HUT 310	Management for Engineers	Category	L	T	P	Credit
		HMC	3	0	0	3

Preamble: This course is intended to help the students to learn the basic concepts and functions of management and its role in the performance of an organization and to understand various decision-making approaches available for managers to achieve excellence. Learners shall have a broad view of different functional areas of management like operations, human resource, finance and marketing.

Prerequisite: Nil

Course Outcomes After the completion of the course the student will be able to

CO1	Explain the characteristics of management in the contemporary context (Cognitive Knowledge level: **Understand**).
CO2	Describe the functions of management (Cognitive Knowledge level: **Understand**).
CO3	Demonstrate ability in decision making process and productivity analysis (Cognitive Knowledge level: **Understand**).
CO4	Illustrate project management technique and develop a project schedule (Cognitive Knowledge level: **Apply**).
CO5	Summarize the functional areas of management (Cognitive Knowledge level: **Understand**).
CO6	Comprehend the concept of entrepreneurship and create business plans (Cognitive Knowledge level: **Understand**).

Mapping of course outcomes with program outcomes

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	**2**				**1**	**2**	**2**	**2**		**2**	**1**	**1**
CO2	**2**				**1**	**1**		**2**	**1**	**2**	**1**	**1**
CO3	**2**	**2**	**2**	**2**	**1**							
CO4	**2**	**2**	**2**	**2**	**1**						**2**	**1**
CO5	**2**					**1**	**1**		**1**	**2**	**1**	
CO6		**2**	**2**	**2**	**1**	**1**	**1**	**1**	**1**	**1**	**1**	**1**

Abstract POs defined by National Board of Accreditation			
PO1	Engineering Knowledge	PO7	Environment and Sustainability
PO2	Problem Analysis	PO8	Ethics
PO3	Design/Development of solutions	PO9	Individual and team work
PO4	Conduct investigations of complex problems	PO10	Communication
PO5	Modern tool usage	PO11	Project Management and Finance
PO6	The Engineer and Society	PO12	Life long learning

Assessment Pattern

Bloom's Category	**Test 1 (Marks in percentage)**	**Test 2 (Marks in percentage)**	**End Semester Examination (Marks in percentage)**
Remember	15	15	30
Understand	15	15	30
Apply	20	20	40
Analyse			
Evaluate			
Create			

Mark Distribution

Total Marks	CIE Marks	ESE Marks	ESE Duration
150	50	100	3 Hours

Continuous Internal Evaluation Pattern:

Attendance : 10 marks

Continuous Assessment - Test : 25 marks

Continuous Assessment - Assignment : 15 marks

Internal Examination Pattern:

Each of the two internal examinations has to be conducted out of 50 marks. First series test shall be preferably conducted after completing the first half of the syllabus and the second series test shall be preferably conducted after completing remaining part of the syllabus. There will be two parts: Part A and Part B. Part A contains 5 questions (preferably, 2 questions each from the completed modules and 1 question from the partly completed module), having 3 marks for each question adding up to 15 marks for part A. Students should answer all questions from Part A. Part B contains 7 questions (preferably, 3 questions each from the completed modules and 1 question from the partly completed module), each with 7 marks. Out of the 7 questions, a student should answer any 5.

End Semester Examination Pattern:

There will be two parts; Part A and Part B. Part A contains 10 questions with 2 questions from each module, having 3 marks for each question. Students should answer all questions. Part B contains 2 questions from each module of which a student should answer any one. Each question can have maximum 2 sub-divisions and carries 14 marks.

SYLLABUS

HUT 310 Management for Engineers (35 hrs)

Module 1 (Introduction to management Theory- 7 Hours)

Introduction to management theory, Management Defined, Characteristic of Management, Management as an art-profession, System approaches to Management, Task and Responsibilities of a professional Manager, Levels of Manager and Skill required.

Module 2 (management and organization- 5 hours)

Management Process, Planning types , Mission, Goals, Strategy, Programmes, Procedures, Organising, Principles of Organisation, Delegation, Span of Control, Organisation Structures, Directing, Leadership, Motivation, Controlling..

Module 3 (productivity and decision making- 7 hours)

Concept of productivity and its measurement; Competitiveness; Decision making process; decision making under certainty, risk and uncertainty; Decision trees; Models of decision making.

. Module 4 (project management- 8 hours)

Project Management, Network construction, Arrow diagram, Redundancy. CPM and PERT Networks, Scheduling computations, PERT time estimates, Probability of completion of project, Introduction to crashing.

Module 5 (functional areas of management- 8 hours)

Introduction to functional areas of management, Operations management, Human resources management, Marketing management, Financial management, Entrepreneurship, Business plans, Corporate social responsibility, Patents and Intellectual property rights.

References:

1. H. Koontz, and H. Weihrich, Essentials of Management: An International Perspective. 8th ed., McGraw-Hill, 2009.
2. P C Tripathi and P N Reddy, Principles of management, TMH, 4th edition, 2008.
3. P. Kotler, K. L. Keller, A. Koshy, and M. Jha, Marketing Management: A South Asian Perspective. 14th ed., Pearson, 2012.
4. M. Y. Khan, and P. K. Jain, Financial Management, Tata-McGraw Hill, 2008.
5. R. D. Hisrich, and M. P. Peters, Entrepreneurship: Strategy, Developing, and Managing a New Enterprise, 4th ed., McGraw-Hill Education, 1997.
6. D. J. Sumanth, Productivity Engineering and Management, McGraw-Hill Education, 1985.
7. K.Ashwathappa, 'Human Resources and Personnel Management', TMH, 3 rd edition, 2005.
8. R. B. Chase, Ravi Shankar and F. R. Jacobs, Operations and Supply Chain Management, 14th ed. McGraw Hill Education (India), 2015.

Sample Course Level Assessment Questions

Course Outcome1 (CO1): Explain the systems approach to management?

Course Outcome 2 (CO2): Explain the following terms with a suitable example Goal, Objective, and Strategy.

Course Outcome 3 (CO3): Mr. Shyam is the author of what promises to be a successful novel. He has the option to either publish the novel himself or through a publisher. The publisher is offering Mr. Shyam Rs. 20,000 for signing the contract. If the novel is successful, it will sell 200,000 copies. Else, it will sell 10,000 copies only. The publisher pays a Re. 1 royalty per copy. A market survey indicates that there is a 70% chance that the novel will be successful. If Mr. Shyam undertakes publishing, he will incur an initial cost of Rs. 90,000 for printing and marketing., but each copy sold will net him Rs. 2. Based on the given information and the

decision analysis method, determine whether Mr. Shyam should accept the publisher's offer or publish the novel himself.

Course Outcome 4 (CO4): Explain the concepts of crashing and dummy activity in project management.

Course Outcome 5 (CO5): Derive the expression for the Economic order quantity (EOQ)?

Course Outcome 6 (CO6): Briefly explain the theories of Entrepreneurial motivation.?

Model Question Paper

QP CODE: PAGES: 4

Reg No:_____ Name:_____

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

FOURTH SEMESTER B.TECH DEGREE EXAMINATION, MONTH & YEAR

Course Code: HUT 310

Course name: Management for Engineers

Max Marks: 100 **Duration: 3 Hours**

PART-A (Answer All Questions. Each question carries 3 marks)

1. "Management is getting things done through other." Elaborate.

2. Comment on the true nature of management. Is it a science or an art?

3. Planning is looking ahead and controlling is looking back. Comment with suitable examples

4. Explain the process of communication?

5. Explain the hierarchy of objectives?

6. Explain the types of decisions?

7. Describe the Economic man model?

8. Explain the concepts of crashing and dummy activity in project management.

9. Differentiate the quantitative and qualitative methods in forecasting.

10. What are the key metrics for sustainability measurement? What makes the measurement and reporting of sustainability challenging?

PART-B (Answer any one question from each module)

11. a) Explain the systems approach to management. **(10)**

b) Describe the roles of a manager **(4)**

OR

12. a) Explain the 14 principles of administrative management? **(10)**

b) Explain the different managerial skills (**4)**

13. a) What are planning premises, explain the classification of planning premises. **(10)**

b) Distinguish between strategy and policy. How can policies be made effective. **(4)**

OR

14 a) Explain three motivational theories. **(9)**

b) Describe the managerial grid. **(5)**

15. a) Modern forest management uses controlled fires to reduce fire hazards and to stimulate new forest growth. Management has the option to postpone or plan a burning. In a specific forest tract, if burning is postponed, a general administrative cost of Rs. 300 is incurred. If a controlled burning is planned, there is a 50% chance that good weather will prevail and burning will cost Rs. 3200. The results of the burning may be either successful with probability 0.6 or marginal with probability 0.4. Successful execution will result in an estimated benefit of Rs. 6000, and marginal execution will provide only Rs. 3000 in benefits. If the weather is poor, burning will be cancelled incurring a cost of Rs. 1200 and no benefit. i) Develop a decision tree for the problem. (ii) Analyse the decision tree and determine the optimal course of action. **(8)**

b) Student tuition at ABC University is $100 per semester credit hour. The Education department supplements the university revenue by matching student tuition, dollars per dollars. Average class size for typical three credit course is 50 students. Labour costs are $4000 per class, material costs are $20 per student, and overhead cost are $25,000 per class. (a) Determine the total factor productivity. (b) If instructors deliver lecture 14 hours per week and the semester lasts for 16 weeks, what is the labour productivity? **(6)**

OR

16. a) An ice-cream retailer buys ice cream at a cost of Rs. 13 per cup and sells it for Rs. 20 per cup; any remaining unsold at the end of the day, can be disposed at a salvage price of Rs. 2.5 per cup. Past sales have ranged between 13 and 17 cups per day; there is no reason to believe that

sales volume will take on any other magnitude in future. Find the expected monetary value and EOL, if the sales history has the following probabilities: **(9)**

Market Size	13	14	15	16	17
Probability	0.10	0.15	0.15	0.25	0.35

b) At Modem Lumber Company, Kishore the president and a producer of an apple crates sold to growers, has been able, with his current equipment, to produce 240 crates per 100 logs. He currently purchases 100 logs per day, and each log required 3 labour hours to process. He believes that he can hire a professional buyer who can buy a better quality log at the same cost. If this is the case, he increases his production to 260 crates per 100 logs. His labour hours will increase by 8 hours per day. What will be the impact on productivity (measured in crates per labour-hour) if the buyer is hired? What is the growth in productivity in this case? **(5)**

17. a) A project has the following list of activities and time estimates:

Activity	**Time (Days)**	**Immediate Predecessors**
A	1	-
B	4	A
C	3	A
D	7	A
E	6	B
F	2	C, D
G	7	E, F
H	9	D
I	4	G, H

(a) Draw the network. (b) Show the early start and early finish times. (c) Show the critical path. **(10)**

b) An opinion survey involves designing and printing questionnaires, hiring and training personnel, selecting participants, mailing questionnaires and analysing data. Develop the precedence relationships and construct the project network. **(4)**

OR

18. a) The following table shows the precedence requirements, normal and crash times, and normal and crash costs for a construction project:

Activity	Immediate Predecessors	Required Time (Weeks)		Cost (Rs.)	
		Normal	Crash	Normal	Crash
A	-	4	2	10,000	11,000
B	A	3	2	6,000	9,000
C	A	2	1	4,000	6,000
D	B	5	3	14,000	18,000
E	B, C	1	1	9,000	9,000
F	C	3	2	7,000	8,000
G	E, F	4	2	13,000	25,000
H	D, E	4	1	11,000	18,000
I	H, G	6	5	20,000	29,000

Draw the network. (b) Determine the critical path. (c) Determine the optimal duration and the associated cost. **(10)**

b) Differentiate between CPM and PERT. **(4)**

19. a) What is meant by market segmentation and explain the process of market segmentation **(8)**

b) The Honda Co. in India has a division that manufactures two-wheel motorcycles. Its budgeted sales for Model G in 2019 are 80,00,000 units. Honda's target ending inventory is 10,00, 000 units and its beginning inventory is 12, 00, 000 units. The company's budgeted selling price to its distributors and dealers is Rs. 40, 000 per motorcycle. Honda procures all its wheels from an

outside supplier. No defective wheels are accepted. Honda's needs for extra wheels for replacement parts are ordered by a separate division of the company. The company's target ending inventory is 3,00,000 wheels and its beginning inventory is 2,00,000 wheels. The budgeted purchase price is Rs. 1,600 per wheel.

(a) Compute the budgeted revenue in rupees.

(b) Compute the number of motorcycles to be produced.

Compute the budgeted purchases of wheels in units and in rupees.? **(6)**

OR

20. a) a) "Human Resource Management policies and principles contribute to effectiveness, continuity and stability of the organization". Discuss. (b) What is a budget? Explain how sales budget and production budgets are prepared? **(10)**

b) Distinguish between the following: (a) Assets and Liabilities (b) Production concept and Marketing concept (c) Needs and Wants (d) Design functions and Operational control functions in operations **(4)**

Teaching Plan

Sl.No	TOPIC	SESSION
	Module I	
1.1	Introduction to management	1
1.2	Levels of managers and skill required	2
1.3	Classical management theories	3
1.4	neo-classical management theories	4
1.5	modern management theories	5
1.6	System approaches to Management,	6
1.7	Task and Responsibilities of a professional Manager	7
	Module 2	
2.1	Management process – planning	8
2.2	Mission – objectives – goals – strategy – policies – programmes – procedures	9
2.3	Organizing, principles of organizing, organization structures	10
2.4	Directing, Leadership	11
2.5	Motivation, Controlling	12
	Module III	
3.1	Concept of productivity and its measurement Competitiveness	13
3.2	Decision making process;	14
3.3	Models in decision making	15
3.4	Decision making under certainty and risk	16
3.5	Decision making under uncertainty	17
3.6	Decision trees	18
3.7	Models of decision making.	19
	Module IV	
4.1	Project Management	20

Sl.No	TOPIC	SESSION
	Module I	
4.2	Network construction	21
4.3	Arrow diagram, Redundancy	22
4.4	CPM and PERT Networks	23
4.5	Scheduling computations	24
4.6	PERT time estimates	25
4.7	Probability of completion of project	26
4.8	Introduction to crashing	
	Module V	
5.1	Introduction to functional areas of management,	28
5.2	Operations management	29
5.3	Human resources management ,	30
5.4	Marketing management	31
5.5	Financial management	32
5.6	Entrepreneurship,	33
5.7	Business plans	34
5.8	Corporate social responsibility, Patents and Intellectual property rights	35