

Reg No.: \_\_\_\_\_

Name: \_\_\_\_\_

**APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY**  
**FIFTH SEMESTER B.TECH DEGREE EXAMINATION, DECEMBER 2017**

**Course Code: HS300**

**Course Name: PRINCIPLES OF MANAGEMENT**

Max. Marks: 100

Duration: 3 Hours

**PART A**

*Answer any three full questions, each carries 10 marks.*

- |   |  | Marks |
|---|--|-------|
| 1 | a) Define management.  | (3)   |
|   | b) Why management is called an art and science?  | (3)   |
|   | c) In the context of a car manufacturing firm, describe any four elements of the external environment. | (4)   |
| 2 | a) What is meant by competitive advantage?   | (2)   |
|   | b) List any four important features of the organizations of the new era.                               | (4)   |
|   | c) What challenges are faced by the new generation firms?  | (4)   |
| 3 | a) List any four important contributions by FW Taylor.   | (4)   |
|   | b) Why Elton Mayo's studies is called human relations management?                                      | (2)   |
|   | c) State Douglas Mc Gregor's Theory X and Theory Y   | (4)   |
| 4 | a) Distinguish between system approach and contingency approach.                                       | (4)   |
|   | b) Draw 7S Framework.  | (3)   |
|   | c) Describe any one instance of application of Corporate Social Responsibility.                        | (3)   |

**PART B**

*Answer any three full questions, each carries 10 marks.*

- |   |   |     |
|---|---|-----|
| 5 | a) List any four objectives of planning                                     | (4) |
|   | b) Who require strategic planning? Why?                                     | (3) |
|   | c) Distinguish between plan, goal and procedure.                            | (3) |
| 6 | a) List the steps of the planning process adopted in a production firm.     | (4) |
|   | b) Why the planning of lower level managers is considered easier?           | (3) |
|   | c) List the advantages of Management by objectives.                         | (3) |
| 7 | a) Define span of control.  | (2) |
|   | b) Classify the factors affecting the span of control.                      | (5) |
|   | c) What is meant by departmentation?  | (3) |
| 8 | a) List the merits and demerits of line organization structure (three each) | (6) |
|   | b) Why decision making is a difficult task? (four reasons)                  | (2) |
|   | c) List any two methods to deal with decision making under uncertainty.     | (2) |

**PART C**

*Answer any four full questions, each carries 10 marks.*

- |   |   |     |
|---|---|-----|
| 9 | a) Write a note on staffing function of management.         | (3) |
|   | b) Give three reasons for the delegation of authority.      | (3) |
|   | c) List out the important characteristics of entrepreneurs. | (4) |

- 10 a) What is meant by –“Centralization of authority” (3)  
b) List the steps of selecting engineers in a production firm. (5)  
c) List four important interpersonal skills to be possessed by a manager. (2)
- 11 a) Explain the need of Job Design, indicating the factors influencing it. (4)  
b) What is meant by a culture responsive organisation? (3)  
c) List three important characteristics of global type organisation. (3)
- 12 a) How does a leader differ from a manager? (4)  
b) Explain trait approach to leadership and contingency approach. (6)
- 13 a) Describe any two type of leadership styles. (4)  
b) List six important qualities of a leader. (6)
- 14 a) Explain the process of controlling function with the aid of a sketch. (5)  
b) Distinguish between feed back and feed forward control mechanisms. (5)

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**APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY**  
FIFTH/SIXTH SEMESTER B.TECH DEGREE EXAMINATION, APRIL 2018

**Course Code: HS300**  
**Course Name: PRINCIPLES OF MANAGEMENT**

Max. Marks: 100

Duration: 3 Hours

**PART A**

*Answer any three full questions, each carries 10 marks.*

Marks

- |    |     |   |     |
|----|-----|---|-----|
| 1. | a)  | F.W.Taylor contributed some principles of scientific management. Identify the principles and explain briefly. | (6) |
|    | b)  | Explanation about Need for management   | (4) |
| 2. | a). | What are the challenges a global manager face in modern industries? Discuss briefly.                          | (6) |
|    | b). | Write any two points favour of management as a science and as an art.   | (4) |
| 3. | a)  | Write a note on workforce diversity.  | (3) |
|    | b)  | What are the four fundamental success drivers? Write about quality and speed with examples.                   | (7) |
| 4. | a)  | Discuss the advantages and Limitations of system approach.  | (5) |
|    | b)  | Differentiate contingency approach from system approach   | (5) |

**PART B**

*Answer any three full questions, each carries 10 marks.*

- |    |    |  |      |
|----|----|--|------|
| 5. | a) | Discuss in detail about narrow span of management              | (5)  |
|    | b) | Discuss in detail about wide span of management.               | (5)  |
| 6. | a) | Discuss the steps identified on describing a creative process. | (7)  |
|    | b) | Define planning premises.                                      | (3)  |
| 7. | a) | Explain the nature and purpose of organisation                 | (7)  |
|    | b) | Define MBO in planning.  | (3)  |
| 8. |    | Explain the concept of functional authority.                   | (10) |

**PART C**

*Answer any four full questions, each carries 10 marks.*

- |    |    |  |     |
|----|----|--|-----|
| 9. | a) | Discuss in detail about the delegation of authority. | (6) |
|    | b) | Differentiate between leader and manager.            | (4) |

10. a) Write down the advantages and disadvantages of manager inventory chart (7)
- b) Specify the goals of global organising (3)
11. a) List some uses of job analysis (5)
- b) Sketch the comparison of feedback and feed forward control (5)
12. a) Explain Break –even analysis. (6)
- b) What are the assumptions underlying preventive control system. (4)
13. Classify the various budgets and compare them (10)
14. a) What are the requirements for effective control (7)
- b) What are the characteristics of control? (3)

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**APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY**  
FIFTH SEMESTER B.TECH DEGREE EXAMINATION, DECEMBER 2018

**Course Code: HS300**

**Course Name: PRINCIPLES OF MANAGEMENT**

Max. Marks: 100

Duration: 3 Hours

**PART A**

*Answer any three full questions, each carries 10 marks.*

Marks

- |   |   |     |
|---|---|-----|
| 1 | a) List and elaborate five important roles of a manager   | (5) |
|   | b) With suitable examples, illustrate the Planning, Organizing, Staffing, Leading and Controlling functions of management | (5) |
| 2 | a) List any four forces of the external environment   | (4) |
|   | b) Why the management of the organizations of the new era differ from old ones?   | (4) |
|   | c) "New generation managers are multi skill experts" What do you mean by this?  | (2) |
| 3 | a) Describe the philosophy of Scientific Management"  | (5) |
|   | b) List and illustrate the contributions of Gilbreth's  | (5) |
| 4 | a) What is managerial ethics? Illustrate a situation in which whistle blowers perform ethical duty                        | (5) |
|   | b) Explain the Mc Kinsey 7S Framework   | (5) |

**PART B**

*Answer any three full questions, each carries 10 marks.*

- |   |   |     |
|---|---|-----|
| 5 | a) Define the terms: Plan, Objective, Goal, Policy and Rule   | (5) |
|   | b) Differentiate between Strategic, Administrative and Routine type planning  | (5) |
| 6 | a) Describe the stages involved in the planning process   | (5) |
|   | b) With a block diagram, outline the structure of Management by Objectives MBO  | (5) |
| 7 | a) Distinguish between line and staff functions with the aid of examples  | (4) |
|   | b) Define the term – Span of Control  | (2) |
|   | c) What is an organization chart? What are its merits and demerits?   | (4) |
| 8 | a) Illustrate the difference between programmed and non programmed decisions by highlighting suitable examples                    | (5) |
|   | b) Describe the following stages in creative process: Unconscious scanning, Intuition, developing insights and logical evaluation | (5) |

**PART C**

*Answer any four full questions, each carries 10 marks.*

- 9 a) Why empowerment is needed? (3 )  
b) Define delegation. Is it possible to delegate authority and responsibility? Why? (4 )  
c) What is recentralization of authority? (3 )
- 10 a) What is a manager inventory chart? (3 )  
b) Distinguish the following: Recruitment, Selection, Placement and Induction (4 )  
c) List the advantages and limitations of interview as a selection technique (3 )
- 11 a) What do you understand by the term Job Design? (3 )  
b) What are the requirements of the staff of the firm in order to call it as a culture responsive firm? (4 )  
c) How entrepreneurs differ from workers? (3 )
- 12 a) List any six qualities of an effective leader (6 )  
b) Distinguish between trait approach and contingency approach to leadership (4 )
- 13 a) Describe transactional and transformational leadership styles (5 )  
b) Illustrate how power and authority are utilized by an effective leader (5 )
- 14 a) Define controlling and illustrate conventional feedback control mechanism (5 )  
b) With a block diagram and highlighting a situation, explain how a feed forward control mechanism works (5 )

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**APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY**  
**SIXTH SEMESTER B.TECH DEGREE EXAMINATION(R&S), MAY 2019**

**Course Code: HS 300**

**Course Name: PRINCIPLES OF MANAGEMENT**

Max. Marks: 100

Duration: 3 Hours

**PART A**

*Answer any three full questions, each carries 10 marks.*

		Marks
1	a) What are the different levels of Management?	2
	b) Explain the Macro and Micro environmental factors.	8
2	List and Explain Managerial roles.	10
3	a) Explain Ouchi's Z theory	5
	b) Explain McGregor's X and Y theory.	5
4	a) What is Mckinsey's 7-s frame work?	6
	b) Explain the systems approach in management.	4

**PART B**

*Answer any three full questions, each carries 10 marks.*

5	What is MBO? How is it different from conventional planning process?	10
6	Explain the types of Plans with examples.	10
7	a) What is the importance of span of control in management?	4
	b) Explain the line and staff approach in management.	6
8	a) What is meant by the term Departmentation?	2
	b) Explain the strategies adopted in Departmentation process with example.	8

**PART C**

*Answer any four full questions, each carries 10 marks.*

9	a) What is the significance of organisational culture in management?	4
	b) What are the sources of organisational culture? Explain them.	6
10	a) Explain the process of Job Analysis	5
11	b) What are the processes involved in Job Design?	5
12	Give an account on the leadership qualities.	10
13	Differentiate Transactional and Transformational leadership.	10
14	a) Explain Managerial Grid with suitable example.	4
	b) Explain the basic Control process.	6

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**APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY**  
**FIFTH SEMESTER B.TECH DEGREE EXAMINATION(S), MAY 2019**

**Course Code: HS300**

**Course Name: PRINCIPLES OF MANAGEMENT**

Max. Marks: 100

Duration: 3 Hours

**PART A**

*Answer any three full questions, each carries 10 marks.*

Marks

- |   |   |      |
|---|---|------|
| 1 | What are the ten managerial roles coming under Interpersonal, Informational and Decision roles.     | (10) |
| 2 | a) Differentiate between internal and external environment of an organisation.                      | (4)  |
|   | b) Explain the importance of any four external factors which affect the working of an organisation. | (6)  |
| 3 | a) What is Hawthorne experiment ?   | (8)  |
|   | b) Discuss the impact of Hawthorne studies on management thought.                                   | (2)  |
| 4 | a) What are the assumptions of McGregor Theory X and Theory Y ?                                     | (4)  |
|   | b) Explain Mckinsey 7-S frame work.   | (6)  |

**PART B**

*Answer any three full questions, each carries 10 marks.*

- |   |   |      |
|---|---|------|
| 5 | a) Explain the system approach to MBO.  | (8)  |
|   | b) Explain the benefits of MBO.   | (2)  |
| 6 | Discuss in detail the steps in planning.  | (10) |
| 7 | a) What are the limitations in decision making ?  | (4)  |
|   | b) How do you evaluate alternatives in decision making ?  | (6)  |
| 8 | a) Discuss decision under certainty, uncertainty and risk.  | (5)  |
|   | b) Differentiate between programmed and non-programmed decisions with respect to organisationizational hierarchy. | (5)  |

**PART C**

*Answer any four full questions, each carries 10 marks.*

- |    |   |      |
|----|---|------|
| 9  | What is meant by selection of a candidate? Explain the steps of selection process | (10) |
| 10 | a) Distinguish between centralisation and decentralisation of authority.          | (4)  |
|    | b) Write any three advantages and disadvantages of decentralisation.              | (6)  |

- 11 a) What is meant by job design and explain the factors influencing it. (6)  
b) Differentiate between recruitment and selection. (4)
- 12 a) Define leadership. (2)  
b) Distinguish between transformational leadership and transactional leadership. (8)
- 13 a) Define the concept of controlling. (2)  
b) Explain the basic control process. (8)
- 14 a) What is meant by Break-Even-Analysis ? (7)  
b) Explain benefits and limitations of Break-Even Analysis. (3)

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**APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY**  
**FIFTH SEMESTER B. TECH DEGREE EXAMINATION(R&S), DECEMBER 2019**

**Course Code: HS300**

**Course Name: PRINCIPLES OF MANAGEMENT**

Max. Marks: 100

Duration: 3 Hours

**PART A**

*Answer any three full questions, each carries 10 marks.*

Marks

- |   |    |   |     |
|---|----|---|-----|
| 1 | a) | Define management.  | (2) |
|   | b) | Explain the five managerial functions.  | (8) |
| 2 | a) | Is management a science or art or both?   | (4) |
|   | b) | How do you view management in global, innovative and entrepreneurial perspective?             | (6) |
| 3 | a) | Define scientific management.   | (2) |
|   | b) | Explain any four techniques in scientific management.   | (8) |
| 4 | a) | Explain Ouchi's theory Z by differentiating between American and Japanese management.         | (6) |
|   | b) | Explain the postulates of Ouchi's theory and comment on its application in Indian conditions. | (4) |

**PART B**

*Answer any three full questions, each carries 10 marks.*

- |   |   |  |     |
|---|---|--|-----|
| 5 | Explain the various steps involved in planning process. | (10)   |     |
| 6 | a)  | Define planning and discuss levels of planning.  | (6) |
|   | b)  | Why planning and controlling are said to be inseparable- the Siamese twins of management.  | (4) |
| 7 | a)  | Define organizing.   | (2) |
|   | b)  | Explain organisation levels in terms of narrow and wide spans with sketches and discuss its merits and demerits.                     | (8) |
| 8 | (a)   | What is meant by decision making and rationality in decision making.   | (4) |
|   | (b)   | Explain the three approaches to select an alternative in decision making such as experience, experimentation, research and analysis. | (6) |

**PART C**

*Answer any four full questions, each carries 10 marks.*

- 9 What is meant by staffing? Discuss the systems approach to staffing. (10)
- 10 Define delegation of authority and discuss advantages of delegation. (10)
- 11 Explain the steps in selection process of a candidate from receiving application to final selection. (10)
- 12 a) Define leadership. (2)
- b) Explain trait theory of leadership and discuss its advantages and limitations. (8)
- 13 a) Define controlling. (2)
- b) Differentiate and discuss feedforward and feedback control systems. (8)
- 14 a) Name and explain any four control techniques. (4)
- b) Explain the principle of preventive control and also discuss its assumptions and advantages. (6)

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**APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY**  
**SIXTH SEMESTER B.TECH DEGREE EXAMINATION(S), DECEMBER 2019**

**Course Code: HS 300**

**Course Name: PRINCIPLES OF MANAGEMENT**

Max. Marks: 100

Duration: 3 Hours

**PART A**

*Answer any three full questions, each carries 10 marks.*

		Marks
1	a) What are the functions of Management?	6
	b) Why management is called Art and Science?	4
2	a) What are the challenges of management?	5
	b) Differentiate between "Entrepreneur" and "Manager"	5
3	a) What are the contributions of Taylor to management?	5
	b) List out the contributions of Gilberth to management.	5
4	Differentiate between Classical and Neo-classical approaches in management.	10

**PART B**

*Answer any three full questions, each carries 10 marks.*

5	a) Explain the various levels of planning	5
	b) What are the salient features of planning?	5
6	Explain the common steps followed in planning process.	10
7	a) What is meant by SBU?	2
	b) Discuss about the various steps involved in decision making process.	8
8	List and explain the types of organisational structures	10

**PART C**

*Answer any four full questions, each carries 10 marks.*

9	a) What is meant by the term delegation of authority? Why is it important in management?	5
	b) Explain the pros and cons of centralisation and decentralisation of authority.	5
10	a) Explain Manager inventory chart with an example.	4
	b) What are the factors affecting HR management?	6
11	What are the performance appraisal methods?	10
12	Compare the terms Leading and Managing	10
13	Explain the Trait approach and Contingency approach to leadership	10
14	Differentiate Feedback control and Feed forward control with examples.	10

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**APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY**

Fifth semester B.Tech degree examinations (S) September 2020

**Course Code: HS300****Course Name: PRINCIPLES OF MANAGEMENT**

Max. Marks: 100

Duration: 3 Hours

**PART A***Answer any three full questions, each carries 10 marks.*

Marks

- |   |  |     |
|---|--|-----|
| 1 | a) Explain personal characteristics needed for a manager?                      | (5) |
|   | b) Discuss the steps involved in planning                                      | (5) |
| 2 | a) Discuss Global, Innovative, and Entrepreneurial perspectives of management? | (5) |
|   | b) Discuss various challenges in management?                                   | (5) |
| 3 | a) Discuss Taylors principles in scientific management?                        | (5) |
|   | b) List out human relations approaches by Mayo                                 | (5) |
| 4 | a) Explain McGregors X Theory.   | (5) |
|   | b) Discuss the characteristics of contingency approach to management?          | (5) |

**PART B***Answer any three full questions, each carries 10 marks.*

- |   |  |     |
|---|--|-----|
| 5 | a) Discuss the importance of planning in an organisation                 | (5) |
|   | b) List out and explain the types of plans?                              | (5) |
| 6 | a) Explain steps involved in planning?                                   | (5) |
|   | b) List out the elements of most effective MBO system                    | (5) |
| 7 | a) Explain the organization levels with wide and narrow span of control? | (5) |
|   | b) List out different types of departmentation?                          | (5) |
| 8 | a) Discuss benefits and limitation of line and staff organisation?       | (5) |
|   | b) Explain the features of decision making under certainty, uncertainty? | (5) |

**PART C***Answer any four full questions, each carries 10 marks.*

- |    |   |     |
|----|---|-----|
| 9  | a) Explain the process of staffing?                             | (5) |
|    | b) Discuss the advantage and disadvantages of decentralisation? | (5) |
| 10 | a) Differentiate between delegation and decentralisation?       | (5) |

- b) What is the importance of cultural responsive organisations? (5)
- 11 a) Explain internal and external sources of recruitment? (5)
- b) Discuss different stages of selection process? (5)
- 12 a) Discuss the difference between leading and managing? (5)
- b) Explain the important characteristics of a leadership behaviour? (5)
- 13 a) Explain the advantages and disadvantages of a trait approach of leadership? (5)
- b) Distinguish between Transactional and Transformational leadership? (5)
- 14 a) Explain the requirement of an effective control? (5)
- b) Discuss various control techniques used by the management in an organisation? (5)

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**APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY**  
Sixth semester B.Tech degree examinations (S), September 2020

**Course Code: HS300**

**Course Name: PRINCIPLES OF MANAGEMENT**

Max. Marks: 100

Duration: 3 Hours

**PART A**

*Answer any three full questions, each carries 10 marks.*

Marks

- |   |   |     |
|---|---|-----|
| 1 | a) Explain the challenges that management faces in the new era of managing people and organization.   | (7) |
|   | b) What is the relevance of corporate social responsibility in the present day scenario?  | (3) |
| 2 | a) Innovation leads organizations in market competition. What roles do management has in keeping innovation based competitiveness of an organization?                               | (5) |
|   | b) Explain how the systems approach of management is different from classical management.   | (5) |
| 3 | a) It is considered that F. W. Taylors has contributed significantly to the scientific management. Discuss the major contributions that F. W. Taylor made to Scientific Management. | (7) |
|   | b) Give a more relevant definition for modern management and discuss.   | (3) |
| 4 | a) How does the global environment influence the local management of organizations?   | (5) |
|   | b) Define the features of McGregor's Theory of management.  | (5) |

**PART B**

*Answer any three full questions, each carries 10 marks.*

- |   |  |     |
|---|--|-----|
| 5 | a) Give an account of importance of planning   | (5) |
|   | b) Write notes on departmentation. How does it help the organizations?                 | (5) |
| 6 | a) Differentiate between objectives and policies                                       | (3) |
|   | b) Explain the steps involved in planning by considering a new project implementation. | (7) |

- 7 a) Management by Objectives is a different way of getting things done in a systematic way. How does it ensure the employee cooperation? (5)  
b) What are the different levels of management and how the authorities change? (5)
- 8 a) Demonstrate the levels of planning with a simple example. (3)  
b) Differentiate between decision making under uncertainty and certainty with suitable examples. (7)

**PART C**

*Answer any four full questions, each carries 10 marks.*

- 9 a) Explain the uses of a Manager inventory chart. (5)  
b) Discuss the basic management control processes with reference to suitable examples (5)
- 10 a) Give an account of organizational culture and role of employees in its development. (5)  
b) What is job design? Why is it important? (5)
- 11 a) Explain and differentiate selection and recruitment. (5)  
b) Bring about the differences between Transactional and Transformational styles of leadership. (5)
- 12 a) When do the need for decentralization and recentralisation of authorities arise? Discuss with examples. (5)  
b) Explain trait approach to leadership. (5)
- 13 a) Explain Delegation of authority in detail. (5)  
b) Define different dimensions of leadership and make a comparison between them. (5)
- 14 a) What techniques and instruments do help in selection processes? (5)  
b) Discuss the requirements for an effective management control technique. (5)

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