

PRINCIPLES OF MANAGEMENT

New Syllabus - 2070

Course No.: MGT213
Nature of the Course: Core

Full Marks: 100
Pass Marks: 35
Lecture hours: 150

Course Objectives

The basic objective of this course is to give a comprehensive knowledge to students about organization and help them understand the major functions, principles, and techniques of management. The course deals with basic functions like planning, organizing, leading, and controlling with special orientation to modern management practices which are essential to manage business successfully and other organizations.

Contents

Unit 1: The Nature of Organizations

LH 15

Concept of organization. Organizational goals - concept, purposes, and types. Features of effective organizational goals. Goal formulation - processes and approaches. Goal succession and displacement. Problems of goal formulation. Changing perspectives of organization.

Unit 2: Introduction to Management

LH 10

Definition, characteristics, and principles of management. Process and functions of management. Managerial hierarchy. Types of managers. Managerial skills and roles. Emerging challenges for management.

Unit 3: Evolution of Management Thought

LH 15

Introduction, contribution and limitation of Classical theory, Human relations and Behavioural science theories, System theory, Decision theory, Management science theory, and Contingency theory. Emerging management concepts: workforce diversity, outsourcing, knowledge management, learning organization.

Unit 4: Environmental Context of Management

LH 16

Concept of business environment. Types of business environment - internal and external. Basic components of economic, socio - cultural, political, and technological environments. Social responsibility of business - concept and approaches. Areas of social responsibility. Business ethics - meaning and significance. Emerging business environment in Nepal.

Unit 5: Planning and Decision Making

LH 20

Concept, types, hierarchy of planning. Process and importance of planning. Strategic planning. Environmental scanning - concept and methods. SWOT analysis. Formulation and implementation of strategic plans. Quantitative tools for planning. Decision making - definition and approaches. Types of decisions. Decision making under conditions of certainty and uncertainty. Problem solving - concepts, types of problem. Problem solving strategies. Crisis handling. Decision making process. Group decision making.

Unit 6: Organizing Function

LH 18

Concept and principles of organizing. Approaches to organizing - classical, behavioural, and contingency. Process of structuring an organization. Departmentalization - meaning and types. Delegation of authority - meaning, features, advantages, and barriers. Centralization and decentralization - meaning, advantages and disadvantages. Concept of organic and mechanistic views of organization. Types of traditional organizational structures - simple functional, and divisional. Types of modern organizational structures - matrix, team, and network.

Unit 7: Leadership

LH 16

Concept and functions of leadership. Leadership styles. Approaches to leadership - trait, behavioral, and situational. Group formation. Types and characteristics of groups. Team management. Conflict - meaning and types. Managing conflicts in organization.

Unit 8: Motivation

LH 8

Concept. Theories of motivation - Need Hierarchy, and Motivation-Hygiene. Reward system to motivate performance. Motivation through employee participation - quality of work life, and self-managed teams.

Unit 9: Communication

LH 6

Concept, structure, and process. Types of communication - formal and informal. Interpersonal and nonverbal communication. Barriers to effective communication. Enhancing effective communication.

Unit 10: Control and Quality Management

LH 11

Concept, process, and types of control systems. Characteristics of effective control system. Quality control systems - concept of quality. Total Quality Management (TQM) - concept and tools. Deming management - principles and techniques.

Unit 11: Global Context of Management

LH 8

Concept of globalization. Methods of globalization. Effects of globalization. Multinational companies - meaning, types, advantages, and disadvantages.

Unit 12: Management Trends and Scenario in Nepal

LH 7

Growth of business sector in Nepal. Major industries in Nepal - manufacturing, export - oriented, import-substitution, and service sector. Existing management practices and business culture. Major problems of businesses in Nepal.

Basic Books

- Griffin, Ricky W., **Management**, AITBS Publishers and Distributors, Delhi.
 Hitt, Michael A., J. Black, Stewart, and Porter, Lyman W., **Management**, Pearson, India.

Reference Books

- Pant, Prem Raj, **Principles of Management**, Buddha-Academic Enterprises Pvt. Ltd., Kathmandu.
 Poudyal, Santosh Raj, Pradhan, Gopal Man, and Bhandari, Kedar Prasad, **Principles of Management**, Asmita Books Publishers and Distributors (P) Ltd., Kathmandu 2012.
 Adhikari, Dev Raj, **Principles of Management**, Sunrise Publisher, Kathmandu, 2012.
 Agrawal, Govinda Ram, **Principles of Management**, M.K. Publishers and Distributors.

- Shrestha, Amuda, **Organization Management**, Educational Publishing.
 Charles, Hill, W.L. and McShane, Steven L., **Principles of Management**, Tata McGraw Hill, India
 Robins, Stephen P. and Coulter, Mary, **Management**, Prentice Hall of India.
 Wehrich, Heinz and Koontz, Herold, **Management: A Global Perspective**, McGraw Hill.
 James, Stoner, AF, Freeman, Edward, R. and Gillbert, R., Jr. Daniel, **Management**, Pearson, India.

New Model Questions- 2070 Set 1

Time: 3 hours

Full Marks: 100

Pass Marks: 35

Candidates are required to give their answer in their own words as far as practicable. The figures in the margin indicate full marks.

Attempt All Questions

Group 'A'

Brief Questions Answer

[10 x 2 = 20]

1. State three major features of an organization.
2. Give the meaning of 'Unity of Command'.
3. Point out two limitations of classical theories of management.
4. Mention three problems in goal formulation process.
5. Define social responsibility.
6. Give an example of programme decision.
7. What is SWOT analysis?
8. Make a figurative presentation of communication process.
9. State three characteristics of quality.
10. State any three methods of globalization.

Group 'B'

Descriptive Answer Questions (attempt any five)

[5 x 10 = 50]

11. What is an organization? Explain the objectives and characteristics of an organization. (2+4+4)
12. Define management? Explain the system theory. (3+7)
13. What is strategic planning? Explain the process of strategic plan formulation. (3+7)
14. Define motivation and explain dual factor theory of motivation. (3+7)
15. Describe essential characteristics of an effective control system and state the problems associated with the control system. (5+5)
16. Why is "Decision Making" called number one job of a manager? Explain. (10)

Group 'C'

Analytical Answer Questions (attempt any two)

[2 x 15 = 30]

17. Define leadership. What role does leadership play in the success of an organization? What leadership style, you think, is suitable in Nepalese context?(15)
18. Discuss the organizing functions of management and emerging concepts in organizing. (8+7)
19. Define business environment. Explain the environment scanning technique and also discuss how political environmental factor influence the functioning of a business enterprise. (3+6+6)

Set 2

Full Marks: 100

Pass Marks: 35

Time: 3 hours

Candidates are required to give their answer in their own words as far as practicable. The figures in the margin indicate full marks.

Attempt All Questions

Group 'A'

Brief Questions Answer

[10 x 2 = 20]

1. What is goal displacement?
2. State the three main roles of managers.
3. Write four general principles of management described by Fayol.
4. What is understood by 'social responsiveness'?
5. Outline hierarchy of plan.
6. Prepare a graphic presentation of line and staff organization.
7. Define self-managed teams.
8. List out three differences between a leader and a manager.
9. Illustrate wheel network communication.
10. State three disadvantages of MNCs.

Group 'B'

Descriptive Answer Questions (Attempt any five)

[5 x 10 = 50]

11. How is goal formulated? Explain the factors responsible for goal succession. (3+7)
12. What are the different skills required for managers? Explain them in terms of management levels. (5+5)
13. What is planning? Explain the quantitative tools used for planning. (4+6)
14. Define motivation and make a comparison between Maslow's hierarchy of needs theory and dual factor theory. (3+7)
15. Highlight on the major problems faced by business in Nepal. (10)
16. What is globalization? Explain its effects. (4+6)

Group 'C'

Analytical Answer Questions (Attempt any two)

[2 x 15 = 30]

17. Discuss the elements and approaches to organizing. (8+7)
18. Discuss the importance of leadership in an organization and also discuss the trait theory of leadership. (8+7)
19. Control is the process of monitoring activities to ensure that they are being accomplished as planned and correcting any significant deviation. In the light of this statement discuss the process and problem of a control system. (8+7)

TU Exam Questions- 2071

Time: 3 hours

Full Marks: 100

Pass Marks: 35

Candidates are required to give their answer in their own words as far as practicable. The figures in the margin indicate full marks.

Attempt All Questions

Group 'A'

Brief Questions Answer

[10 x 2 = 20]

1. Point out four situations for the goal displacement to take place.
2. Give the meaning of 'unity of command'.
3. State the principles of administrative management.
4. What is social obstruction?
5. Give an example of programmed decision.
6. State any two disadvantages of matrix structure.
7. What is meant by team management?
8. Give the meaning of quality of work life.
9. What is meant by active listening?
10. What is post-control system?

Group 'B'

Descriptive Answer Questions

Attempt FIVE questions.

[5x10=50]

11. What is goal succession? Explain the conditions under which goal succession occurs. [3+7]
12. Explain the emerging challenges of modern management. [10]
13. What is management science theory? Explain its contributions and limitations. [3+7]
14. What is social responsibility of business? Explain the approaches of social responsibility. [3+7]
15. Define globalization. Explain the effects of globalization in the country like Nepal. [3+7]
16. Briefly state the major industries in Nepal and explain the problems of businesses in Nepal. [3+7]

Group 'C'

Analytical Answer Questions

Attempt any TWO questions.

[2x15=30]

17. What is SWOT analysis? Explain the various elements of SWOT analysis and discuss how this technique contributes in strategy formulation process. [3+6+6]
18. Explain the various approaches to organizing. Which approach to organizing do you think is most superior in the present context? Discuss. [9+6]
19. Enumerate the reasons why leadership is an inevitable element of the organization and discuss the "Managerial Grid" model of leadership. [7+8]

TU Exam Questions- 2072

Full Marks: 100

Time: 3 hours

Pass Marks: 35

Candidates are required to give their answer in their own words as far as practicable. The figures in the margin indicate full marks.

Attempt All Questions

Group 'A'

Brief Answer Questions

[10 x 2 = 20]

1. State any four features of organization.
2. What do you understand by "inter-personal skills"?
3. State any four features of system theory.
4. Mention the elements of task environment.
5. Mention the different types of plans on the basis of hierarchy.
6. What is meant by responsibility?
7. What are the stages of group formation?
8. Make a distinction between job enlargement and job enrichment.
9. Present a diagrammatic process of communication.
10. What is pre-control system?

Group 'B'

Descriptive Answer Questions

Attempt FIVE questions.

[5×10=50]

11. Explain the problems faced by managers during goal formation. [10]
12. Explain the managerial jobs of the managers at different hierarchical levels. [10]
13. Explain the emerging management concepts. [10]
14. What is economic environment? Explain its components. [3+7]
15. Why is communication considered life blood of an organization? Describe the types of communication. [4+6]
16. What is meant by business culture? Give your observation regarding the business culture in Nepal. [3+7]

Group 'C'

Analytical Answer Questions

Attempt any TWO questions.

[2×15=30]

17. The success of the organization largely depends on proper formulation and implementation of planning. In the light of this statement, discuss the tools for planning. [15]
18. "Structure is most essential for allocating duties, responsibilities and authorities. But long hierarchy keeps a distance between managers and subordinates." In the light of this statement, discuss the process of organization. [15]
19. "Trees die from top." Enumerate this statement by explaining the significance of leadership in an organization and the qualities that are essential for good leaders. [9+6]

TU Exam Questions- 2072 (ii)

Time: 3 hours

Full Marks: 100

Pass Marks: 35

Candidates are required to give their answer in their own words as far as practicable. The figures in the margin indicate full marks.

Attempt All Questions

Group 'A'

Brief Answer Questions

[10 x 2 = 20]

1. Define organization.
2. What is bureaucracy?
3. State two limitations of classical theory of management.
4. Define task environment.
5. What do you mean by planning premises?
6. What is span of control?
7. Give the meaning of conflict.
8. Define self-managed teams.
9. Mention any four characteristics of communication.
10. What is concurrent control?

Group 'B'

Descriptive Answer Questions

[10 x 2 = 20]

Attempt any FIVE questions.

[5x10=50]

11. Elaborate the purposes of organizational goals.
12. Define management and describe the different skills required by managers at different hierarchical levels.
13. What is scientific management? Explain its contributions and limitations.
14. What is business environment? Explain the different components of external environment.
15. What obstruct communication from being effective? What can be done to make communication effective?
16. Give an account of growth of the business sector in Nepal.

Group 'C'

Analytical Answer Questions

[10 x 2 = 20]

Attempt any TWO questions.

[2x15=30]

17. Action without vision is like a nightmare and vision not followed by action is daydream. In the light of this statement, discuss the process and significance of strategic planning. [9+6]
18. What do you mean by delegation of authority? What are its advantages to modern organizations? Explain the factors that inhibit the effective delegation in organizations. [3+6+6]
19. It is said that democratic leadership is more appropriate than autocratic leadership to accomplish the predetermined goals. Enumerate this statement by examining the advantages and limitations of democratic and autocratic leadership styles. [15]