



Subject Name: Fundamentals of Management

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Year and Sem, Department: IIIyr-Isem, Civil

Unit-I: (Title): Introduction to Management

Important points / Definitions: (Minimum 15 to 20 points covering complete topics in that unit)

- 1. Financial management** - includes accounting, budgetary control, quality control, financial planning and managing the overall finances of an organization.
- 2. Personnel management** - includes recruitment, training, transfer promotion, demotion, retirement, termination, labour-welfare and social security industrial relations.
- 3. Purchasing management** - includes inviting tenders for raw materials, placing orders, entering into contracts and materials control.
- 4. Production management** - includes production planning, production control techniques, quality control, inspection, and time and motion studies.
- 5. Maintenance management** - involves proper care and maintenance of the buildings, plant and machinery.
- 6. Transport management** includes packing, warehousing and transportation by rail, road and air.
- 7. Distribution management** includes marketing, market research, price-determination, taking market- risk and advertising, publicity and sales promotion.
- 8. Office Management** includes activities to properly manage the layout, staffing and equipment of the office.
- 9. Development management** involves experimentation and research of production techniques, markets, etc.



10. Top level management: - It includes board of directors, chief executive or general managers, senior strategist, decision making, directors. Corporate level goals, missions and objectives are determined.

11. Middle level management: - It includes departmental managers, divisional heads and section officers. It acts as a bridge between top level management and lower level management.

12. Lower level management: - It includes supervisors, foremen and workers. it is also known as supervisory level of management in which the supervisors or foreman like sales officers, account officers etc take responsibilities of the implementation and control of the operational plans developed by the middle level managers.

Short Questions (minimum 10 previous JNTUH Questions – Year to be mentioned)

- 1) Technical Skills (2018)
- 2) Classical Approach of Management (2018)
- 3) Management (2019)
- 4) Levels of Management (2019)
- 5) Creativity (2019)

Long Questions (minimum 10 previous JNTUH Questions – Year to be mentioned)

- 1) Explain the nature and scope of Management. (2018)
- 2) What are the managerial skills required at middle level of management (2018)
- 3) Discuss the System approach of management (2018)
- 4) What are the various managerial roles? Explain. (2019)
- 5) Elucidate the function of the management. (2019)
- 6) Explain the challenges of management. (2019)
- 7) Explain the importance of contingency approach of management (2019)

Fill in the Blanks / Choose the Best: (Minimum 10 to 15 with Answers)

- 1. Which of the following implies the effective utilization of human and material resources to achieve the enterprise objectives (a)
(a)Management (b) Planning (c) Requirement (d) Control
- 2. Management is a _____ process (c)
(a) Structural (b) organizational (c) operational (d) Motivation
- 3. Which of the following refers to ‘creation of a structure of relationships among people working for the desired result’? (c)
(a) Management (b) Administration (c) Organization (d) Leading
- 4. Which one of the following is a decisive function of the management? (a)
(a) Leading (b) Directing (c) Staffing (d) coordinating

Fill in the Blanks

- 1) Management is both _____ Science _____ and _____ Arts _____.
- 2) The functions of management as outline by Koontz are: Planning, Organizing, Staffing, _____ Directing _____, and controlling.
- 3) The father of scientific management is _____ F.W.Taylor _____



Unit-II: (Title): Planning and Decision Making

1. Definition:

Planning can be viewed as an approach to problem solving. It provides a systematic way of viewing problems and developing short- and long-term solutions. It can also be viewed as a decision-making process used to help guide decisions concerning future needs.

2. Stage 1: Identify problems and needs

Stage 2: Develop goals and objectives

Stage 3: Develop alternative strategies

Stage 4: Select strategies and develop a detailed plan

Stage 5: Design a monitoring and evaluation plan

3. The Management by Objectives process helps the employees to understand their duties at the workplace.

4. KRAs are designed for each employee as per their interest, specialization and educational qualification.

5. The employees are clear as to what is expected out of them.

6. Management by Objectives process leads to satisfied employees. It avoids job mismatch and unnecessary confusions later.

7. Management by Objectives ensures effective communication amongst the employees. It leads to a positive ambience at the workplace.

8. Management by Objectives leads to well defined hierarchies at the workplace. It ensures transparency at all levels. A supervisor of any organization would never directly interact with the Managing Director in case of queries. He would first meet his reporting boss who would then pass on the message to his senior and so on. Everyone is clear about his position in the organization.

9. The MBO Process leads to highly motivated and committed employees.

10. The MBO Process sets a benchmark for every employee. The superiors set targets for each of the team members. Each employee is given a list of specific tasks.

11. Define organizational goals

12. Define employees' objectives

13. Continuous monitoring performance and progress

14. Performance evaluation

15. Providing feedback

16. Performance appraisal



17. Formal decisions
18. Informal decisions
19. Programmed Decision

Short Questions (minimum 10 previous JNTUH Questions – Year to be mentioned)

- 1) Vision (2018)
- 2) Programmed Decision (2018)
- 3) Management by objectives (2019)

Long Questions (minimum 10 previous JNTUH Questions – Year to be mentioned)

- 1) What is Planning Process? Explain (2018)
- 2) What are the advantages of MBO? (2018)
- 3) Compare and contrast Programmed and non-Programmed decisions. (2018)
- 4) Explain the steps in decision making. (2018)
- 5) Discuss the Process of planning. (2019)
- 6) How do you develop the business strategy? Explain. (2019)
- 7) Enumerate the various types of plans. (2019)
- 8) Outline the steps in involved in problem solving. (2019)

Fill in the Blanks / Choose the Best: (Minimum 10 to 15 with Answers)

1. What can be done or what cannot be done is call (c)
(a) Objectives (b) Strategies (c) Policies (d) Procedures
2. Which of the following guide or non- action on the part of people in organizations? (b)
(a) Programmers (b) Rules (c) Strategies (d) Mission
3. _____ Strategic _____ Planning is the responsibility of top management
4. Selecting a course of action from among the given alternatives is called Decision making
5. The practice of managers compromising with limited or bounded rationality Satisfying

Unit-III: (Title): Organization and HRM

1. Definitions of Organization

According to **Davis**, "Organization is a group of people, who are cooperating under the direction of leadership for the accomplishment of common end".

2. Line organisational structure.
3. Staff or functional authority organisational structure.
4. Line and staff organisational structure.
5. Divisional organisational structure.
6. Project organisational structure.



7. Matrix organisational structure and
8. Hybrid organisational structure.
9. Departmentalization by Function
10. Departmentalization by Process
11. Delegation of Authority
12. Benefits of employee empowerment
13. Facility for personnel leadership.
14. Equitable distribution of work.
15. Uniformity of activities.
16. Specialization.
17. Talent Management Process
18. Assessing the current HR capacity
19. Forecasting HR requirements
20. Gap analysis
21. Developing HR strategies to support organizational strategies
22. Training and development strategies

Short Questions (minimum 10 previous JNTUH Questions – Year to be mentioned)

- | | |
|------------------------|--------|
| 1) Departmentalization | (2018) |
| 2) Centralization | (2018) |
| 3) Delegation | (2019) |
| 4) Centralization | (2019) |

Long Questions (minimum 10 previous JNTUH Questions – Year to be mentioned)

- 1) Explain Matrix organizational structure. (2018)
- 2) Why is the Matrix structure most preferred organization structure in present business scenario? (2018)
- 3) Explain the talent management model. (2018)
- 4) Discuss the need for Human Resource planning in an organization. (2018)
- 5) Explain the principles of management. (2019)
- 6) Discuss the Various methods of performance appraisal. (2019)
- 7) Bring out the importance of the strategic human resource planning. (2019)
- 8) Describe the various models of talent management. (2019)

Fill in the Blanks / Choose the Best: (Minimum 10 to 15 with Answers)

- 1) Individual decision is made by (d)
(a) CEO (b) Managers (c) Front line supervisors (d) All of them independently



- 2) Which of the following is not a characteristic of a formal organization? (c)
(a) Able to communicate with one another (b) Willing to act in an atmosphere of cooperation
(c) Share a common implicit purpose (d) share a common explicit purpose.
- 3) The framework of relationships, within which the management functions are performed, is called _____ Organization _____
- 4) Dividing the organization on the basis of its departments is called _____ Departmentalization _____

Unit-IV: (Title): Leading and Motivation

1. Meaning:

Leadership is an important function of management which helps to maximize efficiency and to achieve organizational goals.

2.Importance of Leadership

3.Authority is the right given to a manager to achieve the objectives of the organization. It is a right to get the things done through others

4.Power is a broader concept than authority. Power is the ability of a person or a group to influence the beliefs and actions of other people.

5.Definition: The Leadership Styles are the behavioral patterns that a leader adopt to influence the behavior of his followers, i.e. the way he gives directions to his subordinates and motivates them to accomplish the given objectives.

6.Based on Behavioral Approach

7.Based on Situational Approach

8. Leadership Skills:

9. Passion

10. Holder of Values

11. Creativity

12. Communicator

13. Leadership during times of crisis

Stand up and be seen

Be calm and in control In a crisis, a leader's first role is to contain distress.

Explain the bigger picture



14. Handling Employee and Customer Complaints

A. Setting Up a System

B. Categorizing Complaints

C. Addressing Complaints

D. Reviewing Outcomes

15. Definitions of Motivation

The word Motivation derives from the Latin word "Movere". The Latin word "Movere" means "To move", "To drive" or "To drive forward" etc.

16. Needs Hierarchy Theory

Short Questions (minimum 10 previous JNTUH Questions – Year to be mentioned)

- | | |
|----------------------|--------|
| 1) Leader as Mentor | (2018) |
| 2) Theory X | (2018) |
| 3) Leadership | (2019) |
| 4) Autocratic leader | (2019) |

Long Questions (minimum 10 previous JNTUH Questions – Year to be mentioned)

- | | |
|---|--------|
| 1) "Leader is an effective mentor and coach". Discuss. | (2019) |
| 2) How do you plan to handle the employees and customer complaints as a leader? | (2019) |
| 3) Explain the pros and cons of team leadership. | (2019) |
| 4) Bring out the significance of needs of Maslow's need hierarchy theory. | (2019) |
| 5) "Leader is an effective mentor and coach". Discuss. | (2018) |
| 6) How do you plan to handle the employees and customer complaints as a leader? | (2018) |
| 7) Explain the characteristics of a leader. | (2018) |
| 8) Discuss the role of leader in adversity and crisis. | (2018) |

Fill in the Blanks / Choose the Best: (Minimum 10 to 15 with Answers)

1) The power that can award punishment is called. (d)

- A Legitimate
- B Referent
- C Expert power
- D Coercive power

2) Violation of rules is penalized under (d)

- A Participative leadership
- B Strategic leadership
- C Autocratic leadership
- D Laissez Fair leadership

3) The Willingness to work is called (b)

- A. Ability
- B Motivation
- C Morale
- D Force

4) Theory Motivation is based on positive assumptions about workers



5 _____ Herzberg _____ is the person who developed the Two-Factor Theory of motivation.

6The willing to work is called _____ Motivation _____

Unit-V: (Title): Controlling

1. Control, or controlling:

is one of the managerial functions like planning, organizing, staffing and directing. It is an important function because it helps to check the errors and to take the corrective action so that deviation from standards are minimized and stated goals of the organization are achieved in a desired manner.

2. Establishing Performance Standards

3. Measuring the Actual Performance

4. Comparing Actual Performance to the Standards

5. Take Remedial Measures

6. Types and Strategies for Control

7. Statistical Data

8. Special Reports and Analysis

9. Break-even Analysis

10. Internal Audit

11. Standard Costs

12. CHARACTERISTICS OF EFFECTIVE CONTROL

Short Questions (minimum 10 previous JNTUH Questions – Year to be mentioned)

- | | |
|--------------------------|--------|
| 1) Types of control | (2018) |
| 2) Control system | (2018) |
| 3) Strategy | (2019) |
| 4) Non Budgetary control | (2019) |

Long Questions (minimum 10 previous JNTUH Questions – Year to be mentioned)

- | | |
|--|--------|
| 1) Explain Control. | (2018) |
| 2) What are budgetary controls? | (2018) |
| 3) Discuss the need for establishing control systems in an organization. | (2018) |
| 4) Discuss about control methods in an organization. | (2018) |
| 5) Elucidate the process of control. | (2019) |
| 6) What are the characteristics of effective control? Discuss | (2019) |
| 7) How do you plan to establish control system effectively? Elucidate. | (2019) |
| 8) Discuss the objectives of the non-budgetary control. | (2019) |



Fill in the Blanks / Choose the Best: (Minimum 10 to 15 with Answers)

1 Which of the following is viewed as essence of management?(a)

- A Planning
- B Controlling
- C Staffing
- D Directing

2 Which of the following summaries and integrates the individual budgets with an organization? (b)

- A Cash budget
- B Master budget
- C Production budget
- D Zero based budget

3 The budget that shows the details of long term investment proposals is called Capital expenditure budget

4 The tool that analysis liquidity, profitability and solvency is called Ratio Analysis