

MANAGEMENT CONCEPTS & BUSINESS ETHICS

CALICUT UNIVERSITY

1ST SEMESTER B.COM

“SHORT QUESTIONS/ 2 MARKS QUESTIONS”

1. What is motivation?
According to Louis Allen, motivation is the work of a manager performs to inspire, encourage and impel people to take required action.
2. What do you understand by controlling?
According to Koonts O'Donnel, Controlling is the measurement of accomplishment against the standards and the correction of deviation to assure attainment of objectives according to plan.
3. What is forecasting?
Forecasting is the use of historic data to determine the direction of future trends. Businesses utilize forecasting to determine how to allocate their budgets or plan for anticipated expenses for an upcoming period of time. This is typically based on the projected demand for the goods and services they offer.
4. Explain the term delegation?
Delegation is a process which enables a person to assign a work to others with adequate authority to do it. The authority can be delegated but not the responsibility. Delegation of authority is considered to be one of the most important methods of training subordinates and building morals.
5. What do you mean by team work?
Team management is the ability of an individual or an organization to administer and coordinate a group of individuals to perform a task. Team management involves teamwork, communication, objective setting and performance appraisals
6. What is line organisation?
Under Line organization, each department is generally a complete self-contained unit. In this type of organization, the line authority flows from top to bottom vertically. It clearly identifies authority, responsibility and

accountability at each level, departmental heads are given full freedom to control their department. This type of organization is followed in the army on the same pattern. So, it is also called military organization

7. Explain the term interview?

It is considered as a method of personal appraisal through a face to face conversation and observation. Interview helps the employer to evaluate the candidate regarding the personality, smartness, intelligence, attitude etc. There are different types of interviews are used by different organizations, like Direct interview, Indirect interview, Patterned interview, Stress interview, Systematic in depth interview, group interview etc

8. What is business environment?

The definition of business environment means all of the internal and external factors that affect how the company functions including employees, customers, and management, supply and demand and business regulations. An example of a part of a business environment is how well customers' expectations are met.

9. What are the factors which affects the ethical behaviour?

Knowledge, values, personal goals, morals and personality.

Cultural norms, the Internet and friends and family

10. What do you mean by span of control?

Span of management or Span of control means the number of people managed efficiently by a single officer in an organization. It is an accepted truth that large number of subordinates cannot be supervised and their efforts coordinated effectively by a single executive. According to Urwick, the ideal number of subordinates is four in case of higher level management and eight to twelve in case of lower level management

11. Differentiate delegation and decentralisation?

Delegation is a process which enables a person to assign a work to others with adequate authority to do it. The authority can be delegated but not the responsibility. In decentralization, each section has its own workers to perform activities within the department. According to Allen, Decentralization refers to the systematic efforts to delegate to the lowest levels all authority except that which can only be exercised at central point

12. What is Hygiene factors? Give example?

According to Herzberg, hygiene factors are what causes dissatisfaction among employees in a workplace. In order to remove dissatisfaction in a work environment, these hygiene factors must be eliminated.

Examples: policy, relationship with supervisor, work conditions, salary, status, job security, relationship with subordinates, personal life

13. What do you understand by Managerial ethics?

Managerial ethics is a set of principles and rules dictated by upper management that define what is right and what is wrong in an organization. It is the guideline that helps direct a lower manager's decisions in the scope of his or her job when a conflict of values is presented.

14. Expand E, R and G in ERG theory of motivation?

E = Existence

R = Relatedness

G = Growth

15. What do you mean by need for affiliation?

The need for affiliation is a term that was popularized by David McClelland and describes a person's need to feel a sense of involvement and "belonging" within a social group; Need for affiliation is a need for open and sociable interpersonal relationships. In other

words, it is a desire for relationship based on co-operation and mutual understanding

16. What is meant by staffing?

According to Theo Haimann Staffing pertains to recruitment, selection, development and compensation of subordinates. In the words of Benjamin, It is the process involved in identifying, assessing, placing, evaluating, and directing individuals at work place.

17. What do you understand by unity of command?

Subordinates should receive orders from one superior only. If he receives orders from more than one person, he can satisfy none. The more completely an individual has a reporting relationship to a single superior, the less is the problem of conflict in instructions and the greatest is the feeling of personal responsibility for results. Fayol has considered unity of command as an important aspect in managing an organization

18. Name the steps in group formation?

Forming, Storming, Norming, Performing, Mourning

19. What do you mean by corporate social responsibility?

Corporate social responsibility (CSR) is a business approach that contributes to sustainable development by delivering economic, social and environmental benefits for all stakeholders.

20. Explain departmentation?

Departmentation means division of work into smaller units and their re-grouping into bigger units (departments) on the basis of similarity of features. Each department is headed by a person known as departmental manager

21. What is parity of authority and responsibility?

Responsibility means the work assigned to any person, and authority means rights that are given to him to perform that work. It is necessary that adequate

authority should be given to discharge the responsibility. Authority includes official authority and personal authority. Official authority is derived from the manager's position and personal authority is derived from the personal qualities. In order to discharge the responsibility properly, there should be parity of authority and responsibility.

22. What is valence in motivation?

Valence refers to the emotional orientations people hold with respect to outcomes [rewards]. The depth of the want of an employee for extrinsic [money, promotion, time-off, benefits] or intrinsic [satisfaction] rewards). Management must discover what employee's value.

23. Define organisation culture?

Organizational culture is a system of shared assumptions, values, and beliefs, which governs how people behave in organizations. These shared values have a strong influence on the people in the organization and dictate how they dress, act, and perform their jobs. Every organization develops and maintains a unique culture, which provides guidelines and boundaries for the behavior of the members of the organization.

24. Define management?

Management is invariably defined as the process of —getting things done through the effort of others

25. What is meant by unity of direction?

Each group of activities having the same objective must have one head and one plan. In the absence of this principle, there may be wastage, over expenditure and useless rivalry in the same organisation. Unity of direction is different from Unity of command in the sense that former is concerned with functioning of the organization in respect of its grouping its activities or planning while later is concerned with personnel at all levels in the organization in terms of reporting relationship.

26. What is delegation of authority? What are the steps in it?

Delegation is a process which enables a person to assign a work to others with adequate authority to do it. The authority can be delegated but not the responsibility. The following steps will help the successful delegation of authority.

- (i) Deciding the goals to be achieved*
- (ii) Establishment of definite responsibility.*
- (iii) Determining what to delegate*
- (iv) Training*
- (v) Control system*

27. What is free rein leadership?

Under this style of leadership, the leader largely depends upon the group and its members to establish their own goals and make their own decisions. The leader is passive and assumes the role of just another member in the group. Only very little control is exercised over group members. This style is also known as permissive style of leadership. This style is suitable to certain situations where the manager can leave a choice to his groups

28. Define performance management?

Armstrong and Baron defined Performance Management as a —strategic and integrated approach to increasing the effectiveness of organizations by improving the performance of the people who work in them and by developing the capabilities of teams and individual contributors.

29. What is meant by business ethics?

According to Rogene. A. Buchholz, Business ethics refers to right or wrong behaviour in business decisions

30. What do you mean by values?

Important and lasting beliefs or ideals shared by the members of a culture about what is good or bad and desirable or undesirable. Values have major influence on a person's behaviour and attitude and serve as broad guidelines in all situations. Some common business values are fairness, innovation and community involvement.

31. Define leadership?

According to Chester I Bernard, leadership refers to the quality of the behaviour of individual whereby they guide people on their activities in organized efforts

32. What is meant by selection?

It is the process adopted by an organisation to select adequate number of persons who are fit for the job. Selection procedure starts with the end of recruitment. Since it is a process of rejecting the application of a candidate who is not suitable for the job, selection is described as negative process

33. Define coordination?

It is a process of integrating the interdepartmental activities as unified action towards the fulfilment of the predetermined common goals of the organization.

34. What do you mean by work ethos?

Work ethos or work culture refers to certain norms or behaviour governing the conduct of workers involved in a work situation to achieve the organizational objectives. It is the involvement of workmen with work.

35. Define morale?

Psychological state of a person as expressed in self-confidence, enthusiasm, and/or loyalty to a cause or organization. Morale flows from the people's conviction about the righteousness or worth of their actions and the hopes of high rewards (material or otherwise) in the future.

37. What is spirit de corps?

This is the principle of = Union is strength 'and extension of unity of command for establishing team work. Managers should infuse the spirit of team work in their subordinates. Fayol made it clear that these principles can be applied to most organizations, but these are not absolute principles. Organizations are at liberty to adopt those which suit them or to delete a few according to their needs

38. What is MBO?

According to Koontz and O' Donnel, MBO is a comprehensive managerial system that integrates many key managerial activities in a systematic manner, consciously directed towards the effective and efficient achievement of organizational objectives

39. Define strategy?

A method or plan chosen to bring about a desired future, such as achievement of a goal or solution to a problem.

40. What is on the job training?

It refers to the learning while actually performing a particular work or job. This type of training is more suitable to every type of employees. It includes:

- a. On specific job training*
- b. Rotation of position /job rotation*
- c. Special projects*
- d. Apprenticeship training*

41. What is grapevine?

The grapevine is a communication system or process which is barely informal communication system. It is comprised of gossip and rumour. More and wide information can be transmitted through grapevine communication system. But there is also some negative ideas about grapevine communication system. But another image is shown by the reality. In the real world, it exists together with the formal communication system

42. Define planning?

According to Henry Fayol, Planning is deciding the best alternatives among others to perform different managerial operations in order to achieve the predetermined goals

43. What is meant scalar chain?

This is the chain of superiors from the highest to the lowest ranks. The order of this chain should be maintained when some instructions are to be passed on or enquiries are to be made It suggests that each communication going up or coming down must flow through each position in the line of authority. It can

be short circuited only in special circumstances when its rigid following would be detrimental to the organization. For this purpose, Fayol has suggested gang Plank which is used to prevent the scalar chain from bogging down action

44. What do you meant by line and staff organisation?

In this type of organization Line officers have authority to take decisions and implement them, but the staff officers will assist them while taking decisions. The function of staff officers are only an advising one. They should advise and help line managers to take proper decisions. In the fast developing industrial world, the line officers are not in a position to acquire all the technical knowledge, which are necessary for taking right decisions. That gap may be bridged with the help of staff officers. The staff officers may be experts in a particular field.

45. Define man power planning?

According to Geisler, Man power planning is the process including forecasting, developing, implementing and controlling – by which a firm ensures that it has the right number of people and right kind of people, at the right place, at the right time, doing things for which they are economically most suitable.

46. Define job enrichment?

Job enrichment is a management concept that involves redesigning jobs so that they are more challenging to the employee and have less repetitive work

47. What is management by exception?

An administrative style whereby supervisors focus their attention on circumstances and outcomes that differ from considerably what was expected and planned for. Using a management by exception style that only investigates exceptions helps give business managers more time to devote to strategic planning and staff development.



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