

**CREDIT BASED FIRST SEMESTER B.B.M. DEGREE EXAMINATION  
OCTOBER 2012 PRINCIPLES OF  
MANAGEMENT**

**Time: 3 Hrs**

**Max. Marks: 80**

**SECTION - A**

**Answer any THREE questions:**

**3X15=45**

1. Explain the concept of 'Management'. Explain its nature and significance.
2. What do you understand by 'Management by Objectives'? Explain the benefits and process of MBO programme.
3. Define and Explain Decentralisation. How does it differ from delegation of authority? Explain its merits.
4. Define staffing. Explain the selection procedure.

**SECTION - B**

**Answer any FIVE questions (Case is compulsory):**

**5X5=25**

5. Explain the advantages of planning.
6. Define decision making. Briefly explain the various types of decisions.
7. What is co-ordination? What is the need for co-ordination in an organization?
8. Explain the qualities of a leader.
9. Define controlling. Explain the process of control.
10. Manohar Kale had recently received a promotion to the position of Manager of Engineering within the Madras Manufacturing Company, a medium sized firm producing numerous household products. Manohar has an electrical engineering degree and had been with the company for nine years since graduating from I.I.T. Delhi.

Manohar's records as a design engineer was excellent. He has developed three new products that had been marketed around the world and was widely respected for his many innovative contributions to a department recognized for its reputation as the industry leader in new product research and development. Not only was Manohar an effective engineer, he also was popular with almost everyone in the company. Throughout his nine years with Madras Manufacturing, Manohar has kept himself "up to date" in his field by reading engineering journals and by attending continuing education workshops. Because of his technical/ engineering experience with the company and his ability to get along with people, top management felt very confident in promoting Manohar to the position of Manager of Engineering.

He experienced considerable difficulties in supervising the engineers in the department. He continued to be very **involve** research and product design and worked very long hours in order **ID Incep** up' his design engineering. As a result of this situation, Manohar **did** not provide the overall direction and co-ordination of the department, that top management believed was necessary in order to achieve **maximum** effectiveness.

Manohar also began to feel pressure from some engineers, who believed that he was overly involved in performing 'routine **engineering**' and not managing the department.

Since, Manohar wanted to improve as a manager, he decided to discuss the problems with his boss.

Read the above case carefully, and answer the following: -1) Does being a good engineer guarantee success as a manager? Why or why not?

### SECTION - C

**Answer all the questions.**

**10X1=10**

11. a) Who is the father of 'Scientific Management?
- b) Explain strategy.
- c) What is Matrix Organisation?
- d) What do is meant by 'Unity of Command'?
- e) Give the meaning of organization Manual.
- f) What is departmentation?
- g) Define Organisation.
- h) What is meant by planning premises?
- i) What is span of control?
- j) Who is an autocratic leader?

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**CREDIT BASED FIRST SEMESTER B.B.M. DEGREE EXAMINATION OCTOBER 2013**  
**BUSINESS MANAGEMENT**  
**Principles of Management**

Time: 3 Hrs

Max. Marks: 80

**SECTION – A**

**Answer any three of the following:****3X15=45**

1. Explain the contributions of F.W. Taylor's scientific management.
2. Define 'planning'. Explain the planning process in modern management.
3. Explain with the help of a diagram 'Functional' and Line and staff' types of organization. Explain their merits and demerits.
4. Define leadership. Explain the importance and different styles of leadership.

**SECTION – B**

**Answer any Five questions (Case is compulsory):****5X5=25**

5. Bring out the significance staffing.
6. Authority can be delegated but not the responsibility – comment.
7. What should be the qualities of a good business leader?
8. Explain the process of M.B.O.
9. What is control? How it is related to others functions of management?
10. Case Study.

Action Technology Limited (ATL), a software development company, was promoted by the present managing director G. R. Vikas. Vikas almost hates bureaucracy and believes in the autonomy of people at the workplace. There are about 450 employees with the company. All the employees are free to come to office at their own convenient time. Similarly, they can leave the office at any time and can work up to any time including past mid-night. The idea is that an employee should work only at that time when he feels that he is the most productive. Workplace remains open for twenty-four hours. There are not set policies regarding various types of leave like sick leave, paid holidays, or any other leave. Vikas believes that fixing a fixed number of days for sick leave is arbitrary because an employee may require more number of days or not a single day as sick leave. While hours of work and leave policies are quite flexible, employees frequently put in at least 50 hours a week. In addition, regardless of number of hours worked, every employee is required to be accessible via e-mail, cell phone, instant messaging, or laptop.

Every employee sets his weekly and monthly production target in consultation with management. Every employee is given plenty of autonomy to achieve the target and his performance is measured in terms of this target. Those who are on target achievers are counseled to improve themselves. On non-improvement, services of non-achievers are terminated. In one year, about 6 percent of non-achievers were fired. ATL is doing quite well with about 33 percent annual growth rate with commensurate profitability.

In the process of selecting employees, care is taken that only those candidates are selected who believe in autonomy and have sufficient internal motivation to get the things done. They are trained to imbibe company's work culture. At the interview level, applicants are encouraged to ask any question about the company and its work pattern.

Questions:

1. What kind of approach has been adopted by ATL in designing its structure?
2. Do you think whether this pattern will remain effective if the company grown larger?

**SECTION – C**

11. **Answer all the questions:****10X1=10**

- a) What do you mean by scalar chain?
- b) Define management.
- c) What is departmentalization?
- d) What do you mean by co-ordinations?
- e) What is strategic planning?
- f) What do you mean by decentralization of Authority?
- g) What is organizational manual?

- h) What are managerial skills?
- i) What is span of control?
- j) Define selection.

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BBM 103.2

Reg. No. ....

**CREDIT BASED FIRST SEMESTER B.B.M. DEGREE EXAMINATION OCTOBER 2014**  
**BUSINESS MANAGEMENT**  
**PRINCIPLES OF MANAGEMENT**

Time: 3 Hrs

Max. Marks: 80

**SECTION – A**

**Answer any Three out of Four questions:**

**3X15=45**

1. What is Scientific Management? Explain briefly its elements and principles.
2. What is planning? Briefly explain the types of plans.
3. What is meant by organization? Explain the principles of sound organisation.
4. Define leadership. Explain the various styles of leadership with merits and demerits.

**SECTION – B**

**Answer any Five out of Six questions: 5X5=25**

5. What is decision-making. Explain the different types of decisions.
6. Define decentralization. How does it differ from delegation of authority?
7. Explain the process of M.B.O.
8. "Co-ordination is the essence of Management". Do you agree? Give reasons.
9. Explains the process of control.
10. Write a note on Matrix Organisation Structure.

**SECTION - C**

11. **Answer all the questions:**

**2X5=10**

- a) What are "Conceptual Skills"?
- b) What do you mean by single use plans?
- c) What is departmentalization?
- d) What is directing?
- e) Mention any two control techniques.

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**CREDIT BASED FIRST SEMESTER B.B.M. DEGREE EXAMINATION  
OCTOBER 2015  
BUSINESS MANAGEMENT  
Principles of Management**

Time: 3 Hrs.

Max. Marks: 80

**SECTION – A****Answer any Three out of four questions:****3×15=45**

1. Explain the contributions of Henry Fayol to Modern Management.
2. Define Leadership. Explain its importance. Enumerate the different styles of leadership.
3. "Tools are devices for accomplishing purpose and organization is a tool to achieve enterprise objectives". In light of this, discuss the need and principles of organization.
4. Define 'Line' and 'Line and Staff' organization and explain with a diagram. Bring out their merits and demerits.

**SECTION – B****Answer any Five questions:****5×5=25**

1. What is meant by staffing? Explain the principles of staffing.
2. What is meant by control? Explain the process of control.
3. Write a short note on informal organization.
4. "Authority can be delegated but not the responsibility" - Comment.
5. Write a note on M.B.O.
6. Case Study (Compulsory).  
Mr. Rajan Kumar is the Managing Director of a soaps manufacturing company. To increase sales, the Board of Directors wanted to start a full fledged marketing department, Mr. Kumar is entrusted with the task of finding a suitable candidate to head the proposed marketing department. After considering a number of candidates, he has narrowed down his choice to two persons: Viswanath Dutt and Rajnarain.  
Mr. Viswanath Dutt has an excellent track record in the company. During his fruitful association with the company, to be precise ten years, he has always shown a high degree of enthusiasm and initiative in his work. He is still young (35 years) dynamic and aggressive. He is result-oriented and is more interested in ends rather than mean. One of the workers, testifying his leadership qualities, remarked thus: "Though he is harsh at times, you will know where you stand when you work with him. When you have done a good job, he lets you know it". Mr. Dutt is willing to shoulder additional responsibilities. He decides things quickly and when action is required, he is 'always on his toes'.  
During his 15 years tenure in the Company, Mr. Rajnarain has endeared himself to all his colleagues by his superior workmanship and pleasing manners. He always believes in the principle of employee participation in the decision making process. Unlike Mr. Dutt, he encourages his subordinates to come out with innovative ideas and useful suggestions. Before arriving at a decision he always makes it a point to consult his subordinates. Not surprisingly, all his subordinates are very pleased to work under him and praise his leadership qualities. They readily admit that the participative climate has encouraged them to use their talents fully in the service of the organization. Company records also bear evidence for the increase in the production soon after Rajnarain became the head of his department.

Questions:

- 1) Analyse the leadership qualities and styles of Mr. Dutt and Mr. Rajnarain.
- 2) Between the two people, whom would you recommend for the position of a marketing manager? Why?

**SECTION - C****Answer all the following:****10×1=10**

1. What is 'Esprit De corps'?
2. What is strategic planning?
3. What do you mean by organizational manual?
4. What are organization charts?
5. Define recruitment.
6. What is Decentralisation?
7. Define unity of command.
8. Define Management.
9. What is spare of control?
10. What is matrix organization?

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BBM 103.2

Reg. No. ....

**CREDIT BASED FIRST SEMESTER B.B.M. DEGREE EXAMINATION  
OCTOBER 2015  
BUSINESS MANAGEMENT  
Principles of Management**

Time: 3 Hrs.

Max. Marks: 80

**SECTION – A**

**Answer any Three of the questions:**

**3×15=45**

1. Explain the contributions of Henry Fayol to Modern Management.
2. What do you understand by Management by objectives? Explain the process and utility of an MBO programme in an organization.
3. Explain the features of Line and Staff Organisation?
4. Explain the concept and process of control. Explain in brief various techniques of control.

**SECTION – B**

**Answer any Five questions:**

**5×5=25**

5. What is decision-making? Explain the different types of decisions.
6. Explain the process of planning.
7. What is meant by staffing? State its significance.
8. Explain the various styles of leadership.
9. What is span of control? Explain the factors determining span of control.
10. Write a note on organization chart.

**SECTION - C**

11. **Answer all the questions:**

**5×2=10**

- a) What are 'Human Skills'?
- b) Define Organisation.
- c) What is "Delegation of Authority"?
- d) What is "Matrix Organisation"?
- e) Who is an "autocratic leader"?

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**CREDIT BASED FIRST SEMESTER B.B.A. DEGREE EXAMINATION  
OCTOBER – 2016**

**BUSINESS ADMINISTRATION  
PRINCIPLES OF MANAGEMENT**

Time: 3 Hrs.

Max. Marks: 80

**SECTION – A**

**Answer any Three questions:****3×15=45**

1. Define Management. Explain the principles of Henry Fayol.
2. Explain in detail the various types of plans.
3. Explain Line and Staff Organisation. What are its features, merits and demerits?
4. What is Delegation of Authority? Explain the various barriers of Delegation.

**SECTION – B**

**Answer any Five questions:****5×5=25**

5. Write a note on Scientific Management.
6. Explain the process involved in decision-making.
7. What is meant by Planning? Explain the features of a good planning.
8. State the differences between Manager and Leader.
9. Explain the Selection process.
10. Explain any five techniques of control.

**SECTION - C**

**11. Answer all the questions:****5×2=10**

- a) What is Functional Organisation?
- b) Mention any two essentials of a Sound Decision.
- c) What is Democratic Leadership?
- d) Mention any two importance of Staffing.
- e) What are organization Charts and Manuals?

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