

# **SRM VALLIAMMAI ENGINEERING COLLEGE**

**(An Autonomous Institution)**

SRM Nagar, Kattankulathur – 603 203

## **DEPARTMENT OF MANAGEMENT STUDIES**

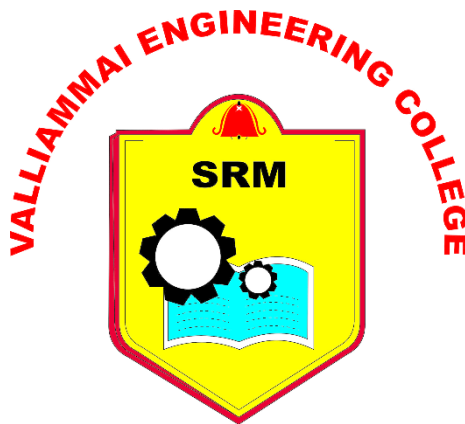
### **QUESTION BANK**

#### **I SEMESTER**

#### **1915102 – PRINCIPLES OF MANAGEMENT**

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**Prepared by**

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**UNIT – I – INTRODUCTION TO MANAGEMENT**

**SYLLABUS:** Management – Functions of Management – Role of managers – Evolution of management thought – Organisation and the environmental factors – Managing globally – Strategies for International business.

**PART- A**

<b>S.NO</b>	<b>QUESTIONS</b>	<b>BT LEVEL</b>	<b>COMPETENCE</b>
1.	Define Management.	Level 1	Remembering
2.	List the functions of Management.	Level 2	Understanding
3.	Distinguish between Management and Administration.	Level 2	Understanding
4.	Write some characteristics of Management.	Level 2	Understanding
5.	What are the stages in the evolution of Management thought?	Level 1	Remembering
6.	What are the roles of Managers to perform?	Level 1	Remembering
7.	What is System approach to Management?	Level 1	Remembering
8.	What is the relation between Art and Science of Management?	Level 1	Remembering
9.	What is Scientific Management?	Level 1	Remembering
10.	What is Time & Motion Study?	Level 1	Remembering
11.	What is Unity of Direction?	Level 1	Remembering
12.	Define Authority and Responsibility.	Level 1	Remembering
13.	What are Centralisation and Decentralisation?	Level 1	Remembering
14.	What is Scalar Chain?	Level 1	Remembering
15.	What is meant by Espirit De Corps?	Level 1	Remembering
16.	Name the different levels of Management.	Level 2	Understanding
17.	List the essential skills needed for the Managers.	Level 2	Understanding
18.	Define Joint Sector Company.	Level 1	Remembering
19.	Differentiate Effectiveness and Efficiency.	Level 1	Remembering
20.	Define Organisation.	Level 1	Remembering
21.	What is Globalisation?	Level 1	Remembering
22.	Specify any two effects of Globalisation.	Level 2	Understanding
23.	What is Multinational Corporation (MNC)?	Level 1	Remembering
24.	List few strategies for International Business.	Level 2	Understanding

PART- B				
S.NO	QUESTIONS		BT LEVEL	COMPETENCE
1.	(i) Discuss the Scope and Nature of Management.	(7)	Level 1	Remembering
	(ii) Discuss the various functions of Management.	(6)		
2.	Is Management a Science or Art? Discuss	(13)	Level 1	Remembering
3.	Elaborate the different roles played by a Manager.	(13)	Level 2	Understanding
4.	Describe about the Evolution of Management thought.	(13)	Level 1	Remembering
5.	Mention the Scientific principles of Management and also specify the features of Scientific Management.	(13)	Level 2	Understanding
6.	Explain the fourteen principles of Management as advocated by Henry Fayol.	(13)	Level 2	Understanding
7.	Explain the major contributions of Hawthorne experiment towards the development of Management thought.	(13)	Level 2	Understanding
8.	Discuss the various Management approaches.	(13)	Level 1	Remembering
9.	Briefly explain about the types of Business Organisation.	(13)	Level 2	Understanding
10.	What are the environmental factors that affect business? Explain.	(13)	Level 1	Remembering
11.	Explain the characteristics of Sole trader and Partnership.	(13)	Level 2	Understanding
12.	(i) Enumerate the differences between Partnership and Sole traders.	(7)	Level 1	Remembering
	(ii) List and explain the different kinds of Partners.	(6)		
13.	Describe the characteristics of Joint Stock Company and Co-Operative Societies.	(13)	Level 1	Remembering
14.	Enumerate the trends and challenges of Management in globalised era.	(13)	Level 1	Remembering
15.	Explain about the major tendencies favouring the development of a unified global theory of Management.	(13)	Level 1	Remembering
16.	"Present global environment leads to the success of business" - Comment.	(13)	Level 3	Analysing
17.	Discuss the characteristics, advantages and Disadvantages of MNC's.	(13)	Level 1	Remembering

PART - C				
S.NO	QUESTIONS		BT LEVEL	COMPETENCE
1.	Discuss the effects of globalization and liberalization in improving organizational growth.	(15)	Level 1	Remembering
2.	Macro and Micro Environment affects business. Discuss.	(15)	Level 1	Remembering
3.	<p>Mr. Shyam was a young officer in a nationalized bank in Chennai. He was approached by Mr. Datta, owner of a small textile plant for a loan to renovate his plant. Shyam gave him a loan of Rs. 50,000. The bank's branch manager, who saw no future in textiles, was shocked at the loan transaction. He told Shyam to stay close to Datta until money was paid back. Shyam stuck so close that he became Datta's financial adviser. The loan was paid. But Shyam became Datta's partner and resigned his bank job. Shyam collected information about the textile industry there was huge scope for the industry. Within six years, Shyam set up another textile plant to his employees Shyam was friendly and highly flexible boss. He preferred to lead by example rather than tell people how to do their jobs. However, Shyam committed a big mistake of not grooming a successor. Therefore, there was a vacuum at the top when he had a severe heart attack and died. Answer the following questions:</p> <p>i) What were the qualities of Shyam as a Manager?</p> <p>ii) Discuss the roles played by managers according to Mintzberg. What roles of the manager did Shyam play?</p> <p>iii) Do you think Shyam was successful Manager?</p>	(5) (5) (5)	Level 4	Analysing
4.	Evaluate the challenges in managing workforce diversity in the IT sector.	(15)	Level 5	Evaluating
5.	Explain a unified global theory of Management?	(15)	Level 2	Understanding

**UNIT – II – PLANNING**

**SYLLABUS:** Nature and purpose of planning – Planning process – Types of plans – Objectives – Managing by Objectives (MBO) strategies – Types of strategies – Policies – Decision Making – Types of decisions – Decision making process – Tools and Techniques – Decision making under different conditions.

**PART- A**

<b>S.NO</b>	<b>QUESTIONS</b>	<b>BT LEVEL</b>	<b>COMPETENCE</b>
1.	Define Planning.	Level 1	Remembering
2.	What are the objectives of Planning?	Level 1	Remembering
3.	List out the features of Planning.	Level 2	Understanding
4.	What are the different types of Planning?	Level 1	Remembering
5.	Define "Mission".	Level 1	Remembering
6.	Define an Objective.	Level 1	Remembering
7.	What is meant by Strategy?	Level 1	Remembering
8.	What are the factors to be considered while formulating Strategies?	Level 1	Remembering
9.	Define "Policies"?	Level 1	Remembering
10.	Mention the required reasons for the need of Policies.	Level 2	Understanding
11.	What is Procedure?	Level 1	Remembering
12.	Define Rules.	Level 1	Remembering
13.	What is Programme?	Level 1	Remembering
14.	What is the importance of setting Organisational objectives in a modern complex Organisation?	Level 1	Remembering
15.	List down the any four guidelines for Objectives Setting.	Level 2	Understanding
16.	Define MBO in Planning.	Level 1	Remembering
17.	Define Corporate Planning.	Level 1	Remembering
18.	What is Strategic Planning?	Level 1	Remembering
19.	Classify Policies.	Level 2	Understanding
20.	Define Planning Premises.	Level 1	Remembering
21.	Mention the three approaches generally adopted by managers in selecting an alternative.	Level 2	Understanding
22.	List down the various conditions under which the decision-	Level 2	Understanding

	making are normally taken.		
23.	Mention the characteristics of 'Programmed' and 'Non-Programmed' decisions.	Level 2	Understanding
24.	Write down the different decision - making criteria proposed under uncertainty conditions.	Level 2	Understanding

PART- B				
S.NO	QUESTIONS		BT LEVEL	COMPETENCE
1.	(i) Explain the nature of Planning.	(7)	Level 2	Understanding
	(ii) Explain the purpose of Planning.	(6)		
2.	Explain the various steps involved in Planning.	(13)	Level 2	Understanding
3.	Mention the advantages and limitations of Planning.	(13)	Level 2	Understanding
4.	Briefly discuss about the different types of Planning.	(13)	Level 1	Remembering
5.	Explain the process of Management By Objectives (MBO).	(13)	Level 1	Remembering
6.	Describe the benefits and weakness of MBA and ways to overcome them.	(13)	Level 1	Remembering
7.	(i) What are the principles of formulating Policies in modern Organisation?	(7)	Level 2	Understanding
	(ii) Explain the essentials of formulating Policies.	(6)		
8.	List and explain the different types of Policies.	(13)	Level 2	Understanding
9.	Describe the steps involved in Strategic Planning.	(13)	Level 1	Remembering
10.	Discuss the major strategies that give an overall direction to Operations.	(13)	Level 1	Remembering
11.	State and explain the eight recommendations that should be considered by managers for successful implementation of Strategies.	(13)	Level 2	Understanding
12.	Explain the process of decision - making with the help of an example.	(13)	Level 2	Understanding
13.	Explain the techniques used while evaluating alternatives.	(13)	Level 2	Understanding
14.	Describe the various types of decision.	(13)	Level 1	Remembering

15.	Discuss how decision making under different conditions are made.	(13)	Level 4	Analysing
16.	"Practices that are helpful in achieving more effective Premises" - Comment	(13)	Level 4	Analysing
17.	Distinguish between Programmed and non-Programmed decisions.	(13)	Level 2	Understanding

PART - C				
S.NO	QUESTIONS		BT LEVEL	COMPETENCE
1.	Explain the concept of Doctrine of Bounded Rationality in decision making.	(15)	Level 2	Understanding
2.	Policy making is guide to action in Organisation– Demonstrate with examples.	(15)	Level 1	Remembering
3.	Rana group has set its objectives of doubling its objectives of doubling profit every three years and sales revenue every four years. Answer the following questions: i) What do you think would be the employee's reaction to this Objective? ii) Give your comment on objectives of Rana group. iii) Give guidelines for Objective settings.	(5) (5) (5)	Level 2	Understanding
4.	MBO aims at joint goal setting of superior and subordinate managers. In an MNC, Japanese managers involve Indian subordinate managers in goal settings. Indians feel this practice different because they are used to traditional objectives settings where in the managers dictate objectives to subordinates. When Japanese managers try to involve the Indian subordinate managers in goal setting, Indian Managers feel that Japanese managers are not capable of setting objectives by themselves. Answer the following questions: i) Discuss the problems faced by Japanese Managers & Indian subordinate managers. ii) How can Japanese managers solve the problem?	(5) (5) (5)	Level 4	Analysing

	iii) Discuss the features of MBO.			
5.	How decision-making process is carried in Industries?	(15)	Level 4	Analysing

### UNIT – III – ORGANISING

**SYLLABUS:** Nature and purpose of Organising – Organisation structure – Line and staff authority – Departmentation – Span of control – Centralization and decentralization – Delegation of authority – Staffing – Recruitment, Selection and Placement – Performance Management.

#### PART- A

S.NO	QUESTIONS	BT LEVEL	COMPETENCE
1.	Define Organisation.	Level 1	Remembering
2.	What is the necessity of Organisation?	Level 1	Remembering
3.	Define Organising.	Level 1	Remembering
4.	What do you understand by effective organising?	Level 1	Remembering
5.	Mention any four characteristics of an Organisation.	Level 2	Understanding
6.	State the kinds of Organisational Charts.	Level 2	Understanding
7.	Classify Organisation based on the formation of departments.	Level 2	Understanding
8.	What is a Matrix Structure?	Level 1	Remembering
9.	Define Team Structure.	Level 1	Remembering
10.	Define the term "Scalar Chain".	Level 1	Remembering
11.	What is meant by formal communication?	Level 1	Remembering
12.	What is meant by informal communication?	Level 1	Remembering
13.	Why is informal Organisation needed?	Level 3	Applying
14.	What is Span of Control?	Level 1	Remembering
15.	Mention the three categories of Span of Management.	Level 2	Understanding
16.	State the important factors in determining an effective span.	Level 2	Understanding
17.	Define authority.	Level 1	Remembering
18.	What is meant by delegation?	Level 1	Remembering
19.	Define Power.	Level 1	Remembering
20.	Compare line and staff authority.	Level 2	Understanding



21.	What are the types of Departmentation?	Level 1	Remembering
22.	List down the different types of training.	Level 2	Understanding
23.	What is Stress Interview?	Level 1	Remembering
24.	What is Performance Management?	Level 1	Remembering

<b>PART- B</b>			
<b>S.NO</b>	<b>QUESTIONS</b>	<b>BT LEVEL</b>	<b>COMPETENCE</b>
1.	(i) Explain the nature of Organisation. (7)	Level 2	Understanding
	(ii) Explain the purpose of Organisation. (6)		
2.	Describe the process of Organising. (13)	Level 1	Remembering
3.	Explain the characteristics and limitations of Formal Organisation. (13)	Level 2	Understanding
4.	Mention the factors which are responsible for the emergence of Informal Organisations and also state the advantages and disadvantages of Informal Organisation. (13)	Level 2	Understanding
5.	Explain how Formal Organisation is different from Informal Organisation. Illustrate. (13)	Level 2	Understanding
6.	Describe about the various types of Departmentation by different strategies. (13)	Level 1	Remembering
7.	Write a detailed note on Organisation Structure. (13)	Level 2	Understanding
8.	Why Matrix Organisation is used? Discuss the advantages and limitations of Matrix Organisation. (13)	Level 3	Applying
9.	Explain the Line and Functional Organisational structures with their advantages and limitations. (13)	Level 2	Understanding
10.	Explain the factors which influence the effective Span of Management. (13)	Level 2	Understanding
11.	(i)"Delegation is the ability to get result through others" - Discuss. (7)	Level 2	Understanding
	(ii) Explain the steps and guidelines to be followed while delegating authority. (6)		
12.	Bring out the factors affecting Centralisation. Also highlight the merits and demerits of Centralisation with examples. (13)	Level 2	Understanding
13.	Evaluate the external factors affecting Staffing. (13)	Level 5	Evaluating

14.	Explain the procedure involved in the Selection process	(13)	Level 2	Understanding
15.	Discuss the various types of Selection Interviews.	(13)	Level 1	Remembering
16.	.Discuss the need and importance of Performance Appraisal in an Organisation.	(13)	Level 1	Remembering
17.	Elaborate the different methods of Performance Appraisal.	(13)	Level 1	Remembering

PART - C				
S.NO	QUESTIONS		BT LEVEL	COMPETENCE
1.	A MNC company setting shop in India is in a dilemma to decide whether to adopt a line or a line and staff organisation structure. Highlight the advantages of line and line and staff organisation structure. According to you, which structure would be suitable for a huge MNC?	(15)	Level 4	Analysing
2.	Singhania Group of Industries has various strategic business units such as Textiles, Info Tech, pharma and electronics. Write about the different forms of departmentation. Which form of departmentation is suitable?	(15)	Level 2	Understanding
3.	Analyse the factors affecting span of management in an organisation.	(15)	Level 4	Analysing
4.	Enumerate in detail about the selection process which is widely followed in selecting IT professionals. Also highlight the different techniques used in selection process.	(15)	Level 2	Understanding
5.	Suggest a scheme of Departmentation for a large marketing Organisation with a field network all over the country.	(15)	Level 3	Applying

**UNIT – IV – DIRECTING**

**SYLLABUS:** Managing people – Motivation – Importance – Types – Theories - Effects on work behaviour. - Communication – Hurdles to effective Communication and IT.

**PART- A**

<b>S.NO</b>	<b>QUESTIONS</b>	<b>BT LEVEL</b>	<b>COMPETENCE</b>
1.	What is meant by Directing?	Level 1	Remembering
2.	List down the human factors in managing.	Level 2	Understanding
3.	Define Creativity	Level 1	Remembering
4.	What is meant by reframing matrix?	Level 1	Remembering
5.	State the functions of mind mapping tool.	Level 2	Understanding
6.	Define "multiplicity of roles"	Level 1	Remembering
7.	What is meant by Brain Storming?	Level 1	Remembering
8.	Define Motivation.	Level 1	Remembering
9.	What are the types of Motivation?	Level 1	Remembering
10.	Distinguish Motivators and Hygiene factors.	Level 2	Understanding
11.	List the hierarchy of needs.	Level 2	Understanding
12.	Mention the various factors involved in using Motivational techniques.	Level 2	Understanding
13.	Compare Theory X and Theory Y.	Level 2	Understanding
14.	Give the meaning of Social needs.	Level 2	Understanding
15.	List the different Motivational theories.	Level 2	Understanding
16.	What is Power motive?	Level 1	Remembering
17.	What is Communication?	Level 1	Remembering
18.	What is horizontal Communication?	Level 1	Remembering
19.	Mention the various elements in the process of Communication.	Level 2	Understanding
20.	Name the various types of Communication.	Level 2	Understanding
21.	What do you understand by Non-verbal Communication?	Level 1	Remembering
22.	What are the barriers involved in effective Communication?	Level 1	Remembering
23.	Define noise in Communication.	Level 1	Remembering
24.	State the important rules for effective Communication.	Level 2	Understanding

PART- B				
S.NO	QUESTIONS		BT LEVEL	COMPETENCE
1.	(i) Why Motivation is done?	(4)	Level 3	Applying
	(ii) Substantiate the necessity of Motivation with a suitable theory.	(9)		
2.	" Managers should have an understanding of the human factors in managing" - Comment.	(13)	Level 4	Analysing
3.	Explain four traditional theories of Motivation.	(13)	Level 2	Understanding
4.	Describe Theory X and Theory Y.	(13)	Level 1	Remembering
5.	Discuss the Maslow's need hierarchy theory. Compare and contrast the Maslow and Herzberg theory of Motivation.	(13)	Level 1	Remembering
6.	Explain Porter and Lawler theory of Motivation and Adam's equity theory of Motivation.	(13)	Level 2	Understanding
7.	Explain the flow of Communication in the Organisation.	(13)	Level 2	Understanding
8.	Explain the process of Communication.	(13)	Level 2	Understanding
9.	Why Management by wandering around considered as effective Communication.	(13)	Level 3	Applying
10.	What are the barriers to effective Communication?	(13)	Level 1	Remembering
11.	Explain the various steps involved in creative process.	(13)	Level 2	Understanding
12.	List the characteristics people. Explain each in detail.	(13)	Level 2	Understanding
13.	Give a detailed note on the guidelines for effective Communication.	(13)	Level 2	Understanding
14.	Discuss about the Motivational techniques used by managers to improve both worker productivity and job satisfaction.	(13)	Level 1	Remembering
15.	Explain Formal and Informal Communication.	(13)	Level 2	Understanding
16.	"Communication is classified into several categories"- Discuss	(13)	Level 1	Remembering
17.	Describe in detail about the effect of electronic media in Communication process.	(13)	Level 2	Understanding

**ART - C**

<b>S.NO</b>	<b>QUESTIONS</b>		<b>BT LEVEL</b>	<b>COMPETENCE</b>
1.	XYZ Corporation has a lot of barriers to communication. List the possibility of the various barriers. Also suggest the ways to overcome them.	(15)	Level 3	Applying
2.	Explain how managers can successfully motivate people taking clue from Vroom's valence and expectancy model. How does this model differ from that of Porter and Lawler?	(15)	Level 2	Understanding
3.	"Money holds the key to work motivation in modern business organizations". Discuss. How can managers use money to motivate employees?	(15)	Level 4	Analysing
4.	The country head of Z InfoTech finds it difficult to communicate to his boss in California. Sometimes it is due to difference in timings, sometimes due to difference in meanings of words. Phone lines are noisy and signal breaks sometimes. What do you think would be the type of barriers faced by him while communication takes place between people of different countries?	(15)	Level 5	Evaluating
5.	Explain how Motivation helps an Organisation to improve Productivity?	(15)	Level 2	Understanding

**UNIT – V – CONTROLLING**

**SYLLABUS:** Process of controlling – Types of control – Budgetary and non-budgetary control techniques – Managing productivity – Cost control – Purchase Control – Maintenance control – Quality control - Planning Operations – Reporting.

**PART- A**

<b>S.NO</b>	<b>QUESTIONS</b>	<b>BT LEVEL</b>	<b>COMPETENCE</b>
1.	Define Control.	Level 1	Remembering
2.	List down the various managerial Controls.	Level 2	Understanding
3.	State the limitations of Controlling.	Level 2	Understanding
4.	What is Critical Point Control?	Level 1	Remembering
5.	Analyse some critical point standards of control.	Level 3	Applying
6.	What is the inter-relationship between planning and control?	Level 1	Remembering
7.	List any four types of Control.	Level 2	Understanding
8.	What is feedback Control?	Level 1	Remembering
9.	What is concurrent Control?	Level 1	Remembering
10.	What are the requirements for effective Control?	Level 1	Remembering
11.	Define Budget.	Level 1	Remembering
12.	Define Budgetary Control.	Level 1	Remembering
13.	What are the essentials of effective budgetary control?	Level 1	Remembering
14.	List the different types of budget.	Level 2	Understanding
15.	What are the three potential pitfalls of budgets?	Level 1	Remembering
16.	Name few specialised budgetary control techniques.	Level 2	Understanding
17.	What is Zero base budgeting?	Level 1	Remembering
18.	What is the use of break-even analysis?	Level 1	Remembering
19.	Analyse the tools and techniques available for making operations more productive.	Level 3	Applying
20.	What is PERT?	Level 1	Remembering
21.	Define Productivity.	Level 1	Remembering
22.	What is Quality Control?	Level 1	Remembering
23.	What is Reporting?	Level 1	Remembering
24.	Mention the various types of reports.	Level 2	Understanding

<b>PART- B</b>				
<b>S.NO</b>	<b>QUESTIONS</b>		<b>BT LEVEL</b>	<b>COMPETENCE</b>
<b>1.</b>	(i) Describe the importance of Control in Organisation.	(7)	Level 2	Understanding
	(ii) Explain the objectives of Controlling.	(6)		
<b>2.</b>	Explain the steps involved in the process of Controlling.	(13)	Level 2	Understanding
<b>3.</b>	Explain in detail the various managerial Control tools.	(13)	Level 2	Understanding
<b>4.</b>	What are the requirements for effective Control?	(13)	Level 1	Remembering
<b>5.</b>	Explain in detail the different techniques to Control Budget.	(13)	Level 2	Understanding
<b>6.</b>	Explain the significance of Budgetary Control.	(13)	Level 2	Understanding
<b>7.</b>	Discuss the various types of budgets in detail.	(13)	Level 1	Remembering
<b>8.</b>	Explain different Budgetary and Non-Budgetary Control techniques.	(13)	Level 2	Understanding
<b>9.</b>	Explain the factors influencing Productivity.	(13)	Level 2	Understanding
<b>10.</b>	Discuss in brief the tools and techniques of improving Productivity.	(13)	Level 1	Remembering
<b>11.</b>	Give the functions of Production and Operations Management. Also state the problems faced in Production and Operations Management.	(13)	Level 2	Understanding
<b>12.</b>	Discuss in detail about the designing process of Cost Control system and also the importance of Cost Control.	(13)	Level 1	Remembering
<b>13.</b>	What is Purchase Control? Also highlight the importance of Purchase Control.	(13)	Level 1	Remembering
<b>14.</b>	Give a detailed note on Maintenance Control.	(13)	Level 2	Understanding
<b>15.</b>	Define Quality Control. Also explain the importance of Quality Control System.	(13)	Level 1	Remembering
<b>16.</b>	Write a detailed note on Reporting.	(13)	Level 2	Understanding
<b>17.</b>	Analyse the various types of Reports.	(13)	Level 3	Applying

**PART - C**

<b>S.NO</b>	<b>QUESTIONS</b>		<b>BT LEVEL</b>	<b>COMPETENCE</b>
1.	Mr. Prakash argues with Mr. Rakesh expressing his views on implementing preventive control system. Mr. Rakesh emphasises his views that the organisation must continue with feedback control. Mr. Rakesh fears that the preventive control system would be costly. Justify the views of Rakesh and Prakash.	(15)	Level 4	Analysing
2.	Mr. Rajan has run a business for the past 5 years but is not familiar with marginal costing. By experience, He knows that his business makes profit, but is not sure of concepts like break even. He finds it difficult to estimate sales required for a particular profit. Explain the concepts related to breakeven analysis and draw a break-even chart. Also highlight some ratios which would help to understand the performance of the business.	(15)	Level 2	Understanding
3.	Mention the different type of non – budgetary control techniques that organization follows.	(15)	Level 2	Understanding
4.	Assume you are a budget officer and try to orient a trainee on steps to be followed for implementing a budgetary control system. Also highlight the advantages and limitations of budgetary control system.	(15)	Level 6	Creating
5.	'Controlling is the measuring and correcting of activities of subordinates to ensure that events conform to plans', Comment.	(15)	Level 5	Evaluating