

UNIT 1
INTRODUCTION TO MANAGEMENT AND ORGANIZATIONS

PART A

1. Define Management. (May/June'16, Nov/Dec'14, Apr/May'11)

According to Knootz and Weihrich "Management is the process of designing and maintaining of an organization in which individuals working together in groups efficiently accomplish selected aims".

2. What is Scientific Management? (Apr/May2015, Nov/Dec2015)

Fredrick Winslow Taylor is called "Father of scientific management". Taylor attempted a more scientific approach to management as well as the problems and the approach was based upon four basic principles.

- Observation and measurement should be used in the organizations.
- The employees should be scientifically selected and trained.
- Due to scientific selection and training, an employee has the opportunity of earning a high rate of pay.
- A mental revolution in the form of constant cooperation between the employer and employees should be given the benefits of scientific management.

3. What are management levels? (May/June2016, Nov/Dec2011)

- Top level management
- Middle level management
- Lower level management

4. Write some important functions of top level management? (Apr/May2007)

- To formulate goals and policies of the company
- To formulate budgets
- To appoint top executives

5. What are the essential skills needed for the managers? (May/June2012)

- Technical Skill
- Human Skill
- Conceptual Skill

6. List the functions of Management. (Nov/Dec2012, Apr/May2009)

- Planning
- Organizing
- Staffing
- Coordinating
- Controlling

7. What are the roles of manager? (May/June2014, Apr/May2015, Apr/May 2011)

- Interpersonal role
- Informational role
- Decisional role

8. What is Multinational Corporation (MNC)? (Apr/May2010)

“An enterprise which own or control production or service facilities outside the country in which they are based”.

9. Distinguish between Management and Administration.

(Nov/Dec2014, May/June2014, Apr/May2008,Nov/Dec2009)

S. No	Administration	Management
1.	It is higher level functions	It is lower level functions
2.	It refers to the owners of the organization.	It refers to the employees.
3.	Administration is concerned with decision making.	Management is concerned with execution of decision
4.	It acts through the management	It acts through the organization
5.	Administration lays down broad policies and principles for	Management executes these policies in to practice.

10. List the different forms of Organizations. (Nov/Dec2009)

- Sole Proprietorship
- Partnership
- Joint-Stock Company
- Co-operative Enterprise
- Public Enterprise

11. Name the types of managers.

- Top Manager
- Middle Manager
- Lower Manager

12. Define ‘sole proprietorship’

Sole proprietorship is one in which Only one person invests the entire capital need to run the business hence one person owns this business organization, The businessman invests the capital, employees labor and machines. Sole proprietors own all the assets of the business and the profits generated by it. They also assume "complete personal" responsibility for all of its liabilities or debts

13. What is partnership?

Two or more people share ownership of a single business. The Partners should have a legal agreement that how decisions will be made, profits will be shared, disputes will be resolved, how future partners will be admitted, or what steps will be taken to dissolve the partnership when needed.

14. What is organizational culture? (April/May 2017)

It is a system of shared meaning and beliefs held by organizational members that determines how they act towards each other's and outsiders.

15. How is a manager different from an entrepreneur?

Manager – “A manager is a person responsible for planning and directing the work of a group of individuals, monitoring their work, and taking corrective actions when necessary”.

Entrepreneur - “He is a person who establishes business unit and utilizes the other factors of production like land, labour and capital”.

16. What according to, Elton Mayo, is Management? (Nov/Dec 2016)

According to Elton Mayo, “Management is not a mechanical process but study of people involved in production process. Management will get positive response from their employees when their actions, sentiments and expectations are given due attention”

17. What are the roles of management in organization? (April/May 2015, April/May 2016, Nov/Dec 2017)

- Interpersonal Role
 - o Figurehead
 - o Leader
 - o Liaison

- Informational Role
 - o Monitor
 - o Disseminator
 - o Spokesperson

- Decisional Role
 - o Entrepreneur
 - o Disturbance handler
 - o Negotiator

18. Define administration (April/May 2013)

It refers to the group individuals who are in charge of creating and enforcing rules and regulations, or those in leadership positions who complete important tasks. It also refers to formulation of broad objectives, plans and policies.

19. Is a management is a profession? How? (Nov/Dec 2016)

Management's a new branch of knowledge. It's developed as a profession because of the need for acquiring skills to solve problems. Thus, it's not a full-fledged profession. It also involves of special knowledge, formal training methods, a code of conduct, and he is a representative of organization.

20. Who is the father of scientific management? What is scientific management? (Nov/Dec 2015)

Fredrick Winslow Taylor is commonly known as “Father of Scientific Management”. According to F. W. Taylor, Scientific management is an art of knowing exactly what you want your men to do and seeing that they do it in the best and cheapest way.

21. What is globalization? (April/May 2013)

The tendency of investment funds and businesses to move beyond domestic and national markets to other markets around the globe, thereby increasing the interconnectedness of different markets.

22. What are the difference between a manager and a leader? (April/May 2014)

S. No.	Manager	Leader
1.	Manager creates goal	Leader creates vision
2.	Manager controls risks	Leader takes risks
3.	They build systems and process.	They build relationships.
4.	Managers assign tasks and provide guidance on how to accomplish them.	Leaders coach the people who work under him.

23. Write any two functions of middle level management.

- o To train, motivate and develop supervisory level.
- o To monitor and control the operations performance.

24. Distinguish between public and private limited companies. (April /May 2018)

S. No.	Public Companies	Private Companies
1.	Minimum of person is 7 and maximum is unlimited to be worked in the company	Minimum of person is 2 and maximum of 50 to be worked in the company
2.	It requires both certificate of incorporation and certificate of commencement for its commencement.	It can commence its business operation after getting certificate of incorporation.
3.	It cannot sell shares to the general public in open market.	It can sell shares to the general public in open market.

25. What is the importance of organizational culture?

- o The culture decides the way employees interact at their workplace.
- o It represents certain predefined policies which guide the employees and give them a sense of direction at workplace.
- o The work culture goes a long way in creating the brand image of organization.
- o It brings all the employees on a common platform.

26. What are the functions performed by the low level manager? (Nov/Dec 2016)

- Assigning the jobs and tasks to various workers.
- They guide and instruct workers for day to day activities.
- They help to solve the grievances of the workers.
- They prepare periodical reports about the performance of workers.

27. What are the elements of organizational culture?

- **Invisible elements**
Organizational values, beliefs and norms
- **Visible elements**
Artifacts, stories, histories, myths, legends, jokes, rituals, rites, ceremonies, celebrations, heroes, symbols and symbolic actions, attitudes, rules, norms, ethical codes.

28. Define partnership. (Nov/Dec 2017)

Partnership is an association of person who agree to combine their financial resources and managerial abilities to run a business and share profit in an agreed ratio. The persons who have agreed to join in partnership are individually called “partners” and collectively a “firm”.

PART B

1. Outline the various forms of business organization.
2. Explain about the evolution of management. **(Apr/May 2014, Apr/May 2011)**
3. Enumerate Fayol’s principles of management. How are they different from Taylor principles? Comment on them in brief. (13) **(Nov/Dec 2014, Nov/Dec2015)**
4. Explain in detail about Henry Fayol’s contribution towards classical approach towards management.(13) **(Apr/May 2015)**
5. Discuss the contributions made by Henry Fayol and F.W.Taylor to the field of management. (13) **(Nov/Dec 2013)**
6. Discuss Henry Fayol’s principles of management. (13) **(May/June 2013)**
7. Explain the Levels of Management and functions of management. (13)
8. **(Nov/Dec 2011, Apr/May 2015, May/Jun 2012)**
9. Explain managerial skills and roles. (13) **(Nov/Dec2014)**
10. Explain the roles and social responsibility of a manager. (13) **(Nov/Dec2015, April/May 2017)**
11. Discuss the trends and challenges of management in globalized era. (13) **(Apr/May 2014, & 2011)**
12. Enlighten the relevance of environmental factors that affects global business. (13) **(April/May 2018)**
13. Is management art or science? Discuss. (13) **(April/May 2019)**
14. What are the functions of manager? Explain. (13) **(April/May 2014)**
15. Discuss the relative importance of each type of skills to lower level and upper level managers. **(April/May 2015)**
16. Describe the motion study as used by Gilberth. **(April/May 2015)**
17. Discuss the scope and nature of management. **(Nov/Dec 2015)**
18. Explain the different types of business organization. **(April/May 2017)**
19. Explain the issues in organizational culture in modern business organizations. **(April/May 2017)**

PART C

CASE STUDIES

1. Nutan Tiffin Box service was started in Mumbai by the Mumbai Dabbawalas. The Dabbawalas who are the soul of entire Mumbai aim to provide prompt and efficient services by providing tasty homemade tiffin to all office goers at the right time and place. The service is uninterrupted even on the days of bad weather, political unrest and social disturbances. Recently, they have started online booking system through their website 'mydabbawala.com'. Owing to their tremendous popularity amongst the happy and satisfied customers and members, the Dabbawalas were invited as guest lecturer by top business schools. The Dabbawalas operate in a group of 25-30 people along with a group leader. Each group teams up with other groups in order to deliver the tiffins on time. They are not transferred on frequent basis as they have to remember the addresses of their customers.

They follow certain rules while doing trade—no alcohol during working hours; no leaves without permission; wearing white caps and carrying ID cards during business hours. Recently, on the suggestion of a few self-motivated fellow men, the dabbawalas thought out and executed a plan of providing food left in tiffins by customers to slum children. They have instructed their customers to place red sticker if food is left in the tiffin, to be fed to poor children later. (15)

- a. State any one principle of management given by Fayol and one characteristic of management mentioned in the above case.
- b. Give any two values which the Dabbawalas want to communicate to society.

2. Davinder is a class twelfth commerce student in a reputed school in Punjab. Satinder is his elder brother who is doing his Masters in Hospital Administration from Delhi after completing his B.Sc course. During vacations when Satinder comes home, Davinder shows him the business studies project that he is preparing on the topic 'Principles of Management'. Satinder tells him that these principles are also a part of MBA course curriculum at the beginner's level as they form the core of management in practice. But he finds these principles different from those of pure science.

In context of the above case:

(April/ May 2019)

Outline the concept of principles of management. (15)

- a. Why does Satinder find the principles of management different from those of pure science?
- b. Why do the principles of management form the core of management in practice? Explain by giving any two points highlighting the importance of principles of management.

3. In a school, you observe that books are kept in office, chalks in the library and office records in staff room. (15)

- a. Which principles of management is violated here and why?
- b. How will that affect the achievement of school objectives?
- c. As a manager, what steps will you take to rectify the short comings?

ASSIGNMENT QUESTIONS

1. Radhika opens a jewelry showroom in Jaipur after completing a course in jewelry designing. She has employed eleven persons in her showroom. For greater productivity, she divides the work into small tasks and each employee is trained to perform his/her specialised job. The sales persons are allowed to close a deal with a buyer by giving a maximum of 10% discount, whereas the decision to give any further discount rests with Radhika as the final authority. In the earlier days of starting of the business, five of her employees were asked to put in extra hours of work. In return she had promised to give them a special incentive within a year. Therefore, after six months when the business was doing well, she awarded a cash bonus to each of these employees to honour her commitment. However, when it comes to settling the conflicts among her employees, she tends to be more biased towards her female employees.

In context of the above case:

- a. Identify and explain the various principles of management that are being applied by Radhika by quoting lines from the paragraph.
- b. Identify and explain the principle of management which is being violated by Radhika by quoting lines from the paragraph.
- c. State any one effect of the violation of the principle of management by Radhika as identified in part(b) of the question.

2. Swaraj is running an office furniture showroom. Most of his clients are businessmen and they prefer to buy goods on credit. Keeping this in mind, he has given the power to the sales manager, Mr. Bhardwaj, to offer a credit period of only 20 days, while negotiating a deal with a buyer. On a specific day, Mr. Bhardwaj finds that if he can offer a credit period of 30 days as an exception to a prospective buyer, he is likely to finalise a highly profitable deal for the business. So Mr. Bhardwaj requests Swaraj to grant him additional authority for offering a credit period of 30 days in the interest of the business. But Swaraj refuses to extend his authority and as a result, the deal is not finalized.

In context of the above case:

- a. Can Mr. Bhardwaj be held responsible for loss of the deal? Why or why not? Give a suitable reason in support of your answer.
- b. Also, explain the related principle.

3. ABCD Inc. is a company which deals with providing car service at home and on road. There are different departments in this company like Human Resources, Marketing, Finance, Research & Development and Operations. The top management of the company tries its level best to synchronize the activities of different departments in the best possible manner. The result is the increased efficiency and attainment of goals. However with the passing of time the size of the company has grown and now there are many branches of this company. The synchronization has turned more important with the increase in the size of the company and the number of employees. The Departmental Heads of the company are specialists in their respective areas and the top management tries to work with them not with authority but by respecting their views on the subject. Their ego clashes are avoided to ensure smooth functioning of the organisation.

Identify the concept of management highlighted above. Write two benefits highlighted in the above paragraph of this concept.

**UNIT II
PLANNING**

PART A

1. Define planning. (Nov/Dec2008 & 2009, April/May 2019)

Planning is the process of selecting the objectives and determining the course of action required to achieve these objective.

2. What are the objectives of planning? (May/June2015 & 2013, Nov/Dec2013)

- It helps in achieving objectives
- It is done to cope with uncertainly and change
- It helps in facilitating control and coordination
- Planning increase organizational effectiveness and guides in decision-making

3. What is meant by strategy? (Nov/Dec2012, Apr/May2009)

A strategy may also be defined as a special type of plan prepared for meeting the challenge posted by the activities of competitors and other environmental factors

4. Define “policies”. (Nov/Dec2014, May/June2014)

Policies are general statement or understandings which provide guidance in decision-making to various managers.

5. Define MBO. (Apr/May2011, May/June2012, Apr/May2009)

MBO is a process whereby superior and subordinate managers of an enterprise jointly identify its common goals, define each individual’s major areas of responsibility in terms of results expected of him, and use these measures as guides for operating the unit and the contribution of each of its members is assessed.

6. Distinguish between strategic planning and tactical planning? (May/June2014)

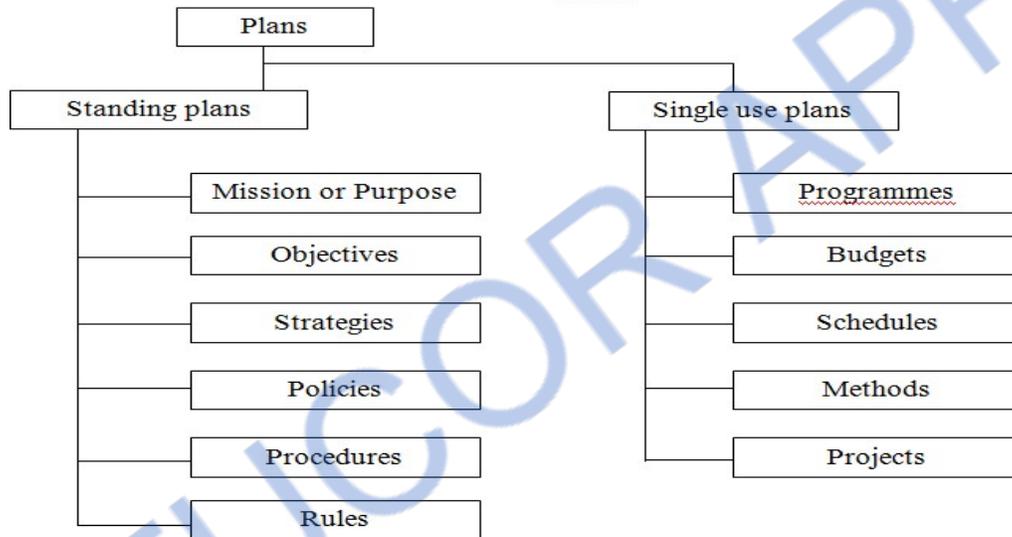
Strategic planning	Tactical planning
1. It is made by top management	1. It is contemplated by middle which includes chief executive management who involves functional officer, president, vice president managers and product line managers.
2.Long range plan	2.Medium range plan
3.It covers a time period of up to 10 years	3. It covers a time period of 1 year to 2 years.
4.Strategic planning is not detailed one	4. Strategic planning is somewhat detailed.

7. Mention the characteristics of 'Programmed' and 'Non-Programmed' decisions. (Nov/Dec13)

Programmed decisions are otherwise called routine decisions or structured decisions. The reason is that these types of decisions are taken frequently and they are repetitive in nature. Such decisions are generally taken by the middle or lower level managers, and have a short term impact.

Non-programmed structures are otherwise called strategic decisions or basic decisions or policy decisions or unstructured decisions. This decision is taken by the top management people whenever the need arises. These decisions deal with unique or unusual or non-routine problems. Such problems cannot be tackled in a predetermined manner.

8. What are the different types of plans? Or classify various plans. (Nov/Dec2012)



9. List the steps in decision making process. (Nov/Dec13)

- Recognize the need for a decision
- Definition of the problem
- Search and develop alternatives
- Evaluate alternatives
- Selecting an alternative course of action among alternatives Implement chosen alternative

10. Name any four Quantitative forecasting techniques. (Apr/May2013)

Forecasting techniques fall into two categories: (i) quantitative and (ii) qualitative.

- Time series analysis
- Regression models
- Econometric models
- Economic indicators
- Substitution effect

11. Specify the Strategic Management Process.

The strategic management process is a six-step process that encompasses strategy planning, implementation, and evaluation.

Steps in Strategic Planning**12. Define Planning premises. (April/May 2018)**

The process of planning is based upon estimates of future. Though past guides the plans in present, plans are made to achieve the goals in future.

Therefore, forecast of future events leads to efficient plans. Since future events are not known accurately, assumption is made about these events. These events may be known conditions or anticipated events which may or may not happen.

13. What is intuitive decision making? (April/May 2018)

Intuitive decision-making can be described as the process by which information acquired through associated learning and stored in long-term memory is accessed unconsciously to form the basis of a judgment or decision.

14. State the important observations suggested about planning.

- Planning is outlining a future course of action in order to achieve on objective.
- Planning is looking ahead.
- Planning is getting ready to do something tomorrow.
- Plan is a trap aid down to capture the future.

15. What is strategic planning? (April/May 2014)

It is the process of deciding on the objectives of the organization, on changes on these objectives and on the policies that are to govern the acquisition, use and disposition of these resources.

16. Discuss the importance of decision making. (April/May 2014, April/May 2016)

- Better utilization of resources
- For achieving objectives
- Facilitates innovation
- Increases efficiency of organization

17. Define corporate planning. (Nov/Dec 2014)

Corporate planning denotes the activities for entire enterprise. The basic focus of this planning is to determine the long-term objectives of the organization as a whole and then to generate plans to achieve these objectives taking into mind the likely changes in the external environment. It is generally carried out by top level management.

18. What is the main purpose of planning? (April/May 2015, April/May 2017)

- Planning provides direction
- Reduces risks of uncertainty
- Reduces overlapping and wasteful activities
- Promotes innovative ideas
- Facilitates decision making

19. What is meant by assessment centre? (April/May 2015)

Assessment center is a series of tests, interviews, simulations, and exercises designed to predict how well a management candidate will perform in a specific role.

20. What is the difference between strategy and policy? (Nov/Dec 2015)

S. No	Strategy	Policy
1.	Strategy is a game plan, chosen to achieve the organizational objectives, gain customer's trust, and attain competitive advantage and to acquire a market position.	The policy is also regarded as a mini – mission statement, is a set of principles and rules which directs the decisions of the organization.
2.	Strategy is a plan of action.	Principle is a principle of action.
3.	Strategies can be modified as per the situation, so they are dynamic in nature.	Policies are uniform in nature, however relaxations can be made for unexpected situations.
4.	Strategies are always framed by the top management but sub strategies are formulated at the middle level.	Policy, they are, in general made by the top management.

21. List the planning tools available in business management. (April/May 2017)

- SWOT analysis
- BCG matrix
- Porter's Five Force model
- Gap analysis
- Balance score-card

22. What are the techniques useful while evaluating alternatives?

- i. Quantitative and Qualitative analysis
- ii. Marginal analysis
- iii. Cost effectiveness analysis

23. What do you understand by Strategic Management? (Nov/Dec 2017)

Strategies are primarily concerned with the issues usually faced by low level managers and deal with the strategies for the major organizations such as marketing, finance, production and research which are considered important to achieving the business strategies and enabling the corporate level strategy.

24. Distinguish between policy and rule. (Nov/Dec 2017)

S. No	Policy	Rule
1.	Policies are the aims and objectives of an organization that provide a framework for the management to take decisions accordingly.	Rules are meant to guide the behavior and attitude of the members of the organization to help them behave according to situations arising in day to day operations.
2.	Policies are framed by the high level Managers.	Rules basically get derived from these policies.

PART B

1. Explain the general planning process adopted by the business organizations. (13) **(April 2017)**
2. Discuss the steps involved in decision making process. (13) **(Nov/Dec 2014, April/May 2017)**
3. What is decision making? Explain the challenges in group decision making. (13) **(April 2014, April 2016, Nov/Dec 2016)**
4. What is planning? Discuss the steps involved in planning. (13) **(April/May 2014, Nov/Dec 2015)**
5. Explain in details various types of planning. (13) **(Nov/Dec 2017)**
6. Write short notes on types of strategies. (13) **(Nov/Dec 2015)**
7. What are the objectives of planning? Explain how you will set objectives for a manufacturing organization. (13) **(April/May 2016)**
8. What is planning? Explain the steps involved in planning. How is operational planning differ from strategic planning? (13) **(Nov/Dec 2016, April/May 2019)**
9. Define MBO and explain the various steps involved in it. (13) **(Nov/Dec 2017, April/May 2018)**
10. Is decision making is a rational process? Discuss. (13) **(Nov/Dec 2017)**
11. Classify the types of goals organizations might have and plans they used for accomplishment. (13) **(April/May 2018)**
12. Elucidate the types of decisions and explain the process of decision making. (13) **(April/May 2019)**

PART C

1. A shoe manufacturing company wants to become a market leader. For this a detailed planning is required. The first step taken by the firm is to set targets for the three months duration for selling maximum number of shoes in the market which they set as 2, 50,000. The team doesn't want to make any mistake so they decide to do proper planning. They decide to chalk out alternative plans so that they can arrive at the best possible plan. However the team is surrounded with doubts. To remove doubts it goes for judging the plans to get the most profitable one. The plan is taken to the whole organisation and the concerned persons. Ultimately it is put into action. Without much caring for the results the company starts working on the other project simultaneously.

Identify the steps in the planning process which have been applied by the organisation in the above case? (15)

2. 'Dhulai' is a washing machine manufacturing company. The company decides to enter into music system manufacturing industry. The company has a committed top management. It knows that there are various challenges in the market where its decisions regarding the new industry might fail. Still the top management doesn't want to waste a lot of resources on its plans. It knows that sometimes plans take more time in making than getting implemented. However, the company wants to proceed with a positive approach. It has decided to study all the aspects of its competitors, to set all its objectives and to allocate the required resources. The company did well in its previous business. At that time they took planning very seriously as they knew everything the company would do had to be based on concrete plans. The company will start its operations from next month.

Which function of management has been discussed in the above case? Which limitations of planning have been highlighted in the above case? Which type of plan is indicated in the above case? Which feature of planning is highlighted above? (15)

3. Fred loves clothes. His favorite activity is to go shopping at the mall and try on new clothes. He looks forward to the day when he has a job so he can buy all the clothes he wants. Next week is Fred's birthday and he will receive \$75.00 for his present. He saw a pair of jeans at the mall that were \$72.00; however, he also needs new shirts, new shorts, and some swim trunks for the summer. His \$75.00 could purchase all of these things or it could purchase the one pair of designer jeans. All the kids at school wear these jeans. Fred states, "If only I had a pair of these jeans, I would be popular." How could Fred make a wise decision? What would you do? (15)

4. ABC Ltd. has a plan of increasing the profits by 20%. It has devoted the lot of time and money to this plan. But the competition starts increasing, so it could not change its plan to beat its competitors because huge amount of money had already been devoted to pre-decided plan. It causes losses to the company.

Explain any two limitations of planning highlighted in the above case. Also quote the lines from it. (15)

ASSIGNMENT QUESTIONS

1. Two years ago Madhu completed her degree in food technology. She worked for sometime in a company manufacturing chutneys, pickles and murabbas. She was not happy in the company and decided to have her own organic food processing unit for the same. She set the objectives and the targets and formulated action plan to achieve the same. One of her objective was to earn 10% profit on the amount invested in the first year. It was decided that raw materials like fruits, vegetables, spices, etc. will be purchased on three months' credit from farmers cultivating organic crops only. She also decided to follow the steps required for marketing of the products through her own outlets. She appointed Mohan as a production Manager who decides the exact manner in which the production activities are to be carried out. Mohan also prepared a statement showing the number of workers that will be required in the factory throughout the year. Madhu informed Mohan about her sales target for different products, area wise for the forthcoming quarter. While working on the production table a penalty of Rs.100 per day for not wearing the caps, gloves and apron was announced.
Quoting lines from the above para identify and explain the different types of plans discussed.

UNIT III ORGANISING

PART A

1. Define Organization. (April 2016)

Organizing is the process of identifying and grouping of activities required to attain the objectives, delegating authority, creating responsibility and establishing relationships for the people to work effectively.

2. Define Organization structure. (April 2014)

An organizational structure defines how activities such as task allocation, coordination and supervision are directed toward the achievement of organizational objectives. An organization can be structured in many different ways, depending on its objectives. The structure of an organization will determine the modes in which it operates and performs.

3. What is splintered authority? (April 2014)

Division of authority between many managers is called as splintered authority. A manager with splintered authority will have to deal with many other managers before decisions can be finalized.

4. Define authority. (Nov/Dec 2014)

This is the power that gives a manager the ability to act, execute on behalf of the organization. This power enables managers to gain the confidence of their teams even in the absence of formal/reward or penalty power.

5. What is staffing? (Nov/Dec 2014)

Staffing is the part of the management process which is concerned with the procurement utilization, maintenance and development of a large satisfied work force on the organization.

6. Explain how functional authority works in an organization. (April 2015)

Functional authority is permission to issue directions to people not under line supervision. Such directions deal with specified activities or certain aspects of a company.

For Example: An industrial engineer may select equipment and prescribe the tools and the methods to be used in production operations.

7. What are the limitations of line and staff authority? (Nov/Dec 2015)

- Advices ignored
- Encourages carelessness
- Expensive
- Conflict between line and staff

8. Why performance management is important? (April 2017)

Performance management is important because it ensures that the employees understand the importance of their contributions to the organizational goals and objects and also ensures that each employee understands what is expected from them and equally ascertaining whether the employees possess the required skills and support for fulfilling such expectations.

9. What is line authority?

Line authority is the direct authority which a superior exercises over a number of subordinates to carry out orders and instructions. In organization process, authority is delegated to the individuals to perform the activities.

10. What is delegation of authority? (Nov/Dec 2015, April 2017)

Delegation of authority means that the granting of authority to subordinates to operate within prescribed limits.

11. What are the steps to be followed in making staff works effective?

- Understanding authority relationship
- Making line listen to staff
- Keeping staff informed
- Requiring completed staff work
- Making staff work a way of organizational life

12. State the kinds of organizational charts.(Nov/Dec 2005)

- Vertical chart
- Horizontal chart or left to right chart
- Circular chart or concentric chart

13. What is decentralization? (April 2016, Nov/Dec 2016)

It is defined as the transfer of authority from higher level to the lower level. It is concerned with the attitude and philosophy of organization and management.

14. What is job analysis?

Job analysis is a detailed study of a job to identify the skills, experience and aptitude required for the job.

15. What is job design? (April/May 2018)

The job design means outlining the task, duties, responsibilities, qualifications, methods and relationships required to perform the given set of a job.

16. What is job rotation?

Job rotation refers in the movement of an employee from the job to another.

17. Define recruitment.

The process of searching for prospective employees and simulating to apply for jobs in the organization.

18. What are the limitations of Matrix Organization Structure? (Nov/Dec 2013)

- Since use of the matrix means the use of multiple commands, managers often end up with conflicts.
- The organizational relationship becomes very complex and there is a great confusion among personnel.

19. What are the objectives of performance appraisal? (Apr/May2012)

- To find out individual potential identification.
- To improve the management development.
- To improve the employees performance.

20. List down the different types of training. [May/Jun2014]

On the job training:

- Job rotation
- Apprenticeship and coaching
- Committee assignments
- Experience
- Temporary promotions

Off the job training

- Lecture
- Seminars

21. What are the sources of recruitment? (Nov/Dec2012)

Recruitment is the process of finding and attempting to attract job candidates who are capable of effectively filling job vacancies.

- **Internal sources** – through present employees, retired employees, dependents of deceased or dead employees.
- **External Sources** – education and training institution, private employment agencies, public employment agencies, casual applicants, trade unions etc.

22. What are the functions of HRM?

- Formulating HRM strategy
- Restructuring of organization
- Training and development
- Human resource planning
- Compensation and reward

PART B

1. Explain the difference between line and staff organization with an examples. Discuss its merits and demerits. (13) **(May 2014, Nov 2014, Nov/Dec 2013)**
2. Explain the process involved in selecting and recruiting a graduate trainee in organization. (13) **(Nov 2014, May 2014, May 2011)**
3. What is delegation of authority? Explain the process of delegation of authority.(13) **(Nov/Dec 13, Apr/May 2015)**
4. Explain about performance appraisal.(13) **(Nov 2012)**
5. What is departmentation? Bring out the features of departmentation and explain each with suitable example.(13) **(April 2014, Nov/Dec 2016)**
6. Describe six key elements in organizational design. (13) **(April/May 2018)**
7. Elucidate any four types of organization. (13) **(Nov/Dec 2017)**
8. What is span of control? Explain the factors which influence the span of control. (13) **(Nov/Dec 2015)**
9. Describe a case in which matrix organization structure will be effective. Also discuss the advantages and limitations of matrix organization. (13) **(April 2015)**
10. Compare formal and informal organization. (13) **(April 2015)**
11. Distinguish between training and development and explain the various methods of training. (13) **(Nov/Dec 2017)**
12. Explain the various methods of training. (13) **(April 2015)**
13. Explain the difference between centralization and decentralization. (13)
14. Explain nature and purpose of organization. (13) **(April 2016)**
15. Explain the various sources of Recruitment. Compare their merits and demerits. (13)
16. Explain the benefits and limitations of decentralization in detail. (13) **(Nov/Dec 2016)**
17. “Job performance of individual is significantly influenced by the employee’s attitude” (13)**(April/May 2017)**
18. Discuss the tasks in associating with identifying and selecting competent employees. (13) **(April/May 2018)**
19. Illustrate the steps involved in the recruitment process. (13) **(April/May 2019)**

PART C

1. "Delegation is the ability to get result through others"- Discuss. Explain the steps and guidelines to be followed while delegating authority. **(April 2015)**

2. Jacob, one your assistants in a fire insurance company, is responsible for a group of electrical workers who review changed policies, endorsements and riders, calculate commissions and maintain records. He is very meticulous, and everything coming out of his group is perfect. He does not delegate authority and responsibility but rechecks in detail all the work turned out by his faction. He keeps turning back to them careless and inaccurate work until it is perfect. As a result he is busy from early morning until late at night doing detail work and neglecting his role as supervisor. His workers have figured him out and are taking it easy. They do slap-dash work and correct it as often as he returns it. You are afraid about Jacob's workaholic behavior and heading for a nervous breakdown. You have told him in general terms to delegate authority and responsibility and to discipline his group. He says that you just can't find people any more who have pride in their work or Concern for the company and that if he fires any of his people or they quiet the replacements would most likely to be more terrible.

- 1) Why people do not delegate authority and responsibility?
- 2) What are Jacob's responsibilities as a supervisor?
- 3) Which can he delegate and how?
- 4) What are the leadership characteristics that Jacob lacks?
- 5) How can you go about developing them in him?

To answer the above questions follow the steps below;

- First study the case carefully, identifying the management principles involved, where possible.
- Gain as sound an understanding as possible within the time available through private study.
- Apply the systematic analysis methodology
- Discuss your analysis and conclusions. **(April/May 2018)**

3. Assume you are posted as HR manager in a leading organization. How will you conduct the recruitment drive for your company? Give details. **(April/May 2019)**

ASSIGNMENT QUESTIONS

1. Neeraj Gupta started a company 'Yo Yo Ltd.' with ten employees to assemble economical computers for the Indian rural market. The company did very well in its initial years. As the product was good and marketed well, the demand went up. To increase production, the company decided to recruit additional employees. Neeraj Gupta, who was earlier taking all the decisions for the company, had to selectively disperse the authority. He believed that people are competent, capable and resourceful and can assume responsibility for the effective implementation of their decisions. This paid off and the company was not only able to increase its production but also expanded its product range with different features.
 - a. Identify the concept used by Neeraj Gupta through which he was able to steer his company to greater heights.
 - b. Also explain any three points of importance of this concept.

**UNIT IV
DIRECTING**

PART A

1. Write shorts notes on Laissez-Faire leadership. (Nov/Dec 2014)

When all the authority and responsibility are delegated to the subordinates is known as Free rein leadership or Laissez-Faire leadership. These leaders do not use power but leaves the power to subordinates. They do not provide any contribution to make planning and policies.

2. What are the different types of management strategies involved in leadership? (Nov/Dec 2016)

- Distribute responsibility
- Be honest and open about information
- Create multiple paths for raising and testing ideas
- Develop opportunities for exercise based learning

3. Define motivation. (May/Jun2014, Apr/May2011, Nov/Dec2012)

According to Koontz and O'Donnell, "Motivation is a general term applying to the entire class of drives, desires, needs wishes and similar forces that induce an individual or a group of people to work". Scott defines, "Motivation means a process of stimulating people in action to accomplish desired goals".

4. How leadership differs from management. (April/May2015)

S. No.	Management	Leadership
1.	Manager creates goal	Leader creates vision
2.	Managers control risk	Leaders take risk
3.	They build systems and process	They build relationship
4.	Managers assign tasks and provide guidance on how to accomplish them.	Leaders coach the People who work under him.

5. What are the types of motivation?

1. Positive motivation
2. Negative motivation
3. Extrinsic motivation
4. Intrinsic motivation

6. What are the elements of communication? (Nov/Dec 2014)

- Sender
- Encoding
- Media or channel
- Decoding
- Receiver
- Response
- Feedback

7. What do you understand in the term “Job enrichment”? (April/May 2017, Nov/Dec 2017)

Job enrichment is based on the assumption that in order to motivate personnel; the job itself must provide opportunities for achievement, recognition, responsibility, advancement and growth.

8. Define leadership.

Leadership is the process of influencing the behavior of others towards the accomplishment of goals in a given situation.

9. What is communication? (Nov/Dec 2009)

Communication is passing of information from one person to another person.

10. State the need for communication.

- To establish and spread goals of an enterprise widely.
- To develop plans for further achievement.
- To organize human and other resources in the most effective and efficient way.
- To select, develop and apprise members of the organization.

11. What is meant by brain storming? (Nov/Dec 2016, April/May 2018)

Brainstorming is a situation where a group of people meet to generate new ideas and solutions around a specific domain of interest by removing inhibitions.

People are able to think more freely and they suggest many spontaneous new ideas as possible.

12. Define formal communication. (April/May 2014)

The Formal Communication is the exchange of official information that flows along the different levels of the organizational hierarchy and conforms to the prescribed professional rules, policy, standards, processes and regulations of the organization.

13. State the advantages of democratic leadership. (April/May 2018)

- The subordinates are motivated by participation in decision-making process.
- This will increase job satisfaction.
- Absence of leader does not affect output.
- Labor absenteeism and turn-over will be minimum.
- The quality of decision is improved.

14. What are the barriers involved in effective communication?

- Physical barriers
- Socio-psychological or personal barriers.
- Organizational barriers.
- Semantic barriers.
- Mechanical barriers.

15. List out the effective media in communication.

A large bank supplies hardware and software to its customers. Several banks now make bank-by-phone services available even to individuals. E-mail service making easy delivery of documents.

16. What are the important assumptions made in X theory?

The average human dislikes to work. He will avoid work if it is possible. Therefore people must be controlled, directed and threatened with punishment to make them work.

17. Mention the various factors involved in using motivational techniques.

- Money
- Participation
- Quality of working life

18. Define job enlargement. (April/May 2015)

Job enlargement is a job design technique wherein there is an increase in the number of tasks associated with a certain job. In other words, it means increasing the scope of one's duties and responsibilities. The increase in scope is quantitative in nature and not qualitative and at the same level.

19. What is job satisfaction? (Nov/Dec 2017)

It is as a pleasure or positive emotional state resulting from the appraisal of one's job or job experience. This acts as a motivation to work and also used to maintaining and retaining the appropriate employees within the organization.

20. Name the various leadership styles. (Nov/Dec 2015, April 2016)

1. Autocratic leadership
2. Democratic leadership
3. Laissez-faire leadership
4. Transformational leadership
5. Transactional leadership

21. What do you mean by the term "Noise" in communication? (April/May 2016)

Noise refers to anything introduced into the message that is not included in it by sender. They were mostly concerned with mechanical noise, such as the distortion of a voice on the telephone or interference with a television signal producing snow on the TV screen. In the succeeding decades, other kinds of noise have been recognized as potentially important problems for communication.

22. What are the differences between formal and informal communication? (Nov/Dec 13)

Formal Communication:

- It is set by management in which all the instructions, orders and messages are communicated through organizational hierarchy.
- Communication flow takes place in the downward direction (superior to subordinate) and upward direction (subordinate to superior).

Informal communication:

- It is not set by management and is usually not under the control of management.
- It cannot be destroyed in any organization. The speed of communication flow is faster than formal channels of communication. Grapevine or informal communication is the process of spontaneous exchange of information between two or more person at different status without following any prescribed or official rules, formalities and chain of command in the organizational structure.

23. What is meant by Effective communication? (May/June'07)

If the message sent by the sender to the receiver is understood by the receiver in the same sense it is called effective communication.

24. What is non-verbal communication?(Nov/Dec2010,Nov/Dec2011)

Nonverbal communication between people is communication through sending and receiving wordless cues Facial expression, eye contact, dress, posture, gesture, handshakes, proxemics, chronometry etc

25. How does a leader differ from management?(Apr/ May2015)

Leader: Influences the people to strive for group goals. Get authority by virtue of skills and ability.

Manager: influences by exercising planning, staffing, directing and controlling. Get formal authority delegated by the above.

26. Who is a leader? (Nov/Dec 2012)

Leader is one who influences people so that they will strive willingly and enthusiastically towards achievement of the goal.

27. What are the different types of management strategies involved in leadership? (Apr/May2013)

Leadership Styles :

- **Autocratic Leader** –Commands and expects compliance, is dogmatic and positive, and leads by the ability to withhold or give rewards and punishment.
- **Democratic or Participative** – consults with subordinates on proposed actions and decision and encourage participation from there
- **Free-rein leader / laissez-faire Leadership** – uses his or her power very little, giving a high degree of Interdependence in their operations. Leaders depend largely on subordinates to set their own goals and the means of achieving them, and they see their role as one of aiding the operation of followers by furnishing them with information and acting primarily as a contact with the groups external Environment.
- **Paternalistic Leadership** – Serves as the head of the family and treats his followers like his family members. He assumes a paternal or fatherly role to help, guide and protect the followers.

PART B

1. What is motivation? Critically evaluate motivational theories. (13) **(April/May 2014)**
2. "Motivation is the core of Management" – Explain. What can be done to motivate the staff in the Organization. (13)
3. Compare and contrast early theories of motivation. (13) **(April/May 2018)**
4. Explain the different styles of Leadership. (13)
5. Explain the types of formal organizational communication. (13) **(April/May 2015)**
6. Explain the different barriers of communication. What steps can be taken to overcome such barriers? (13) **(Nov/Dec 2014, April/May 2017, Nov/Dec 2017, April/May 2018)**
7. What are the essential qualities of a good leader? (13) **(April/May 2016)**
8. Explain any one motivation theory and suggest how the motivation theory aid in getting managers to motivate their staff. (13) **(Nov/Dec 2014)**
9. Discuss the obstacles to leader flexibility and leader styles based on them. (13) **(April/May 2015)**
10. Does motivation important for organization development / achievement? Justify your answer with Maslow's hierarchy of needs. (13) **(April/May 2015)**
11. Explain any two theories of motivation. (13) **(Nov/Dec 2015, April/May 2016, Nov/Dec 2017)**
12. Define communication. What are the barriers of effective communication? (13) **(Nov/Dec2015)**
13. Discuss how the communication through electronic media is helpful for effective business. (13) **(April/May 2016)**
14. Explain process of communication and also explain the barrier to effective communication. (13) **(Nov/Dec 2016)**
15. Explain Porter and Lawyer theory of motivation and Adam's equity theory of motivation. (13) **(Nov/Dec 2016)**
16. Discuss the contemporary theory of motivation. (13) **(April/May 2017)**
17. Summarize the methods of motivating employees in organization. (13) **(April/May 2019)**
18. Explain the characteristics of good communication and also state it's barriers. (13) **(April/May 2019)**

PART C

1. "Job performance of an individual is significantly influenced by the employee's attitude" – Discuss. (15) **(May/June 2017)**
2. A behavior study was done on total of 100 employees of an organization. Group A (of 50 employees) were appreciated by the manager for their work and initiative for new idea. All these employees were given option of flexible working hours and were paid wages at a lower price rate. a) Identify and explain the feature of motivation highlighted in the above case. b) What type of leadership is followed by the manager? Justify your answer. (15)

3. 'Brightest Papers' is a leading paper manufacturing company. The enthusiasm level of employees in this organisation is very high. The management has applied a process of directing where the financial and non financial needs of the employees are identified and are satisfied accordingly. The result has been amazing for the organisation. The output levels of the employees have touched a new high. Recently an award was also given to the HR department of the organisation for doing its job in the best manner in the industry. Two years back when the organisation had not applied this process the employees were leaving the organisation and were not loyal but now the situation has changed and there has been increase in the number of applicants for various jobs in the company. The organisation believes that its best resource is the human. The idea is to maximize the output of the human resources. There are many steps taken to increase the input of the employees and for this the work environment is made interesting in order to increase their regularity which has obviously increased the labour input during the recent years. The company is now among the most inspiring organizations in the industry. (15)

- a. Which element of directing has been applied by the management?
- b. Which benefits of this element are highlighted in the above case?

ASSIGNMENT QUESTIONS

1. Arun is working in multinational company in Gurgaon. He was running temperature for the last many days. When his blood was tested, he was found positive for dengue with a very low platelet count. Therefore, he was admitted in the hospital and a blood transfusion was advised by the doctors. One of his colleagues sent a text message about it to his immediate superior 'Mr. Narain'. 'Mr. Narain' in turn sent a text message to the employees of the organization requesting them to donate blood for Arun. When the General Manager came to know about it, he ordered for fumigation in the company premises and cleanliness of the surroundings.

From the above para quote lines that indicate formal and informal communication.

- a. State any two features of informal communication.
- b. Identify any two values that are being communicated to the society in the above case.

2. Neeraj, a sales representative of 'Omida Ltd.' has changed seven jobs in the last one year. He is a hard working person but is not able to finalise deals with the customers due to his inadequate vocabulary and omission of needed words. Sometimes he uses wrong words because of which intended meaning is not conveyed. All this created a misunderstanding between him and his clients.

- a. Identify the communication barrier discussed above.
- b. State the category of this communication barrier.
- c. Explain any other communication barrier of the same category.

**UNIT V
CONTROLLING**

PART A

1. Define controlling.

According to Koontz "Controlling is the measurement and correction of performance in order to make sure that enterprise objectives and the plans devised to attain them are accomplished".

2. What are the characteristics of control?

- Control process is universal
- Control is continuous process
- Control is action based
- Control is forward looking.

3. Mention any two requirements for effective control.

(April/May 2014, Nov/Dec 2016)

- An effective control should focus on objectives.
- The control system should be suitable to the needs of the organization.
- It should forecast the future deviations and it should be forward-looking.

4. What is feed forward control? (April/May 2014, Nov/Dec 2016)

It attempts to identify and prevent deviations in the standards before they occur. It focuses on human and financial resources within the organization.

5. List the basic types of control? (April/May 2015)

- Feedback control
- Concurrent control
- Feed forward control

6. What is feedback control?

Feedback control is the process of adjusting future action on basis of information about past performance.

7. What are the requirements for effective control?

The control should be:

- Economical
- It must be simple
- It should be flexible
- It should be clear objectives

8. What are the modern techniques of control?

- Management audit
- Return on investment
- PERT and CPM

9. Define budgetary control? (Nov/Dec 2017)

According to J.Batty "a system which uses budgets as a means of planning and controlling all aspects of producing and or selling commodities and services".

10. Define budget?

According to J. Fred Meston "a budget is the expression of a firms plan in financial form for a period of time in to the future".

11. What are the limitations of Budgeting?

- Inaccuracy
- Expenditure
- Distortion of goals

12. Explain briefly the term zero base budgeting. (Nov/Dec 2015)

It starts from a "zero base" and every function within an organization is analyzed for its needs and costs.

Budgets are then built around what is needed for the upcoming period, regardless of whether the budget is higher or lower than the previous one. This budgeting must be justified for each new period.

13. What are the steps involves in ZBB?

- Decision package
- Ranking
- Allocation of resources

14. What are the three pitfalls of budgeting? (April/May 2015)

- Budgets creates problem when it is applied mechanically and rigidly.
- It can demotivate employees because of lack of participation.
- It can cause perceptions of unfairness.

15. Define MIS

A system of obtaining abstracting, storing and analyzing data to productions information for use in planning, controlling and decision making by managers at the time they can most effectively use it"

16. What are MIS Resources?

- To provide the information up to date
- To take effective decision making
- To provide the right information available in the right form at the right time

17. Define Productivity (Nov/Dec 2017)

Productivity is a measure of how much input is required to produce a given output the ratio is called productivity.

18. What are the factors affecting productivity?

- Technology
- Human resources
- Government policy
- Machinery and equipment
- Skill of the worker

19. What are the budgetary controls? (Nov/Dec 2014)

It is a quantitative expression of a plan for a defined period of time. It may include planned sales volumes and revenues, resource quantities, costs and expenses, assets, liabilities and cash flows.

20. What are the uses of computer in handling information? (April/May 2016)

Computers have the advantage of producing accurate results. It can perform variety of tasks at a time automatically. When a raw data is given to the computer, it works on it and then produces the output as a result. This result can be taken in a printed form as well. Computer can perform different operations, arithmetic or logical.

21. What are the different types of budget ? (Apr/May2014)

TIME PERIOD	<ul style="list-style-type: none"> • LONG-TERM BUDGET • SHORT-TERM BUDGET
CONDITIONS	<ul style="list-style-type: none"> • BASIC BUDGET • CURRENT BUDGET
CAPACITY	<ul style="list-style-type: none"> • FIXED BUDGET • FLEXIBLE BUDGET
COVERAGE	<ul style="list-style-type: none"> • FUNCTIONAL BUDGET • MASTER BUDGET

22. What is preventive control? (May/Jun 2012)

An efficient manager applies the skills in managerial philosophy to eliminate an undesirable activity which are the reasons for poor management.

23. What is quality control? (Apr/May2011,Nov/Dec2012)

Quality control is the procedure that followed to achieve and maintain the required quality.

24. Define operational planning.

An operational planning is a subset of strategic work plan. It describes short-term ways of achieving milestones and explains how, or what portion of, a strategic plan will be put into operation during a given operational period, in the case of commercial application, a fiscal year or another given budgetary term.

An operational plan is the basis for, and justification of an annual operating budget request.

PART B

1. Explain different Budgetary and non-budgetary control techniques. (13) **(Nov/Dec 2014)**
2. Discuss various types of tools used to monitor and measure organizational performance. (13) **(April/May 2018)**
3. What is productivity? Explain the methods of improving productivity in IT industries. (13) **(April/May 2016)**
4. What is controlling? Explain its outstanding future. Give an appropriate account of the steps involved in the process controlling. (13) **(April/May 2014)**
5. "Planning is looking ahead but controlling is looking back." Explain. (13)
6. Explain i) PERT ii) Zero base budgeting. (13) **(April/May 2014)**
7. Write short notes on: (13)
 - (i) Control of productivity problems and management
 - (ii) Direct and preventive control. **(April/May 2016)**
8. Explain various types of control techniques. (13) **(Nov/Dec 2017)**
9. Explain the different impact of Information Technology on Management control. (13) **(Nov/Dec 2017)**
10. Explain the relationship between controlling and overall management. Discuss the steps involved in controlling. (13) **(April/May 2015)**
11. Discuss the potential barriers to successful controlling. (13) **(April/May 2015)**
12. With suitable example explain any four budgeting control techniques. (13) **(Nov/Dec 2015)**
13. Explain the concept and process of control in detail. (13) **(Nov/Dec 2015,2016)**
14. Discuss the various types of budgets in detail. (13) **(Nov/Dec 2016)**
15. Discuss in detail about the three steps in control process. (13) **(April/May 2017 April/May 2018)**
16. Discuss the use of computer and IT in management control. (13) **(April/May 2017) (April/May 2016)**
17. Discuss direct and preventive control. (13)
18. Evaluate the processes of controlling. (13) **(April/May 2019)**
19. Enumerate the techniques of controlling. (13) **(April/May 2019)**

PART C

1. Saurabh is working in an MNC. He has created an atmosphere of proper controlling in his department. In order to do so he keeps himself aware about any dishonest behaviour and takes a stern action immediately. Recently he has installed CCTV cameras to keep vigil on the employees.
 - a. In the above case which importance of controlling has been implemented by Saurabh?
 - b. Name one more importance of controlling other than the above highlighted.
 - c. Can you suggest one more way by which Saurabh could have implemented controlling?

2. Modern Manufacturing Company has been using a budgetary control system for the last three years. When asked to explain the system, Mr. John, the Managing Director of the company, observed: "We're pretty flexible in our budgetary system. Every manager is given a total amount that he or she can spend for the next year. We don't care how it is used as long as the total isn't exceeded and organizational objectives are achieved"

- i) Discuss the merits and demerits of the company's approach to budgeting. (8)
- ii) Do you agree or disagree with this approach? Explain your view. (7)

ASSIGNMENT QUESTIONS

1. Gagan is trying to apply a function of management in his department. First he lets his team perform according to their best potential. Then in a meeting he calls only and asks his team to check what they have performed. One day it was found that the total number of units produced were 20 less than the set target. It was decided that no worker will go home unless and until this gap of 20 units is overcome.

- a. Which function of management is being performed by Gagan and his team?
- b. What is '20' in the above case?
- c. At which stage of management do you think the target was set?
- d. What is its significance ?

2. Savita has been assigned the job of quantity controller. She knows this is a tough job but she also realises the importance of it. Her daily routine is to send alarm to the manufacturing department about the deviations in the number of units produced so that the target of the day could be achieved. This helps the whole department to focus towards its main plan of action. However one day she realises that the number of units which are to be produced is 500 which is very high and creates chaos at the shop floor. She discusses it with the management and the target is reduced to 450. This has helped the manufacturing department in maintaining quality of the work done. There are 10 workers at the shop floor where Savita does inspection. She divided the task into 45 units for each worker so that by the end of the day the target of the department is completed.

- a. Which benefits of controlling have been highlighted in the above case?
- b. Name one department where controlling should be applied in proper coordination with the manufacturing department for proper quality control of the manufactured products.

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