

# BEST STUDY TECHNIQUES (B.S.T) By KESHAV AGARWAL

## CH-1 ASSIGNMENT ON NATURE & SIGNIFICANCE OF MANAGEMENT

### A. TRUE AND FALSE

1. Management is a goal-oriented activity.
2. Management is needed in all types of organisations.
3. Supervisory management is the lowest level of management.
4. Coordination is one of the five functions of management.
5. Management is a universal activity.
6. A manager is always indifferent towards his social responsibilities.
7. Coordination is the essence of management.
8. Coordination and cooperation are synonymous.
9. Management is both science and art.
10. Management functions are independent of one another.

### B. FILL IN THE BLANKS

1. Foreman belongs to \_\_\_\_\_ level of management.
2. \_\_\_\_\_ is the first function of management.
3. Management has \_\_\_\_\_ levels of management.
4. \_\_\_\_\_ refers to achieving the predetermined goals.
5. Management is a complex activity with \_\_\_\_\_ dimensions.
6. \_\_\_\_\_ level determines the objectives of the organisation.
7. Every \_\_\_\_\_ restricts the entry on the basis of examination or education.
8. Lower level is also known as \_\_\_\_\_ or \_\_\_\_\_ management.
9. \_\_\_\_\_ involves supervising, motivating, leading and communicating with the subordinates.
10. Coordination is the \_\_\_\_\_ of management.
11. Coordination helps to \_\_\_\_\_ activities of different departments.
12. \_\_\_\_\_ level managers issue detailed orders and instructions to \_\_\_\_\_ level managers.

### C. MULTIPLE CHOICE QUESTIONS

1. Management is essential in every:  
a. Business      b. Organised group effort      c. Government      d. Industry
2. Management is:  
a. A pure science      b. An inexact science      c. Not a science      d. Natural science
3. Management should be considered as:  
a. Full-fledged profession      b. Not a profession  
c. Developing profession      d. None of these
4. Management is:  
a. Tangible      b. Intangible      c. Fictitious      d. None of these
5. Management aims at achieving:  
a. Efficiency      b. Effectiveness  
c. Both effectiveness and efficiency      d. None of these
6. Management is needed at:  
a. Top level      b. Middle level      c. Lower level      d. All the levels
7. The functions performed by top management are the most important because they take care of:  
a. Overall organisation      b. Specific problems  
c. Specific problems      d. Extraordinary problems



## **A. QUESTIONS BASED ON MANAGEMENT**

1. Define management.
2. Name the process of designing and maintaining an environment in which individuals working together in groups efficiently accomplish selected aims.
3. Name the process of working with and through others to effectively achieve organisational objectives by efficiently using its limited resources in the changing environment.
4. Name that intangible force which creates productive relationships among resources of an organisation.
5. "Successful organisations do not achieve their goals by chance but by following a process". Name the process.
6. What is the aim of management in an organisation?
7. "Management increases efficiency" How?

## **B. QUESTIONS BASED ON EFFICIENCY AND EFFECTIVENESS**

1. Clarify the terms efficiency and effectiveness in management.
2. In order to achieve target production of 5,000 units per month, a Production Manager has to operate on double shifts. Due to power failure most of the time, the manager is able to achieve 5,000 units, but at a higher production cost. In your point of view, what is lacking in management?
3. Hero Ltd.'s target is to produce 20,000 shirts per month at cost of ₹ 150 per shirt. The production manager could achieve the target at a cost of ₹ 170 per shirt. Do you think the Production manager is effective? Give reason in support of your answer.
4. Hero Ltd.'s target is to produce 10,000 shirts per month at a cost of ₹ 150 per shirt. The Production Manager could achieve this target at a cost of ₹ 160 per shirt. Do you think the Production manager is 'effective'? Give reason in support of your answer.
5. Does efficiency imply effectiveness also. Comment
6. Efficiency and effectiveness are two sides of the same coin. Comment

## **C. QUESTIONS BASED ON CHARACTERISTIC/FEATURES OF MANAGEMENT**

1. Management principles can be applied to all types of activities. Which characteristic of management is depicted here?
2. "An organisation interacts with external environment and adapt itself to the changing environment." Which characteristic of management is highlighted in this statement?
3. 'In an organisation employees are happy and satisfied, there is no chaos and the effect of management is noticeable'. Which characteristic of management is highlighted by this statement?
4. "Management unites the efforts of different individuals in the organisation towards achieving organisational goals". Which characteristic of management is highlighted here?
5. MC Donalds, the fast food giant, made major changes in its menu to be able to survive in the Indian market. Which characteristic of management is referred to?
6. HindustanLever Company offers a wide range of cosmetic products and keeps introducing new variety of cosmetics range. Which characteristic of management is highlighted in the given case?
7. "Management translates work into goals and also finds ways and means to achieve those goals." Name the term highlighting the above statement.

## **D. QUESTIONS BASED ON OBJECTIVES OF MANAGEMENT**

1. Aircel started on earnest awareness campaign 'Save Our Tigers'. The campaign's main agenda was to conserve tigers. This campaign highlights one of the objective the management. Discuss in brief.
2. Management of an organisation strives to achieve profit and growth. It is associated to which objective of management?

3. Arora Ltd. offers employment to widow and weaker section of the society. Identify the objective of the organisation in the given case.
4. What is the main objective of any organisation?
5. Which is the main organisational objective of management?
6. To meet the objectives of the firm, the management of IJD Ltd. offers employment to physically challenged persons. Identify the managerial objective it is trying to achieve.
7. What should a management do in order to ensure harmony in the organisation?

#### **E. QUESTIONS BASED ON MANAGEMENT AS ART, SCIENCE AND PROFESSION**

1. Give one feature which is common in management and art.
2. Identify the nature of management when it is practised as personal application of existing knowledge to achieve desired results. Explain it's features.
3. Management is an exact science like Physics or Chemistry. Do you agree? Give Reasons.
4. Arnav and Pranav are conversing that management is a full-fledged profession. Do you agree with their view point?
5. Identify the nature of management when it is said to be a systematised body of knowledge that explains certain general truths. Explain it's features.
6. Why management is described as a soft science?
7. Why is management called inexact science?
8. Why is management called cross disciplinary in nature?
9. Management is a Profession like Accounting Medicine and Law as it also has a well-defined body of knowledge. Yet management does not qualify to be a full-fledged profession. Why?

#### **F. QUESTIONS BASED ON LEVELS OF MANAGEMENT**

1. Identify the level of management for the following positions:  
(i) Managing Director (ii) Production Manager (iii) Board of Directors (iv) Supervisor (v) Marketing Manager (vi) Accountant (vii) Sales Manager (viii) Shareholders (ix) Research Manager (x) Personnel Manager (xi) Chief Executive (xii) Section officer (xiii) Superintendent (xiv) President (xv) Plant Superintendent (xvi) General Manager (xvii) Operations Manager (xviii) Chairman (xix) Foreman (xx) Chief Operating Officer
2. Identify the level of management engaged in following activities:  
(i) Determine long-term objectives. (ii) Represent workers' grievances. (iii) Drafting departmental policies. (iv) Strategic decision-making. (v) Coordination with other departments. (vi) Laying down broad guidelines. (vii) Encourage initiative of employees. (viii) Appointing departmental heads. (ix) Interpret policies of top level. (x) Analyse the business environment. (xi) Developing day-to-day work schedule.
3. Identify the level of management for the following posts :  
**a. CEO                      b. COO                      c. Section Officer                      d. Purchase Manager**
4. Your grandfather has retired as the Director of a manufacturing company. At which level of management was he working?
5. Your grandfather has retired from an organisation in which he is responsible for implementing the plans developed by the top management. At which level of management was he working.
6. Your grandfather has retired from an organisation in which he is responsible for overseeing the efforts of the workforce. At which level of management was he working? State one more function performed at this level.
7. Mr. Yakub has retired as the Managing Director of PQR Ltd. At what level of management was he working? State any two functions he was performing at that level.

8. Mr.Kunal is working as the Finance Manager of XYZ Ltd. At what level of management is he working? State any two functions being performed by him?
9. Departmental managers are included in which level?
10. Name the level of management involved in (i) taking key decisions (ii) planning day to day operations.
11. Which level of management consists of superintendents, workers, clerks, inspectors etc?
12. Name the level of management, at which the managers are responsible for the welfare and survival of the organisation.
13. Pinku is working as File manager executive in XYZ Company. At what level of management is he working?
14. Name the levels of management engaged in
  - (a) overseeing the activities of the workers.
  - (b) taking key decisions
  - (c) liaison with outside world
  - (d) selection of employees
15. Raman is working as a Plant Superintendent in Tifco Ltd. Name the managerial level at which he is working.
16. Dheer is working as an Operation Incharge in Tifco Ltd. Name the managerial level at which he is working. State any four functions he will perform at this position in the company.

#### **G. QUESTIONS BASED ON FUNCTIONS OF MANAGMENT**

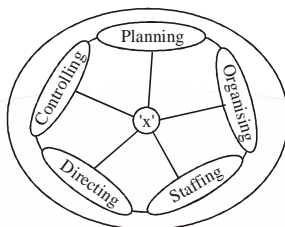
1. Identify the management function engaged in the following activities:
  - (i) Grouping various activities, assigning duties and establishing authority responsibility relationships.
  - (ii) Recruitment, selection, training and development of employees
  - (iii) Monitoring function.
  - (iv) Formulation of policies and strategies.
  - (v) Division of activities and creation of organizational structure.
  - (vi) Supervision and motivation of employees.
  - (vii) Finding the right person for the right position.
  - (viii) Comparison of actual performance with standards.
  - (ix) Management in action.
  - (x) Manpower planning.
2. Name the function of management, which is considered with leading influencing and motivating employees to perform the tasks assigned to them.
3. Name the function of management, which is considered as a base for all other functions of management.
4. Name the function of management, which coordinates the physical, financial and human resources and establishes productive relations for the achievement of specific goals.
5. 'Identifying and dividing the work' is the first step in the process of this function of management. Identify the function.
6. Name the function of management, which is concerned with finding the right person for the right job.
7. Forecasting, decision making, policy making and establishing objectives are concerned to which function of management?

#### **H. QUESTIONS BASED ON COORDINATION**

1. Name the force that binds all the functions of management.
2. Name the concept which is known as the essence of management.
3. Identify the concept which helps a manager in synchronising the activities of different departments.
4. Thread is the most important tool is garland. Similarly in management, which concept plays the role of thread?



5. Which process of management is the orderly arrangement of group efforts to provide unity of action in pursuit of common purpose?
6. Lika a thread is a garland, what function of management can be said to be as central as the thread in a garland?
7. Karan Enterprise Limited is facing a lot of problems. It manufactures pens. It is suffering losses due to surplus. The production department produces more of pens than required and sales department is not able to sell those many pens. What quality of management do you think the company is lacking?
8. Name the process of designing and maintaining an environment in which individuals working together in groups efficiently accomplish selected aims.
9. How does coordination ensure unity of action in Management.
10. Name any two key elements of coordination.
11. If management is represented by a circle, identify 'x' in the given diagram.



### **MIXED QUESTIONS**

1. "Management helps in development of society" How?
2. 'Management is working with and through others'. Explain.
3. 'Management is a process.' Explain.
4. 'Management provides judgment and vision'. Explain.
5. Why is management considered as a discipline?
6. Which level is known as the operative management in an organisation and why?
7. 'Management functions are interrelated and overlapping.' Explain.
8. How is management a composite process?
9. What is meant by 'Co-ordination'? Explain any two points of its importance in management.
10. "Co-ordination is not a separate function of management; it is the essence of management". Explain with the help of a suitable example.
11. Distinguish between coordination and cooperation.
12. "A good manager is born, not made." Do you agree? Give reason.
13. Co-ordination is the orderly arrangement of group efforts to provide unity of action in the pursuit of common purpose." In the light of this statement explain the nature of co-ordination.
14. "Management is regarded as an Art by some, as a Science or as an inexact Science by others. The truth seems to be somewhere in between." In the light of this statement, explain the true nature of management.

### **HOTS & CASE STUDIES QUESTIONS**

1. 'Anything minus management is nothing'. Here what is the meaning of 'anything'.
2. Name that intangible force which creates productive relationships among resources of an organisation.
3. Mr. Ram, Mr. Rahim and Mr. Joy are the production managers of three different manufacturing firms; viz Cambridge Ltd., Oxford Ltd, Learner's Ltd; they follow different strategies to manage production. Learner's Ltd. ensures proper arrangement of things, i.e. materials, tools etc. and fixed place for each

employee. This helps in increasing productivity and efficiency and minimization of wastage of time/cost. Due to power failure most of the times, Mr. Ram, operates on double shifts in order to complete target production. He is able to achieve target but at higher cost. Mr. Rahim's main consideration is cost cutting. So he concentrates on producing goods with fewer resources. He is unable to achieve target production. Mr. Joy uses minimum resources to achieve target production and is also able to produce goods at lower cost.

- a. In the above case two important aspects of management have been highlighted, which are like two sides of the same coin. Identify those two aspects.
  - b. Identify the manager who has considered both aspects.
  - c. Identify the principle of Fayol being followed in Learner's Ltd.
  - d. Though Mr. Ram and Mr. Rahim have failed to achieve both the aspects identified in part (a) above, yet they have strived to achieve the same. Identify the value being highlighted.
4. Rajan Ltd. is engaged in manufacturing electrical appliances. The company has been facing a lot of problems for the last few months because of a clash between two departments viz; Production Department and Sales Department. Sales Department blames Production Department for delayed production. However, Production Department blames Sales Department for poor sales. The force that can integrate the two departments is missing.  
Moreover in the production department both the 'management' and the 'workers' do not realise the importance of each other. There is no cooperation, mutual confidence and sense of goodwill between the managers and workers.
  - a. Identify the missing force in the above case.
  - b. State features of this force.
  - c. List any two values which can be cultivated among the employees by using the force identified in (a) above.
5. Mega Ltd. was manufacturing water-heaters. In the first year of its operations, the revenue earned by the company was just sufficient to meet its costs. To increase the revenue, the company analysed the reasons for less revenues. After analysis the company decided
  - i. to reduce labour cost by shifting the manufacturing unit to a backward area where labour is available at a very low rate.
  - ii. to start manufacturing solar water-heaters and reduce the production of electric water-heaters slowly. This will not only help in covering the risks, but also help in meeting other objectives too.
  - a. Identify and explain the objectives of management discussed above.
  - b. State any two values which the company wanted to communicate to the society.
6. A.R. Rehman is the first Indian to win Oscar award for his composition 'Jai Ho'. His composition of music is unique and different as he has used the singing notes in a manner that is entirely his own interpretation. Like A.R. Rehman, Mr. Rakesh, General Manager in Wave Ltd., uses his knowledge of management in a unique and different manner. All the employees working under his guidance are happy and satisfied because of his behaviour. He everyday rewards/appreciates the employees for coming office on time, performing their assigned tasks with best of their capabilities. Moreover, Mr. Rakesh treats all his employees as fairly as possible. He does not discriminate his employees on the basis of sex, religion, caste, belief etc.
  - a. Identify the nature of the management highlighted above.
  - b. State two other ways in which nature of management can be explained.
  - c. Identify the principle of Fayol being referred in the above case study.
  - d. Identify the value(s) that Rakesh wants to inculcate in his employees. Also explain how?
7. Shiv Enterprises is a small organisation manufacturing cloth and jute bags, follows the functional organisation structure. There is separate department for finance, marketing, production and Human Resource. These departments are well co-ordinated, there is a congenial work environment and

employees are happy and satisfied. The employees got encouraged to develop and carry out plans for improvements in the organisation leading to a feeling of ownership among them. Besides, the company provides nutritious and hygienic lunch to its staff and good creche facilities for its employees' children.

**a.** Name any one feature and one principle of management highlighted in the above case.

**b.** Identify any two values which Shiv Enterprises wants to communicate to the society.

- 8.** Yash Ltd. is facing a lot of problems these days. It manufactures electronic goods like washing machines, microwave ovens, refrigerators and air-conditions. The company's margins are under pressure and the profits and market share are declining. The production department blames marketing department for not meeting sales targets and marketing department blames production department for producing goods, which are not of good quality to meet customers expectations. The finance department blames both production and marketing departments for declining return on investment and bad marketing.
- (a) What quality of management do you think the company is lacking? Justify your answer.
- (b) State the importance of the concept identified in (a).
- 9.** Shreya is a branch manager at 'Zara', a popular brand of designer clothes. She performs several different tasks in a single day. Sometimes, she spends more time in planning a future exhibition and sometimes in sorting an employee's problem.
- (a) At what level of management does Shreya work in this organisation?
- (b) What characteristic feature of management is highlighted in the above para? Explain.
- 10.** To meet the objectives of the firm, the management of Bhavya Ltd. offers employment to physically challenged persons. Identify the organisational objective it is trying to achieve. Give reason in support of your answer.
- 11.** Sonali is the manager of a large company manufacturing garments for kids. She plans her winter collection in the month of August itself. Then, she ensures that there is adequate workforce. She continuously monitors whether production is proceeding according to plans. She asks the marketing department to prepare their promotional and advertising campaigns also.
- (a) Identify and explain the concept of management explained in the above para.
- (b) What characteristic feature does the above para highlight? State.
- 12.** In today's scenario, organisations look for individuals with specific qualifications (like MBA) and experience to manage them. It has also been observed that there has been an increase in the corporate form of business. There has been increasing emphasis on managed business concerns. What does this imply?
- 13.** The management of Vrinda Ltd. strongly believes that the members of an organisation should work towards fulfilling the common organisational goals. This requires team work and integration of efforts of all individuals, departments and specialists. This is because all the individuals and departments depend on each other for information and resources to perform their respective activities. Managers need to reconcile differences in approach, timing, effort or interest. At the same time it should enable all its members to grow and develop. Thus, there is a need to harmonies individual goals and organisational goals.
- (a) Identify the concept of management discussed above.
- (b) State any three features of the concept identified in (a).
- (c) Identify and explain the characteristic of management which is reflected from the above para.
- 14.** Sanjana is the branch manager of ABC Handicrafts Pvt. Ltd. The company's objective is to promote the sales of Indian handloom and handicraft products. Its sells fabrics. Sanjana decides quantities, variety, colour and texture of all the above items and then allocates resources for their purchase from different suppliers. She appoints a team of designers and crafts people in the company, who developed some prints for bed covers in bright colours on silk. Although they looked very impressive, they were more expensive than they had planned to sell. Average customer could not afford to buy it. Praising their effort, Sanjana suggested that they should keep the silk bed covers for special occasions like Diwali and Christmas and offer the cotton bed covers on a regular basis to keep costs under control.



- Identify the functions of management which Sanjana performs by quoting the lines from the above para.
15. Nishtha is the marketing manager of a company selling laptops. She plans the target sale of 2000 laptops per month. She allocates necessary resources to carry out the plan. She has six salesmen working under her. She works with them, guiding and motivating them to achieve the target sales. At the end of the month, after comparison of actual sales with the target sales she found that actual sales exceeded the target sales. She rewards the efficient employees to motivate them.
- (a) How does Nishtha prove the importance of management? Explain.
- (b) Also state any two values which she wants to communicate to the society by her behaviour.
16. 'Aapka Vidyalaya' believes in holistic development of students and encourages team building through a mix of curricular, co-curricular and sports activities. On its founders day a stage performance had to be put up. A committee often prefects was constituted to plan different aspects of the Function. They all decided to use recycled paper for decoration. There was a spirit of unity and harmony and all members supported each other. With mutual trust and belongingness the programme was systematically planned and executed. Kartik, one of the prefects realized that unknowingly the group had applied one of the principles of management while planning and executing the programme. He was so inspired by the success of the function that he asked his father to apply the same principle in his business. His father replied that he was already using this principle.
- (a) Identify the principle of management applied for the success of the programme.
- (b) State any two features of management highlighted in the above para.
- (c) Identify any two values which "Aapka Vidyalaya" communicated to the society.
17. Company X is facing a lot of problems these days. It manufactures white goods like washing machines, microwave ovens, refrigerators and air conditioners. The company's margins are under pressure and the profits and market share are declining. The production department blames marketing for not meeting sales targets and marketing blames production department for producing goods which are not of good quality meeting customer's expectations. The finance department blames both production and marketing for declining return on investment and bad marketing.
- (a) What quality of management do you think the company is lacking? Explain briefly.
- (b) What steps should the company management take to bring the company back on track?
18. A company wants to modify its existing product in the market due to decreasing sales. What steps should each level of management take to give effect to this decision?
19. A firm plans in advance and has a sound organisation structure with efficient supervisory staff and control system. On several occasions it finds that plans are not being adhered to. It leads to confusion and duplication of work. Advise remedy.
20. Sachin determines the overall objectives and strategies for the organisation. He also interacts with business environment to analyse its implications. Name the managerial level at which Sachin is working. State any four of his basic functions.

**OR**

Mr. Aditya Kapoor is responsible for framing plans and policies of M/s Ever shine Industries. At which managerial level, he is working. Also discuss his main functions.

21. "A business needs to add to its prospects in the long run." Which organisational objective is highlighted in the statement? Mention two objectives under this category.
22. McDonalds offers 'Aloo Tikki Burger' to attract Indian customers, despite being a multinational food joint. Identify and discuss the characteristic of management highlighted in the given case.

**OR**

With introduction of per second call plan by MTS (a leading mobile network Co.), most of the other cellular companies also started offering per second plan, in order to survive and maintain their market share. Discuss the feature of management highlighted in the given case.

23. Mukesh has limited authority and responsibility and interacts with the actual work force. At what level does he work in the organisation?
24. In X Ltd., the purchase department purchased 10 tonnes of raw material for the production department. However, the production department needed just 7 tonnes. Due to this reason, goods were over produced and were not accepted by Sales department. As a result, some goods remained unsold. Which aspect of management is lacking?
25. Dinesh is a Superintendent in Care India Group Pvt. Ltd. and Harish is working as Plant Superintendent in the same company. Name the managerial levels at which Dinesh and Harish are working.
26. In the first year of operation, the revenues generated by Max Industries from sale of its products are just sufficient to cover the cost of production.
  - (i) Which organisational objective is met in the given case?
  - (ii) What are the two other organisational objectives, which the company is yet to achieve?
27. "Through e-Chaupal, ITC aims to change the quality of life and the entire outlook of Indian farmers." Which objective is being highlighted by this initiative of ITC?

**OR**

XYZ Group of companies decided to donate 2% of its sales to 'Child Rights and You (CRY)' for improving the condition of children in India. This initiative by the company was highly appreciated by the public and their sales increased by 10%. Identify the objective depicted in the given case.

28. 'An organisation consists of diverse individuals with different needs.' Discuss the management feature highlighted in the given statement.
29. Alpine Automobiles aims to produce and sell 2,00,000 cars in 2012. To achieve this objective, the production department strives for timely production and sales department takes all possible steps to sell them. Due to combined efforts of all the departments, the company is able to achieve its target.
  - (i) Which significance of management is highlighted in the given statement?
  - (ii) Mention two other points of importance of management.
30. Ahlcon International (leading shoes manufacturers) requires less labour hours and inputs to manufacture a pair of shoes as compared to its competitors. However, the company always fails to achieve its target production. Whether the Ahlcon International is effective and efficient in its working? Can the company be successful in the long run?
31. "Management helps to implement new changes in the organisation." Which importance of management is referred in the statement?
32. Mr. Tanvir is responsible for assigning work to employees and representing their grievances to Mr. Deepak (Tanvir's Boss). Identify the managerial levels at which Tanvir and Deepak are working.
33. "In an organisation, the objective of marketing department is to increase sales by 10% by offering discounts. However, the finance department is reluctant to offer discount as it means loss of revenue." One of the importance of coordination help to resolve this conflict. Identify and explain it.
34. Ashutosh Goenka was working in 'Axe Ltd.', a company manufacturing air purifiers. He found that the profits had started declining from the last six months. Profit has an implication for the survival of the firm, so he analysed the business environment to find out the reasons for this decline.
  - (a) Identify the level of management at which Ashutosh Goenka was working.
  - (b) State three other functions being performed by Ashutosh Goenka.



2. Organisational objective.
3. Social objective.
4. Main objective of any organisation is optimum utilisation of resources.
5. To utilize human and material resources for maximization of profitability is the main organisational objective of management.
6. Social objective.
7. Management should reconcile the personal and organisational objectives.

#### E. QUESTIONS BASED ON MANAGEMENT AS ART, SCIENCE AND PROFESSION

1. Either one of the following: (i) Both have background of theoretical knowledge.  
(ii) Management too applies principles differently in various situations.
2. Management as an art.
3. No, I don't agree as management is associated with human beings and it is not possible to study and predict human behaviour under controlled laboratory conditions.
4. No, I don't agree as management is not considered as full-fledged profession, it is on the path of becoming profession.
5. Management as an science.
6. Management principles and experiments depend on humans. Because of this factor, there is no hard and fast rule for anything and the principles are also flexible in nature. This, it is considered as a soft science.
7. Management relates to **human behaviour**, whose **cause and effect** is not **certain**, that's why it is called an inexact science
8. Because the **knowledge** of management is derived from other disciplines such as economics, sociology etc.
9. Yes, management is a profession like Accounting, medicine and Law as it also has well defined body of knowledge yet it does not qualify to be full-fledged profession because it does not fulfil the following criteria of a profession:
  - i. **Restricted Entry: No restriction** on anyone being designated or appointed as manager in any business.
  - ii. **Professional Association: No compulsion** for managers **be remembers** of **management** also do not follow the ethical associations.
  - iii. **Ethical Code of Conduct:** Due to **non-compulsion** of professional **Associations** ethical managers code of conduct devised by these associations.

#### F. QUESTIONS BASED ON LEVELS OF MANAGEMENT

1. Top Level Management: (i); (iii); (viii); (xi); (xiv); (xvi); (xviii); (xx). Middle Level Management: (ii); (v); (vii) (ix); (x); (xv); and (xvii). Operational Management: (iv); (vi); (xii); (xiii); and (xix).
2. Top Level Management: (i); (iv); (vi); (viii); (x). Middle Level Management: (ii); (v); (ix). Lower Level Management: (iii); (vii); (xi)
3. a. CEO Top level    b. COO Top level    c. Section Officer Lower level    d. Purchase Manager Middle level
4. Top level
5. Middle level
6. Supervisory/Operate/Lower level. (any one)
  1. Interaction with actual workforce and passing on instructions of the middle management to the workers.
  2. Responsible for quality output.    3. Responsible for minimization of wastage.    4. Maintain safety



standards.

7. **Top level** management. Functions of the top level of management are: (Any one)

1. To Co-ordinate the activities of different departments.
2. To be responsible for welfare and survival of organisation.
3. To analysis the business environment and its implications for the survival or the firm.
4. To formula overall organisational goals and strategies for their achievement.

8. **Middle level** Management.

Functions performed by the middle level managers: (Any one)

1. To interpret policies framed by the top management.
2. To ensure that their department has necessary personnel.
3. To assign necessary duties and responsibilities to the employees of their respective departments to achieve desired goals
4. To motivate employees of their respective departments to achieve the desired objectives.
5. To co-operate with other department for smooth functioning of organisation.

9. Middle level management.

10. (i) Top level (ii) Lower level                      11. Lower level.                      12. (i) Top level

13. He is working at the lower level of management.

14. (a) Lower level                      (b) Top level                      (c) Middle level                      (d) Middle level

15. He is working at the middle level of management.

16. He is working at the lower level of management.

## G. QUESTIONS BASED ON FUNCTIONS OF MANAGEMENT

1. (i) Organising, (ii) Staffing, (iii) Controlling, (iv) Planning, (v) Organising, (vi) Directing. (vii) Staffing, (viii) Controlling, (ix) Directing, (x) Staffing.
2. Directing.                      3. Planning.                      4. Organising.                      5. Organising.
6. Staffing.                      7. Planning.

## H. QUESTIONS BASED ON COORDINATION

1. Coordination.                      2. Coordination.                      3. Coordination.                      4. Coordination.
5. Coordination is the orderly arrangement of group efforts to provide unity of action in pursuit of common purpose as it involves unifying, integrating and harmonising the activities of different departments and individuals for the achievement of common goal. Coordination ensures that activities in an organisation unites in such a way that it leads to facilitate success in an organisation.
6. Coordination                      7. Coordination                      8. Coordination
9. Coordination acts as the binding force between departments and ensures that all actions are aimed at achieving the goals of the organization.
10. (i) Integration. (ii) Balancing                      11. Coordination

## MIXED QUESTIONS

1. Management enables the organisation to provide good quality products and services, creating employment, adopting new technology, thus helping in the development of society.
2. Managers are bound to work with and through others for effective and efficient working of an organisation. They cannot achieve organisational objectives efficiently if they don't take the help of other non-managerial employees. They may not be competent enough to tackle every problem or deal with a particular situation. Thus, it is not possible always to perform all the work themselves by the managers, and they have to take help of other non-managerial employees as well.



3. Management includes process of continuous, composite, but separate functions such as planning, organizing, staffing, directing, and controlling.

This process begins with those at the top of the organisation and continues in varying degrees at almost every level of the organisation.

These inter-related steps help to achieve organisational goals in an effective manner.

That is why, management is known as a process of employing and organizing resources to accomplish predetermined objectives.

4. Management keeps adjusting to the complex and ever-changing external environment. It helps in decision making.

As it visualizes the future and the right course of action for same, sound decisions become possible.

Thus, its foresight provides judgment and vision.

5. Discipline refers to a subject, the study of which can be organized and taught.

Management is considered as a discipline because it is being continuously researched and studied. Also, it emphasizes on knowledge, diversification, theory and practice, just like any other discipline.

6. Bottom level of the management is considered as operative management. It is so because they are the ones who actually carry out the operational work in an organisation.

7. Theoretically, management functions are not connected and are studied independently. Practically however it is not possible to do so. These functions are so interrelated that they cannot be performed in isolation. Management principles are overlapping by nature. Logically, planning should precede all other functions. In reality, however, sometimes these functions are performed simultaneously. There is no rigid pattern for performing these functions.

For example, planning provides the yardstick for control. Organizing helps to decide who should do what etc and its obviously has to be planned in advance. Each function automatically blends into the other and provides inputs for other functions too.

8. Management is a composite process because it is a combination of various functions.

These functions are inter-dependent and inter-related to each other. No single function can be performed without involving other functions.

Functions of this process are popularly known as "P.O.S.D.C" where P stands for planning, O stands for organizing, S stands for staffing, D stands for directing, C stands for controlling. To achieve the desired objectives, all these functions are to be performed in a composite manner; hence management is a composite process.

9. Co-ordination refers to the orderly synchronization, harmonization and unification or efforts of the subordinates towards the achievement of a common goal.

Importance of co-ordination : (Any two)

a. Growth in size of the organisation

The need of coordination arises when the organization grows in size. Growth here means increase in number of employees. Employees with different values, experiences and objectives become part of the organization to satisfy their needs. In order to bring harmony in the organization, management has to integrate personal goals with the organizational goals through coordination.

b. Functional differentiation

The organisation is divided into different departments, sections or divisions. The need of coordination is required to ensure these units remain a part of the organisation and move towards the realization of pre-determined organisation goal.

c. Specialisation

In modern organisation diversification and complexities of technology give rise to specialisation. The organisation hire specialists who are competent to handle their jobs. They do not consult departmental heads. This often leads to conflict among specialists and departmental heads. Therefore, coordination is needed to reconcile differences to ensure unity of action to achieve organisational objective.

10. Co-ordination is not a separate function of management. It is the very essence of management. This is because :
1. In planning, co-ordination is required between :
    - a. Overall plan of the organisation and the departmental plans.
    - b. Objectives and the available resources. e.g. co-ordination between production department plans and sales department targets.
  2. In organizing, co-ordination is required :
    - a. For resources of an enterprise and the activities to be performed.
  3. In staffing, co-ordination is required :
    - a. between the skills of the workers and the jobs assigned to them.
    - b. between efficiency of the workers and compensation e.g. a C.A. should generally be given work of a financial nature.
  4. In directing, co-ordination is required :
    - a. among orders, instructions and suggestions.
    - b. between superior and subordinates e.g. a manager instructs the subordinates, motivates them and also supervises their work.
  5. In controlling, co-ordination is required :
    - a. between standards and actual performance.
    - b. between correction of deviations and achievement of objectives. e.g. if the planned target is 100 units of output and the actual output is 85 units, then corrective action is taken to ensure that plans co-ordinate with actual performance.

Thus, co-ordination is indispensable in all managerial functions.

11. Coordination differs from cooperation in following respects :

Basis	Coordination	Cooperation
1. Meaning	Coordination is an orderly arrangement of <b>group efforts</b> to	Cooperation is a <b>voluntary effort</b> of individuals to help each other.
2. Nature	Coordination is a system evolved <b>deliberately</b> by the managers.	Cooperation is an effort that arises out of <b>information relations</b> .
3. Scope	Coordination has <b>wider scope</b> as it includes co-operation.	Cooperation has a relatively <b>narrower scope</b> and helps to establish coordination.
4. Need	Coordination is an <b>essence</b> of <b>management</b> and essential for achievement of common goals. an organisation.	Cooperation is a <b>voluntary act</b> that arises out of <b>informal relations</b> with the desire to work together.
5. Managerial function	Coordination is <b>implicit and inherent</b> in all functions of an organization; hence it is also known as essence of management.	Cooperation is <b>voluntary effort of individuals</b> to work together with the intention of helping each other.

12. No good manager is not born, rather he achieves perfection and develops required skills through learning and proper training.
13. Co-ordination is the orderly arrangement of Group effort to provide unity of action in the pursuit of a common purpose. In the light of this statement, the nature of co-ordination can be explained as follows : (Any five)
- a. Integrates group efforts
  - b. Ensures unity of action
  - c. Is a continuous process
  - d. Is a pervasive function
  - e. Is the responsibility of all managers
  - f. Is a deliberate function

14. Management is an art as well as a science though an inexact science.

Art is the skillful and personal application of existing knowledge to achieve desired results.

Management is an art because like any other art, it is a systematised body of knowledge, personalised application and is based on continuous practice.

Science is a systematised body of knowledge that explains certain general truths.

Like science, management principles are derived through observation and repeated experimentation. Since management deals with human beings the outcome of these experiments are not capable of being accurately predicted. Moreover, they have to be modified according to the given situation. Hence, it is an inexact science.

### **HOTS & CASE STUDIES QUESTIONS**

1. Anything means business and non business activities.
2. Management
3.
  - a. The two concepts referred above are “efficiency” and “effectiveness.”
  - b. Mr. Joy, has considered both the aspects.
  - c. Principle of order
  - d. **Responsibility** : By taking care of one’s own responsibility and striving for achieving efficiency and effectiveness.
4.
  - a. Coordination
  - b. Cooperation, Not Individualism
  - c. **i. Cooperation** : By integrating all group efforts.
  - ii. **Unity** : By ensuring that all activities aim at accomplishments of organizational goals.
5.
  - a. **The objectives of management referred to are :**  
**Organisational objectives**  
These refer to the utilisation of human and material resources considering the interest of all stakeholders.
  - b. **Social objectives**  
These refer to the creation of benefit for various constituents of the society.  
**(If an examinee has explained survival and growth as objectives of management instead of organisational objectives, full credit is to be given)**
  - ii. **Values which the company wanted to communicate to the society are :**  
    - a. Providing employment opportunities
    - b. Development of backward regions
    - c. Concern for the environment**(or any other correct value)**
6.
  - a. Nature of management highlighted above is ‘Management is an art’
  - b. The other way in which nature of management can be explained are :
    - i. Management as science and;
    - ii. Management as profession
  - c. Principle of ‘Equity’.
  - d. **i. Good behavior in human interaction:** Because all employees working under his guidance are happy and satisfied because of his behavior.
  - ii. **Discipline/punctuality:** By rewarding the employees who come in time.
  - iii. **Responsibility:** By rewarding the employees for performing their assigned tasks.
7.
  - a. **i. Management is an intangible force**    **ii. Initiative**
  - b. **Fulfilling social responsibility/concern for the health of the employees :** By providing nutritious and hygienic lunch to all the staff and creche facility for the children of its employee’.
8. **(a) Coordination:** because production, marketing and finance departmental efforts are not coordinated for achieving organisational objectives harmoniously. As a result, the company’s profits and market share are declining.  
**(b) Importance of Coordination: 1. Growth in size:** As organisations grow in size, the number of people in the organisation also increases. They may work for cross purposes. So, coordination is needed to integrate their efforts and activities. **2. Functional differentiation:** Coordination brings unity of action among inter-dependent departments of an organisation and helps to avoid conflicts between them. **3. Specialisation:** In modern organisations, there is high degree of specialisation. So, many specialists are appointed. Coordination is required to avoid conflict between the specialists and other members of the organisation.

9. (a) Top level management  
 (b) Management is a continuous process.  
 Management process is a series of continuous, composite but separate functions— planning, organising, staffing, directing and controlling. These functions are simultaneously performed by all managers all the time.
- Organising cannot be done without planning. Organising is creation of organisational structure to implement the plans.
  - To fill the positions of organisational structure, staffing is done by putting right people to the right job. In the staffing function, the Human Resources (HR) manager has to do planning for manpower requirements, recruitment, selection, training, etc.
  - Directing function initiates action. It means execution of plans. It cannot be performed without staffing and planning.
  - Controlling function helps in future planning on the basis of past experiences. Without planning, controlling function cannot be executed in the absence of target standards.
10. Social Objective as it involves giving jobs to disadvantaged section of society.
11. **(a) Coordination:** It is the force that binds all the functions of management. It is the common thread that runs through all activities such as purchase, production, sales, finance, etc. to ensure continuity in the working of the organisation.  
 Coordination is not a separate function of management. It is the essence of management. It is implicit and inherent in all functions of management.
- Top management plans for the entire organisation.
  - According to these plans, the organisational structure is developed and staffed.
  - In order to ensure that these plans are executed according to plans, directing is required.
  - Any deviation between the actual and the standard performance is corrected at the stage of controlling.
- (b) Coordination is a continuous process. It begins at the planning stage and continues till controlling.
12. Management is a profession.
13. a. Coordinaton b. Integrates Group effort,Unity of Action, Continuous Process. c. Management is group activity.
14. **(i) Planning:** ‘Sanjana decides quantities, variety, colour and texture of all the above items...’  
**(ii) Organising:** ‘...allocates resources for their purchase from different suppliers.’  
**(iii) Staffing:** ‘She appoints a team of designers and crafts people in the company...’  
**(iv) Directing:** ‘Praising their effort, Sanjana suggested that they should keep the silk bed covers for special occasions like Diwali and Christmas...’  
**(v) Controlling:** ‘...offer the cotton bed covers on a regular basis to keep costs under control. ‘...they were more expensive than they had planned to sell.’
15. (a) The marketing manager, Nishtha helps in:
- (i) achieving the group goals by giving a common direction to the individual effort of her subordinates in achieving the target sale of 2000 laptops in a month.
  - (ii) increasing efficiency of employees by rewarding them.
- She performs all the functions of management.  
 ‘She plans the target sale of 2000 laptops per month’ – Planning  
 ‘She works with them, guiding and motivating them to achieve the target sales’ – Directing  
 ‘At the end of the month, after comparison of actual sales with the target sales she found that actual sales exceeded the target sales’ – Controlling.
- (b) Values: – Sense of achievement – Loyalty – Belongingness
16. Features of management (Any two)
- (i) MANAGEMENT IS PERVASIVE:** He asked his father to apply the same principle in this business. Management is pervasive as it can be applied to all types levels of organisations.
- (ii) MANAGEMENT IS A GROUP ACTIVITY:** There was a spirit of unity and harmony and all members supported each other.  
 Management is a group activity because it requires team work and / or coordination of individual efforts.
- (iii) MANAGEMENT IS GOAL ORIENTED:** The programme was systematically planned and executed.



Management is goal oriented as it unites the efforts of different individuals towards achieving organisational goals.

**(iv) MANAGEMENT IS MULTI-DIMENSIONAL:** Programme was systematically planned and executed.

**OR**

There was a spirit of unity and harmony and all members supported each other.

Management is multi-dimensional as it involves management of work, people and operations.

**(v) MANAGEMENT IS INTANGIBLE:** With mutual trust and belongingness...

**OR**

There was a spirit of unity and harmony and all members supported each other.

Management is intangible as it cannot be seen but its presence can be felt in the way the organisation functions.

17. (a) Company X is lacking "Coordination". In the given case, production, marketing and finance departments are acting as independent units. They are not working unitedly for achieving the goals of the organisation. Due to which, they are unable to achieve organisational goals and are blaming each other for decrease in sales and profit margin.  
(b) The following steps are suggested to bring company back on track:
  - (i) Each department must understand that coordination is the essence of management and it is needed to perform each and every function of management. Coordination will help in integrating activities of different departments to achieve the organisational goals efficiently.
  - (ii) The company should clearly communicate organisational goals to each and every department.
  - (iii) There should be complete harmony between different departments and should work together, instead of blaming each other.
18. In order to modernise the product, each management level needs to take following activities: Discuss "Major Functions of Top Level. Middle Level and Lower Level Management".
19. The company is facing problems due to lack of function of "Directing". In the given case. out of five function of management, four functions (planning, organising, staffing and controlling) have been implemented. However, the connecting and actuating link between these functions is the managerial function of directing. Directing is concerned with providing clear-cut instructions. so that there is no confusion and duplication of work. It not only provides instructions, but also includes supervising the employees, motivating them to perform more efficiently and leading them towards the achievement of organisational goal.
20. Top Level. Discuss 'Main Functions of Top level management'.
21. The organisational objective highlighted is 'Growth'. Two other organisational objectives are: (i) Survival (ii) Profit.
22. Discuss Management is a Dynamic Function'.
23. Mukesh is working at the Operational Level.
24. 'Coordination' is lacking among various departments.
25. Dinesh is working at Operational Level and Harish at Middle Level.
26. (i) Survival; (ii) 'Profit' and 'Growth'.
27. Social Objective.
28. Discuss 'Management is a group activity'.
29. (i) Management helps in achieving group goals;  
(ii) (a) Management increases efficiency; (b) Management creates a dynamic organisation.
30. Ahlcon International is efficient as it is able to produce shoes at lesser cost (by using less labour hours and inputs). However, the company is not effective as it is not able to achieve its target production. No, the company cannot succeed by being efficient only It must be effective as well as efficient to be successful in the long run.
31. Management creates a dynamic organisation.
32. Tanvir works at the Operational Level and Deepak at the Middle Level.
33. Discuss 'Functional Differentiation' given under the heading Importance of Coordination.