scientific management and its principles	Understanding	2
8	Explain the role and importance of management in the present society	Understanding	2
9	Define the management .describe the functions of a manager	Remembering	2
10	What are the contributions of Henry Fayal towards explain its principles	Remembering	2

UNIT-2**SHORT ANSWER QUESTIONS**

S. No.	Question	Blooms Taxonomy Level	Course Outcome
1	What is planning	Remembering	3
2	Discuss steps in management planning	Creating	3
3	What is meant by capacity planning	Remembering	3
4	What is business forecasting	Remembering	3
5	What are the differences between forecasting and planning	Remembering	3
6	What do you understand by management by objectives	Remembering	3
7	Define decision making	Remembering	3
8	What are the features of decision making	Remembering	3
9	Define creativity	Remembering	3
10	Discuss the various techniques of forecasting	Creating	3

LONG ANSWER QUESTIONS

S. No.	Question	Blooms Taxonomy Level	Course Outcome
1	Define decision making? Explain the decision making process with the help of an example	Remembering	1,4
2	What is creativity ?Explain the role of creativity in decision making also discuss its process and the way an individual can made more creative)	Remembering	1
3	What is the role of creativity in decision making? outline the essential characteristics of a good decision	Remembering	2
4	Explain Strategic Vs Operations planning.	Understanding	1,2
5	Discuss the essentials of a sound plan and the different stages in the process of planning.	Remembering	1,2
6	What are the different styles of plans? Describe various steps in the planning process.	Remembering	1,2
7	What do you understand by forecasting? how it related with planning .	Remembering	1,2
8	What do you mean by management of objectives? what are the steps involved in it.	Remembering	3
9	Define decision making explain the need for and the factors involved in decision making.	Remembering	3
10	Explain any four quantitative techniques used for management decision making	Understanding	3

UNIT-3**SHORT ANSWER QUESTIONS**

S. No.	Question	Blooms Taxonomy Level	Course Outcome
1	Explain Time management?	Understanding	4
2	Discuss the Relationship between the Authority, Power and Influence?	Creating	4
3	Define Organization What Are The Principles Of Organization	Remembering	4
4	Compare and Contrast Centralization with Decentralization?	Understanding	4
5	What Is Span Of Control?	Remembering	4
6	What Is Line And Staff Relationships	Remembering	4
7	What Are The Sources Of Recruitment And Selection? What Should Be The Features Of A Sound Promotion Policy	Remembering	4
8	Explain Staffing?	Understanding	4
9	What Do You Mean By Performance Appraisal? Discuss Its Needs And Importance In An Organization?	Remembering	4
10	What Is Meant By Job Analysis , Job Evaluation?	Remembering	4

LONG ANSWER QUESTIONS

S. No.	Question	Blooms Taxonomy Level	Course Outcome
1	Explain the Principles And steps That Constitute The Organization Process	Understanding	3
2	Explain The Various Differences Between The Concept Of Centralization And Decentralization	Understanding	3
3	What Are The Basis For Departmentation In A Business Organizations State Also The Difficulties Of Delegation?	Remembering	3
4	What Is Span Of Management? What Are The Factors That Decide The Span Of Management?	Remembering	4
5	Compare Line And Staff And Functional Organizational Structure?	Understanding	3
6	What are the Steps In Recruitment And Selection. What Should Be The Features Of A Sound Promotion Policy?	Remembering	4
7	Explain the Requisites Of An Effective Performance Appraisals'	Understanding	3
8	What Are The Different Methods Of Training?	Remembering	4
9	Explain About Different Techniques Of Interviews?	Understanding	3
10	Define Organization And Explain About Its Various Structures Of Organization?	Remembering	4

UNIT-IV**SHORT ANSWER QUESTIONS:**

S. No.	Question	Blooms Taxonomy Level	Course Outcome
1	What is charismatic leadership?	Remembering	4
2	Explain System 4-Management	Understanding	4
3	What is Managerial Grid	Remembering	4
4	Explain Leadership Continuum	Understanding	3
5	What is employee-centered leadership?	Remembering	4
6	Explain what is meant by hierarchical nature of the needs?	Understanding	3
7	What is meant by morale?	Remembering	4
8	Differentiate between the Motivation and Morale		4
9	What is Motivation?	Remembering	3
10	Explain “Motivation is the core of management”	Understanding	4

LONG ANSWER QUESTIONS

S. No.	Question	Blooms Taxonomy Level	Course Outcome
1	What do you understand by leadership in business? What should be the qualities of a good business leader?	Understanding	4
2	Explain “Leadership is situational”. Comment on the statement.	Understanding	3
3	Discuss “A successful leader is not necessarily effective”.	Creating	4
4	What is meant by leadership style? How will you secure effective leadership behavior? Is there one best style of leadership in the management of an organization?	Remembering	4
5	Discuss various styles of leadership. Do you think categorization of leadership styles into water-tight compartments is possible?	Creating	4
6	Explain Abraham Maslow’s motivation theory based on hierarchy of needs.	Understanding	3
7	Compare the “Management is essentially a process of motivation”.	Analyzing	4
8	Explain Herzberg’s Two Factor Theory and differentiate it from Maslow’s Theory of Need Hierarchy.	Understanding	4
9	What is motivation? What does Maslow’s hierarchy of needs tell us about people’s needs?	Remembering	4
10	Explain the assumptions of McGregor’s Theory X and Theory Y. Which one is applicable in India	Understanding	3

UNIT –V**SHORT ANSWER QUESTIONS:**

S. No.	Question	Blooms Taxonomy Level	Course Outcome
1	What is Budgetary Control	Remembering	5
2	Explain Flexible Budgets	Understanding	5
3	What Zero-Base Budgeting	Remembering	5
4	Explain Performance Budgeting	Understanding	5
5	What is Management Information System	Remembering	5
6	What do you mean by budgetary control?	Remembering	5
7	Explain Process of control	Understanding	5
8	What Behavioral implications of control	Remembering	5
9	Define Controlling.	Remembering	5
10	Explain the concept of ‘Managerial Control’	Understanding	5

LONG ANSWER QUESTIONS:

S. No.	Question	Blooms Taxonomy Level	Course Outcome
1	Define the controlling. State the requirements of an effective, control system.	Remembering	4,5
2	What do you think are the basic requirements of a good control system?	Remembering	5
3	Discuss the ‘Planning is an empty exercise without controlling’.	Creating	5
4	Examine important features of controlling. What are the basic steps in the process of controlling?	Analyzing	5
5	Explain the importance of control in a business enterprise. Discuss the process of control.	Understanding	5
6	Discuss “The essence of control is action”.	Creating	5
7	What is budgetary control? What are its benefits and limitations?	Remembering	5
8	Explain “Budgetary control is tool of planning, co-ordination and control”.	Understanding	5
9	What is budgetary control? How are the budgets used for controlling?	Remembering	5
10	Why does budgeting still continue to be the main technique of control in business units? Describe the main types of budgets.	Remembering	5

XI. OBJECTIVE QUESTIONS: JNTUH

UNIT-1

1. In management process, the most misinterpreted word is
(A) Organizing (B) Delegating (C) Controlling (D) Planning
2. The department(s) that an event management company will have is (are)
(A) Creative (B) Production (C) Client servicing (D) All of the above
3. Who said, "Management is a multiple purpose organ that manages a business, manages a manager and manages workers and work"?
(A) Harold Konntz (B) Peter Drucker (C) Kenneth O 'Donell (D) Anonymous
4. Under mechanism of scientific management, scientific task setting includes:
(A) Time study (B) Motion study (C) Method study (D) All of the above
5. Management as a discipline is the function of_____.
(A) Science (B) Art (C) Creativity (D) All of the above
6. Which theory assumes that people are naturally lazy and will avoid work and responsibilities if possible?
(A) Theory X (B) Theory Y (C) Theory Z (D) None of the above
7. Who is the person you have to give importance under the company's checklist before making call to the consultant.
(A) Managers (B) Employees (C) Customer (D) All of the above
8. What is one of the most significant inhibitors in customer preference while purchasing perishable items in retail?
(A) Proximity of markets (B) Customer preference to brands
(C) Both (A) and (B) (D) None of the above
9. The objectives in corporate governance are
(A) Growth (B) Stability (C) Shareholders value maximization (D) All of the above
10. The word_____denotes a function, a task, a discipline.
(A) Management (B) Leadership (C) Motivation (D) None of the above

UNIT-2

1. The concept of SBU includes
(A) Unrelated products and businesses that are separated,
(B) The fact that each SBU has its own CEO
(C) A scientific method of grouping the business (D) All of the above
2. The factors coming under philosophy of scientific management are:
(A) Co-operation (B) Maximum output (C) Harmony (D) All of the above
3. Advantage of delegation of authority results in prompt _____.
(A) Understanding (B) Decision making (C)Both (A) and (B) (D)None of the above
4. Costliness of the _____ is the overriding factor determining the extent of decentralization.
(A) Decision (B) Staffing (C) Controlling (D) Managing
5. Which law states that 'you get what you deserve and not what you desire'?
(A) Law of destiny (B) Law of Karma (C) Law of vision
6. Positive motivation makes people willing to do their work in the best way they can and improve their _____.
(A) Skills (B) Performance (C) Both (A) and (B) (D) None of the above
7. _____ is a tool for corporate governance.

- (A) Management (B) Communication (C) Coordination (D) All of the above
8. Who is the father of the three-needs theory?
(A) Vroom (B) McClelland (C) Peter Drucker (D) None of the above
 9. The non-financial type of motivators would be
(A) Encouragement (B) Freedom (C) Recognition (D) All of the above
 10. Learning organizations are adaptive to their _____ environment.
(A) Internal (B) External (C) Work (D) None of the above

UNIT-3

1. Fredrick Winslow Taylor's Mechanism of Scientific Management includes
(A) Scientific task setting (B) Planning the task
(C) Standardization of tools and equipments (D) All of the above
2. Under the principles of effective _____, it is said that never delegate and disappear.
(A) Delegation (B) Management (C) Organisation (D) Centralisation
3. The higher the _____ level of the employee, the lower the job satisfaction.
(A) Managerial (B) Educational (C) Satisfaction (D) None of the above
4. _____ is the result of human limitation to the span of management.
(A) Delegation (B) Satisfaction (C) Motivation (D) Development
5. The different A's of the service sector are
(A) Acceptability, Awareness, Answerability
(B) Acceptability, Awareness, Availability
(C) Administration, Awareness, Availability
(D) Acceptability, Acknowledgement, Availability
6. The external factor(s) that limit control is (are)
(A) govt. policies (B) Market changes (C) Economic changes (D) All of the above
7. Communication barrier(s) in the international environment is (are)
(A) Loss by transmission (B) Loss by poor retention (C) Poor listening (D) All of the above
8. Management is a creative and _____ process.
(A) Systematic (B) Continuous (C) Long (D) None of the above
9. The old control technique(s) which were used through years is (are)
(A) Unity of policies (B) Break-even analysis (C) Budgetary control (D) All of the above
10. What does a mission statement specify that the organization will achieve?
(A) Goals (B) Profit (C) Both (A) and (B) (D) None of the above

UNIT-4

1. _____ is a process of influencing people
(A) Motivation (B) Leadership (C) Delegation (D) Controlling
2. The following is (are) the element(s) of control
(A) Authority and knowledge (B) Guidance and direction
(C) Constraint and restraint (D) All of the above
3. Which type of strategies do professional managers help organizations in chalking out?
(A) Corporate (B) Multi-disciplinary (C) Both (A) and (B) (D) None of the above
4. Limitation of control is (are)
(A) External factors (B) Fixing of responsibility (C) Internal factors (D) Both (A) and (B)
5. MBO was invented by _____.
(A) Peter Drucker (B) Koontz & O'Donell (C) Henry Fayol (D) None of the above

6. The relationship(s) for selecting the span of control would be:
(A) One to one (B) Cross relationship (C) Direct group (D) All of the above
7. Management is said to be the combination of three factors, arts, science and the third is
(A) Profession (B) Authority (C) Communication (D) None of the above
8. One of the popular forecast is
(A) Technological (B) Economic (C) Demand (D) None of the above
9. Events are occurrences designed for _____ interests.
(A) Marketing (B) Customer (C) Both (A) and (B) (D) Company
10. Limitation(s) of business planning is (are)
(A) Time Consuming (B) Expensive device (C) Heavy cost of planning (D) All of the above

UNIT-5

1. In management process, the most misinterpreted word is
(A) Organizing (B) Delegating (C) Controlling (D) Planning
2. The department(s) that an event management company will have is (are)
(A) Creative (B) Production (C) Client servicing (D) All of the above
3. Who said, "Management is a multiple purpose organ that manages a business, manages a manager and manages workers and work"?
(A) Harold Konntz (B) Peter Drucker (C) Kenneth O 'Donell (D) Anonymous
4. under mechanism of scientific management, scientific task setting includes:
(A) Time study (B) Motion study (C) Method study (D) All of the above
5. Management as a discipline is the function of_____.
(A) Science (B) Art (C) Creativity (D) All of the above
6. Which theory assumes that people are naturally lazy and will avoid work and responsibilities if possible?
A) Theory X B) Theory Y C) Theory Z D) None of the above
7. Who is the person you have to give importance under the company's checklist before making call to the consultant.
A) Managers B) Employees C) Customer D) All of the above
8. What is one of the most significant inhibitors in customer preference while purchasing perishable items in retails?
A) Proximity of markets B) Customer preference to brands
C) Both A & B D) None of the above
9. The objectives in corporate governance are
A) Growth B) Stability C) Shareholders value maximization D) All of the above
10. The word _____ denotes a function, a task, a discipline.
A) Management B) Leadership C) Motivation D) None of the above

XII. GATE QUESTIONS:

NA

XIII. WEBSITES:

1. <https://en.wikipedia.org/wiki/Management>
2. <https://www.slideshare.net/.../introduction-to-management-basic-concepts-fundamentals->
3. <open.lib.umn.edu/principlesmanagement/.../1-1-introduction-to-principles-of-manage...>
4. <https://iedunote.com/planning-decision-making-relation>
5. <https://www.sciencedirect.com/science/article/pii/.../pdf?md5...pid=1-s2.0...1>
6. www.hrmguide.co.uk/organizational_hrm/
7. smallbusiness.chron.com › Human Resources › Human Resource Plans
8. <https://www.managementstudyguide.com/leadership-motivation.htm>
9. smallbusiness.chron.com › Managing Employees › Employees
10. [www.businessmanagementideas.com/advertisement/controlling...management.](http://www.businessmanagementideas.com/advertisement/controlling...management)

XIV. EXPERT DETAILS:

PETER F DRUCKER

Peter Ferdinand Ducker American management consultant, educator, and author, whose writings contributed to the philosophical and practical foundations of the modern business corporation. He was also a leader in the development of management education, he invented the concept known as management by objectives and self-control,^[1] and he has been described as "the founder of modern management".

ADAM SMITH

Adam Smith was an 18th-century philosopher renowned as the father of modern economics, and a major proponent of laissez-faire economic policies. In his first book, "The Theory of Moral Sentiments," Smith proposed the idea of the invisible hand—the tendency of free markets to regulate themselves by means of competition, supply and demand, and self-interest. Smith is also known for his theory of compensating wage differentials, meaning that dangerous or undesirable jobs tend to pay higher wages to attract workers to these positions, but he is most famous for his 1776 book: "An Inquiry into the Nature and Causes of the Wealth of Nations." Read on to learn about how this Scottish philosopher argued against mercantilism to become the father of modern free trade and the creator of the concept now known as GDP.

XV. JOURNALS:

1. International Journal of Economics & Management Sciences
2. Arabian Journal of Business and Management Review
3. Journal of Entrepreneurship & Organization Management
4. Journal of Global Economics
5. Journal of Entrepreneurship & Organization Management

XVI. LIST OF TOPICS FOR STUDENT SEMINARS:

1. Group Dynamics
2. Job Satisfaction
3. Job Analysis
4. Job Enrichment
5. Knowledge Management
6. Motivation
7. Time Management
8. Employee Engagement
9. Personality
10. Training and Development
11. Performance Management

XVII. CASE STUDIES / SMALL PROJECTS:

1. Performing case study on current management practices in industries.
2. Designing organizational structure for any small organization.
3. Designing product layout for any small organization.
4. Case study involving value analysis in an industry.
5. Work study and standard time calculations in an industry.
6. Statistical quality control in industries.
7. PERT and CPM analysis in industries