

TEACHING PLAN 2016-18

SUBJECT	PRINCIPLES OF MANAGEMENT	
S. No	Topic	No of classes
1	UNIT-1: INTRODUCTION TO MANAGEMENT	2
2	CLASSICAL THEORY	2
3	SCIENTIFIC MANAGEMENT THEORY	1
4	ADMINISTRATIVE THEORY	1
5	BEHAVIORAL THEORY & MANAGEMENT SCIENCE	1
6	INTEGRATIVE PERSPECTIVE- SYSTEMS THEORY, SOCIO-TECHNICAL THEORY	1
7	CONTINGENCY THEORY, COMPARING THEORIES	1
8	CASES	2
9	UNIT-2: CREATIVE PROBLEM SOLVING AND DECISION MAKING	2
10	PROBLEM SOLVING & DECISION MAKING	1
11	V ROOM'S PARTICIPATIVE DECISION MAKING MODEL	2
12	CASES	1
13	UNIT-3: STRATEGIC AND OPERATIONAL PLANNING	1
14	NATURE & ELEMENTS OF PLANNING	1
15	PLANNING TYPES & MODELS	1
16	PLANNING IN LEARNING ORGANISATION & ITS TYPES	1
17	MBO, MBE, DEVELOPING THE MISSION,	2
18	ANALYZING THE ENVIRONMENT, SETTING OBJECTIVES	1
19	CORPORATE STRATEGIES, BUSINESS STRATEGIES	2
20	OPERATIONAL PLANNING, IMPLEMENTING AND CONTROLLING STRATEGIES	1
21	TIME MANAGEMENT	1
22	CASES	1
23	UNIT-4: ORGANIZING AND DELEGATING WORK	2
24	LINE & STAFF	1
25	ESTABLISHING Vs DECENTRALIZATION	1
26	BASIC ISSUES IN ORGANIZING	1
27	AUTHORITY, ORGANISATIONAL DESIGN	1
28	JOB DESIGN , WORK SPECIALIZATION	1
29	CHAIN OF COMMAND, SPAN OF MANAGEMENT	1

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30	ORGANISING YOURSELF AND DELEGATING	1
31	RELATIONSHIP BETWEEN AUTHORITY, POWER & INFLUENCE	1
32	LEADERSHIP & TRAIT THEORY	1
33	BEHAVIORAL LEADERSHIP THEORIES	1
34	SITUATIONAL APPROACHES TO LEADERSHIP	1
35	HANDLING COMPLAINTS	1
36	<i>CASES</i>	1
37	UNIT-5: COMMUNICATIONA & CONTROLLING	2
38	ORGANISATIONAL COMMUNICATION & IT	2
39	INTERPERSONAL COMMUNICATION PROCESS AND COMMUNICATION BARRIERS	2
40	MESSAGE TRANSMISSION CHANNELS	2
41	ORGANISATIONAL AND FUNCTIONAL AREA	1
42	CONTROL SYSTEMS, ESTABLISHING CONTROL SYSTEMS	1
43	<i>CASES</i>	1
	Total no .of classes	52

MODEL PAPER I

Subject: Principles of Management

Time: 3 Hours

Max.Marks:60

Section – A (Short Answer type questions) (5X4=20 Marks)

- Answer all questions, each question carry equal marks.
- 1. Systems Approach to Management
- 2. Decision making process
- 3. SWOT Analysis
- 4. Span of Management
- 5. Communication Barriers

Section – B (Essay Type Questions)

- **Answer all the questions. (5x8=40 marks)**

6. A) Explain about Henry fayol's Administrative Theory contribution for Present Management thought in the areas
i) Categories of Business Activities ii) Managerial Traits iii) Principles of Management.

OR

B) What is Contingency Theory? Explain its ideology.

7. A) Explain about Problem Solving Process and sources of generating Creative and Innovative Alternative Solutions.

OR

B) Explain the Vroom's Participative Decision Making Model.

8. A) Compare and Contrast Operational, Tactical and Strategic Plans of an Organization.

OR

B) What is Environmental Scanning? How it is useful in determining Various Business Strategies.

9. A) What is organization structure? Explain about Line and Staff Organization.

OR

B) Define Organising. Explain the different principles of Organising?

10. A) What is interpersonal communication? Explain the process of interpersonal communication.

OR

B) What is Informal communication? Explain its importance in an Organization.

MODEL PAPER II

Subject: Principles of Management

Time: 3 Hours

Max.Marks:60

Section – A (Short Answer type questions) (5*4=20 Marks)

- Answer all questions, each question carry equal marks.
- 1. What is staffing
- 2. Decision Making process
- 3. Product organization structure
- 4. MBWA
- 5. Perception process

Section – B (Essay Type Questions)

- **Answer all the questions. 5x8=40 marks**
- 6. A) A startup company approached you for business establishment. What are the steps you suggest in planning?

OR

B) Discuss functions of management.

7. A) What is decentralization of authority? How it can be make effective?

OR

B) Discuss role of Teams at workplace.

8. A) What are the external environmental factors which influence perceptual selection?

OR

B) What are the factors affecting OB?

9. A) Discuss Herzberg's two factor theory

OR

B) Discuss difference between charismatic, non charismatic leaders

10. A) Discuss methods of improving the effectiveness of upward communication.

OR

B) What are the personnel barriers of communication and suggest how to overcome them.

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School of Business Management

I-M.B.A-I-Semester Supplementary Examinations, August 2015

Subject: Principles of Management

Time: 3 Hours

Max.Marks:60

Section – A (Short Answer type questions) (10X2=20 Marks)

- Answer all questions, each question carry equal marks.

Write short notes on the following:

1. Functions of Management.
2. Classical theory of Management.
3. Decision making Practices.
4. Problem solving Techniques.
5. Planning.
6. Time Management.
7. Authority and Power.
8. Organizing.
9. Interpersonal Communications.
10. Communications Barriers.

Section – B (Essay Type Questions)

- **Answer all the questions. 5x8=40 marks**

11. A) What is motivation and how do it helps the organization and also explain Maslow`s theory of hierarchy.

OR

B) What do you understand by systems approach to Management and its importance in the business operations?

12. A) Discuss various stages in problem solving methods

OR

B) Describe the Vroom`s Participative Decision Making Model.

13. A) Discuss various factors that can be considered while formulating vision and mission of an organization.

OR

B) What are the various environments that influence the business operations and Discuss” SWOT” analysis?

14. A) Explain the terms organization, organizational design and what are the various

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factors you consider for designing an organizational design.

OR

B) Define Leadership and discuss the Behavioural and of leadership theories.

15. A) Define Communication and explain the details of various communication channels along with advantages and disadvantages of each type.

OR

B) What are the various barriers to effective communication and how do you overcome them?.

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School of Business Management

I-M.B.A-I-Semester End Examinations, Feb/March - 2015

Subject: Principles of Management

Time: 3 Hours

Max.Marks:60

Section – A (Short Answer type questions) (10X2=20 Marks)

- Answer all questions, each question carry equal marks.

16. Management

17. Decision Making

18. Contingency Theory

19. Delegation

20. Authority, Power and Influence

21. SWOT

22. Scientific Management

23. Span of Management

24. Leadership

25. Decentralization

Section – B (Essay Type Questions)

- Answer all the questions.

5x8=40 marks

11. a) List and Briefly Discuss the Functions of Management

(or)

b) What do you mean by principles of Management? Critically examine the Administrative Principles proposed by Henry Fayol.

12. a) Define Problem solving. Discuss the various stages that can be dealt by managers while taking decisions.

(or)

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- b) Describe the Vroom's Participative Decision Making Model.
13. a) "Future is moving target. It may not be possible to anticipate the long term changes accurately and provide them in Strategic Plans" – Discuss the Scenario.
(or)
b) Write about the different operational strategies for organizational effectiveness.
14. a) "Sound organizing principles are an essential prerequisite of efficient management" - Discuss
(or)
b) What is Leadership? Explain Behavioral theories of leadership.
15. a). "Good communication is the foundation of sound management"- Discuss the bottlenecks
(or)
b) Define Controlling. Discuss the controlling process.

SHORT QUESTIONS:-

- Functions of Management
- Classical theory of Management.
- Decision making Practices.
- Planning
- Organizing
- Time management techniques
- Authority and Power.
- Organizing.
- Interpersonal Communications.
- Communications Barriers.
- Contingency Theory
- Scientific Management
- Creativity
- Decision Making
- MBO
- Planning
- Decentralization
- Span of Management
- Downward Communication
- Management
- Decision Making
- Contingency Theory
- Delegation
- Authority, Power and Influence
- SWOT
- Scientific Management
- Span of Management
- Leadership
- Decentralization

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ESSAY QUESTIONS;

1. A startup company approached you for business establishment. What are the steps you suggest in planning?
2. .Discuss functions of management.
3. What is decentralization of authority? How it can be make effective?
4. Discuss role of Teams at workplace.What are the external environmental factors which influence perceptual selection?
5. What are the factors affecting OB?
6. Discuss Herzberg's two factor theory
7. Discuss difference between charismatic, non charismatic leaders
8. Discuss methods of improving the effectiveness of upward communication.
9. Discuss methods of improving the effectiveness of upward communication.
Explain the terms organization, organizational design and what are the various
10. factors you consider for designing an organizational design
11. Discuss various stages in problem solving methods
12. "Good communication is the foundation of sound management"- Discuss the bottlenecks
13. Sound organizing principles are an essential prerequisite of efficient management
Discuss?
14. Define Controlling. Discuss the controlling process.

CASES:

UNIT I

Principle of Practice Management

The president of Simplex Mills sat at his desk in the hushed atmosphere, so typical of business offices, after the close of working hours. He was thinking about Rehman, the manager in-charge of purchasing, and his ability to work with George, the production manager, and Vipulabh, the marketing and sales manager in the firm.

When the purchasing department was established two years ago, both George and Vipulabh agreed with the need to centralise this function and place a specialist in charge. George was of the view that this would free his supervisors from detailed ordering activities. Vipulabh opined that the flow of materials into the firm was important enough to warrant a specialised management assignment. Yet since the purchasing department began operating it has been precisely these two managers who have had a number of confrontations with the new purchase manager, and occasionally with one another, in regard to the way the purchasing function in being carried out.

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From George's point of view, instead of simplifying his job as production manager by taking care of purchasing for him, the purchasing department has developed a formal set of procedures that has resulted in as much time commitment on his part as he had previously spent in placing his orders directly with vendors. Further, he is specially irritated by the fact that his need for particular items or particular specification is constantly being questioned by the purchasing department. When the department was established, George assumed that the purchasing manager was there to fill his needs, not to question them.

As Vipulabh sees it, the purchasing function is an integral part of marketing function, and the two therefore need to be jointly managed as a unified process. Purchasing function cannot be separated from a firm's overall marketing strategy. However, Rehman has attempted to carry out the purchasing function without regard for this obvious relationship between his responsibilities and those of Vipulabh, thus making a unified marketing strategy impossible.

In his previous position, Rehman had worked in the purchasing department of a firm considerably larger than Simplex. Before being hired, he was interviewed by all the top managers, including George and Vipulabh, but it was the president himself who negotiated the details of the job offer. As Rehman sees it, he was hired as a professional to do a professional job. Both George and Vipulabh have been distracting him from this goal by presuming that he is somehow subordinate to them, which he believes is not the case. The people in the production department, who use the purchasing function most, have complained about the detail that he requires on their requisitions. But he has documented proof that materials are now being purchased much more economically than they were under the former decentralised system. He finds Vipulabh's interests more difficult to understand, since he sees no particular relationship between his responsibilities for efficient procurement, and Vipulabh's responsibilities to market the firm's products.

The president has been aware of the continuing conflict among three managers for some time, but on the theory that a little rivalry is healthy and stimulating, he has felt that it was nothing to be unduly concerned about. But now that much of his time is being taken up by much of what he considers to be petty bickering, the time has come to take some positive action.

Questions:

1. Is George's view of the situation realistic?
2. How do you evaluate Vipulabh's position?
3. How might this conflict be associated with factors in the formal organisation?

4. What should the president of Simplex Mills do

UNIT II

Bharat Engineering Works Limited is a major industrial machineries besides other engineering products. It has enjoyed market preference for its machineries because of limited competition in the field. Usually there have been more orders than what the company could supply. However, the scenario changed quickly because of the entry of two new competitors in the field with foreign technological collaboration. For the first time, the company faced problem in marketing its products with usual profit margin. Sensing the likely problem, the chief executive appointed Mr Arvind Kumar as general manager to direct the operations of industrial machinery division. Mr Kumar had similar assignment abroad before coming back to India.

Mr Kumar had a discussion with the chief executive about the nature of the problem being faced by the company so that he could fix up his priority. The chief executive advised him to consult various heads of department to have first hand information. However, he emphasised that the company lacked an integrated planning system while members of the Board of Directors insisted on introducing this in several meetings both formally and informally.

After joining as General Manager, Mr Kumar got briefings from the heads of all departments. He asked all heads to identify major problems and issues concerning them. The marketing manager indicated that in order to achieve higher sales, he needed more sales support. Sales people had no central organisation to provide sales support nor was there a generous budget for demonstration teams which could be sent to customers to win business.

The production manager complained about the old machines and equipments used in manufacturing. Therefore, cost of production was high but without corresponding quality. While competitors had better equipments and machinery, Bharat Engineering had neither replaced its age-old plant nor reconditioned it. Therefore to reduced the cost, it was essential to automate production lines by installing new equipment.

Director of research and development did not have specific problem and therefore, did not indicate for any change. However, a principal scientist in R&D indicated on one day that the director of R&D, though very nice in his approach, did not emphasize on short-term research projects, which could easily increase production efficiency by at least 20 per cent within a very short period without any major capital outlay.

Questions

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- (a) Discuss the nature and characteristics of the problems in this case.
- (b) What steps should be taken by Mr Kumar to overcome these problems?

UNIT III

Using aims and objectives to create a business strategy

Introduction

Kellogg is the world's leading supplier of breakfast cereal. It has 39 brands and a 42% share of the UK market. Kellogg makes a range of products for the various segments of the UK's market. The market is worth 1.1 billion a year. Kellogg's success is achieved through careful planning. It sets clear aims and objectives. It then uses the strength of its brands to help it reach them. Kellogg ensures that each brand has a unique place in the minds of its customers.

This is called product positioning.

Developing aims

Kellogg's managers set aims. These must match what consumers want. In recent years, consumers have shown that they want to lead more healthy lives. Kellogg wanted to be part of this debate. It promotes the message 'Get the Balance Right'. It also wanted to show that it corporate responsibility. This means showing that it is a company that cares for both its consumers and the environment. An aim is a broad statement of where a business wants to be. Kellogg's aim was therefore to reinforce the idea of a healthy lifestyle.

Objectives

Once a broad aim is put in place, objectives can then be set. These should be SMART. This stands for:

Specific:

Measurable:

Achievable:

Realistic and

Time related.

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They were set in three main areas

* promoting physical activity for health

* using packaging to promote a balanced lifestyle

* using food labeling to help consumers make healthy choices.

Strategy

A strategy is a set of plans designed to reach the aims set. Kellogg's strategy included helping people become active. It has worked with the Amateur Swimming Association (ASA) since 1997. The ASA's want everyone to 'enjoy swimming as part of' a healthy, lit style'. These closely match those of Kellogg. Swimming, is also a family activity and a skill for life'. Kellogg became the main sponsor of swimming in the UK, providing over 1.8 million per The link with the ASA also helped Kellogg to support active lit styles in other ways. It linked with Sustains, which promotes sustainable transport. This led Kellogg to develop a cycling based promotion. It also encourages walking. A free pedometer given away with All Bran inspired people to walk further. Kellogg has also sponsored other walking events. Kellogg uses symbols on its packs to show healthy Guideline Daily Amounts of ingredients such as salt, sugar and fat. This helps consumers to make choices.

Communication

Kellogg's success in reaching its aims is due to the clear ways by which it conveys them to customers. It uses cartoon characters to advise children and parents about exercise. It has also produced leaflets. These can be obtained from its website. Internally, Kellogg uses its in-house magazine to promote the message.

Conclusion

Kellogg knows from research that a balanced diet and regular exercise help people stay Healthy. It is communicating this message through its brands and promotions.

Issues

for

Discussion

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- * Explain what is meant by a premium brand.
- * Describe the difference between an aim and an objective.
- * Outline the purpose of Kellogg's work with the ASA.
- * Using examples to support your dialogue, evaluate how Kellogg communicates and discuss how this enables it to position its brand.

UNIT

IV

Case 4 : Managing risk through effective. Team-based decision making

Introduction

RWE npower is an integrated energy company. It is the third largest supplier of electricity, through its npower brand and one of the largest electricity generators. It is part of the RWE Group, which is one of the largest European energy Utilities. Energy Companies have a responsibility to maintain supplies of energy 24/7. This means that they have to be aware of and manage risk. There is a risk involved in all business activity. Managing risk successfully means striking a balance between risk, cost and returns.

Importance

RWE npower is an important contributor to the economy. It provides jobs, helps people maintain and increase their standard of living by supplying energy and invests in large capital projects. The most visible face of the business is its huge power stations but it is also involved in developing alternative forms of energy such as biomass plants and wind farms. It seeks green or sustainable solutions to problems wherever possible.

Types of problems

There are different types of business problems and therefore different solutions to them.

Deviation problems are where targets are not being met. Problem solving in this case is centered on closing the gaps.

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Improvement problems. Here Solutions need to address how the business can become for example more efficient or greener.

Open-ended problems where conventional solutions will not work. Solutions are generally linked to the idea of 'thinking outside the box' i.e. coming up with new and untried ideas.

Engineers at RWE npower have to handle these problems all the time. In the first two cases, there are often proven techniques and solutions which can be worked out in teams. Team work brings together engineers with different skills and experience. Teamwork encourages team members to bounce ideas off each other so can be fun as well as leading to solutions have saved RWE npower millions.

Creative problem-solving.

This is linked to open-ended problems. New solutions mean new risks, however, and engineers need to understand these. They have to take into account possible costs and health and safety issues along with the technical aspects of the solution. Solutions must take into account the needs of the customer. For example, small defects in turbine blades in power stations are inevitable during their working life. When these are reported, managers need weigh up the various options repair, up the various options (shutdown, repair, replace etc.), The first priority is health and safety, but then they consider commercial criteria, including cost and customer needs.

Graduates

RWE npower employs graduate engineers straight from university. They are trained and

Have a good career path in the company. They are encouraged to think for themselves and solutions to problems. Some solutions can save the company millions so as its investment in graduates is worthwhile.

Develop creative solutions to problems. Some solutions can save the company millions so RWE npower knows its investment in graduates is worthwhile.

Conclusion

RWE n power needs good engineers to be able to fulfill its commitment to supply energy

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24/7. These engineers need to be not Just skilled at their specialisms, but able to solve. Problems in a creative way.

Issues for Discussion

1. What do you understand by the term, 'thinking outside the box'? Give an example of how this can be applied to engineers working for RWE npower.
2. How does encouraging thinking outside the box help RWE npower to make improvements in the way in which it operates?
3. Explain how encouraging engineers at RWE npower to think outside the box has led to increased motivation for these employees.
4. Recommend wavy in which another organization of your choice might improve its employees to think in creative ways about work. Results through encouraging its employees to think in creative ways about work-related problems.

UNIT V

Creating a high performance culture

Introduction

The culture of an organization is a way of describing the typical way in which that organization operates. It is something that is created over time by the organization and the people that work for it. Siemens is built on a high performance culture. This means that everyone share one shares the same vision and, values and busts each other's contribution.

Siemens is a global electronics business with a turnover of around €60 billion a year. Its global headquarters are based in Germany but has sites around the world including around 100 in the UK with its UK HQ in Berkshire. Siemens products touch all our ranging from kitchen equipment to power generation and from traffic lights to hospital scanners.

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HR development

Siemens is committed to helping its employees to develop and fulfill themselves at work. They may want more training, more interesting jobs or just a better work-life balance. Siemens knows that to maintain and develop the excellent workforce that, it has Good people management. It believes that its human resources should be actively involved (called 'engagement') in its activities. This is a key plank of Siemens' business strategy.

People Excellence

This is the name given to the part of the strategy that relates to people management. It consists of four main elements:

- * achieving a high performance culture
- * increasing the global talent pool
- * strengthening expert careers
- * Siemens Leadership Excellence Programmer (SLE).

At its heart is the building of a high performance culture. Employees know that they are valued and busted and this helps to motivate them. Siemens uses a number of ways to make sure that it shows its appreciation of employees. This all helps them to feel part of a successful team and helps Siemens compete more effectively.

Creating the culture

The high performance culture is based on teamwork. Targets are set for the business and these are related to individual and team targets. In this way, everyone is working towards better results. As team performance improves over time, so does the business.

Talent management

Siemens makes sure that all of its employees, not just the high fliers, are supported to reach their potential. It matches individuals' talents with tasks. Talent management allows for:

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* Job enrichment. Where extra tasks or responsibility can make a job more rewarding and

* Job enlargement, where the scope of a job is widened and extra skills developed.

Talent management is applied to the business globally as a key part of the business strategy. It is closely linked to performance management. Performance management is used to monitor progress and set objectives for employees. It allows an honest dialogue to take place so everyone knows how well they are performing and how they might improve. This feeds directly into the high performance culture.

Conclusion

The success of an organization can be traced back to its people. Siemens demonstrates this well. Its high performance culture supports people and helps them to reach their potential. This helps Siemens to be competitive.

Issues for Discussion

1. How does Siemens seek to provide good career opportunities for employees?
2. Describe one of the systems that Siemens has created which provides development opportunities for employees at work.
3. How important is the appraisal system in helping to create shared understandings the objectives of the organization and personal objectives of individual employees?
4. How effective do you think the Siemens approach to people management will be useful in creating great results?