

# 1. Nature and Significance of Management

## Remembering and Understanding Based Questions

- Q. 1 : To meet the objectives of the firm, management of Angora Ltd. offers employment to physically challenged persons identify the organisational objective it is trying to achieve.
- Q. 2 : Name the level of management involved in :
- (i) Overseeing the activities of workers.
  - (ii) Taking key decisions.
- Q. 3 : Which function of management is known as essence of management?
- Q. 4 : Name the level of management the following posts belong to :
- (i) Purchase manager
  - (ii) CEO
  - (iii) Superintendent.
- Q. 5 : Name the function of management which injects life in the organisation?
- Q. 6 : Name the function of management, which ensures work accomplishment as per plan?
- Q. 7 : Unique Ltd. is using eco-friendly method of production. Identify the objective it is trying to achieve.
- Q. 8 : Which function of management is considered as the base of all other functions?
- Q. 9 : Which function of management ensures issuing of instructions and orders and also motivates the employees?
- Q. 10: Which function of management establishes authority/responsibility relationship.
- Q. 11: Bhuvan is the manager of northern divisor of a large corporate house. At what level does he work in the organisation? What are her basic functions?

## HOTS (Higher Order Thinking Skills) and Application Based Questions

- Q. 1 : “ An organisation is a collection of diverse individuals with different needs.” which characteristics of management are highlighted in this statement?
- Q. 2 : “A business needs to add to its prospects in the long run.” Identify the organisational objectives highlighted in this statement. Explain other two objectives under this categories.
- Q. 3 : Your father wants you to do MBA before joining family business. What does this show about the nature of management?
- Q. 4 : Dominos Pizza’s keep introducing new variety of Pizzas in its menu. Which characteristics of management is highlighted in this? Explain any other two characteristics of management.
- Q. 5 : ABC Ltd. is facing a lot of problems these days. The company’s profit margin is declining day by day. The production manager is blaming marketing management whereas marketing is blaming production department for not maintaining the quality. Finance department is blaming both. What quality of manager do you think is lacking? Explain it briefly.

## Case Study and Value Based Questions

- Q. 1 : Three groups of employees of Bhuvan Ltd. are working at different levels. The first group is responsible for survival and growth of organisation with a view of coping with changes

going on in the business environment. This group prefers to include the changes immediately in the plan.

The second group explains the policies of superiors with the employees and try to develop the feeling of cooperation among all the departments.

The third group is responsible for maintaining quality and safety standards and minimising wastages.

(i) Identify the levels of management described in above para by quoting the lines.

(ii) State any two functions of each type.

Q. 2 : After every three months Mrs. Mansi offers new scheme to its distributors and agents. She tries her best to bring changes keeping in mind the needs and wants of customers and incentives offered by competitors. This gives first mover advantage to Mansi and edge over the competitors.

Q. 3 : During festival season Bhuvan and Mansi Ltd. received a new order of 10,000 mobile phones to be delivered in 10 days, failing which the contract will be null and void. To complete this production manager planned to outsource the production so that order could be delivered on time. The outsourcing resulted in increase in cost by 30%.

(i) Do you think the production manager performed duties effectively and efficiently?

(ii) Give any two points of difference between effective and efficiency.

Q. 4 : Vivo Mobile aims to produce 20,000 mobiles in 2017. To achieve this target production department strives for timely production, finance department agreed for timely release of funds, purchase agreed for timely supply of raw materials and sales department agreed to take all possible steps to sell them. Due to combined efforts of all the departments, company can achieve its target.

(i) Which characteristic of management is highlighted in above para?

(ii) Which importance of management is highlighted here?

(iii) Which other aspect of management helps the Vivo Mobile Ltd. to achieve its objectives.

Q. 5 : The management of Amaira Ltd. strongly believes that the members of the organisation should work towards fulfilled the common organisational goals. The requires team work and integration of efforts of all individual departments and specialists. This is because all the individuals and departments depend on each other for information and resources to perform their respective activities. Manager needs to reconcile differences in approach, timing, efforts and interest. At the same time it should enable all its members to grow and develop. Thus, there is a need to harmonise individual goals and organisational goals.

(i) State the concept of management discussed above.

(ii) State any three features of the concept identified in above para.

(iii) State value referred in above para.

Q. 6 : The manager of Alpha Ltd. is very efficient and effective and makes sure all the employees and workers in his team perform the task with minimum cost. His main focus is on cost cutting so he never listens to the demand of workers for increasing wages. He even gives no opportunity to worker for promotion. As a result workers started becoming frustrated and disheartened all the time.

(a) Which objectives of management could not be achieved by the manager.

(b) State other two objectives of management.

(c) State any one value ignored by the manager.

Q. 7 : In an organisation sales department wants to increase the sale by 20% so sales department planned to offer extra discounts to customers. Finance department raised objection on it as they say it will result in loss of revenue and company may face liquidity problem.

1. Name the importance of coordination referred here.
2. State other two importance of coordination.

Q. 8 : A group of people believes that management is a systematic body of knowledge that explain certain general truth and is based on logical observation.

Identify and explain the nature of management discussed in above case.

Q. 9 : Management of Alpha Ltd. has installed a special recycling plant to recycle the waste instead of dumping the waste in ground. It is also providing employment oppurtunities to local residents. Company started a school nearby for the children of their employees.

(i) Identify the objectives company is fulfilling.

(ii) Quote the lines from above para which indicate those objective.

Q. 10: 'Sonu Nigam' the famous playback singer always spends time for practice and adds his creativity in his singing.

Like Sonu Nigam, Mr. Rajiv, manager of Headlines Ltd. uses his creativity and practice management principles under different situations to manage the business. The employees are happy and satisfied as he every day reward employees for their punctuality and efficiency.

(a) Identify the nature of management highlighted above.

(b) Name other two aspects of nature of management.

(c) Identify the values followed by Mr. Rajiv.

## 2. Principles of Management

### Remembering and Understanding Based Questions

- Q. 1 : An organisation is following the principle of scalar chain and principle of equity. What are the positive effects of these principles ?
- Q. 2 : In a company there are four departments for finance, marketing production and human resource development. Identify the principle of management used in the company.
- Q. 3 : Which principle of Fayol cannot be applied when organisation is following technique of functional foremanship?
- Q. 4 : Which principle of management is violated in following situations:
- (a) When a worker receives orders from more than one boss?
  - (b) When the employee is given responsibility to achieve target production of 500 units with no authority to access over raw materials?
  - (c) When worker is wasting time in search of tool box in the organisation?
  - (d) When manager grants one month medical leave to a supervisor with pay and only one week medical leave to accountant?

### HOTS (Higher Order Thinking Skills) and Application Based Questions

- Q. 1 : Fayol points out the danger and cost of unnecessary labour turnover in one of his principles of management. Name that principle.
- Q. 2 : 'A manager should replace "I" with "we" in all his conversation to encourage team spirit.' Identify the principle of management emphasised here.
- Q. 3 : Hina and Hitesh are typists in a company having the same educational qualifications. Hina is getting Rs. 3000 per month and Hitesh Rs. 4000 per month as salary for the same working hours. Which principle of management is violated in this case? Name and explain this principle.
- Q. 4 : The production manager of Bharat Ltd. instructs a salesman to go slow in selling the products whereas the marketing manager is insisting on fast selling to achieve the target. Which principle of management is being violated in this case? State anyone consequences of violating this principle.
- Q. 5 : Purchases manager of ABC Ltd. gave order to supply raw material @Rs 1000 per quintal to his relative whereas same quality raw material is available @Rs 900 per quintal by another supplier. This is violation of which principle of management? Explain that principle.
- Q. 6 : Bhuvan Ltd. was engaged in business of garment manufacturing and selling its products under a popular brand. The demand for their product was increasing. In order to keep the market share in short run, the company directed its existing workforce to work over time but this resulted in many problems. Due to increase pressure of work the efficiency of workers declined. Sometimes workers worked under more than one superior. The departments which were producing one product were asked to produce more than one type of products. This resulted in lot of overlapping and wastage. The workers were becoming indisciplined. The spirit of team was also reducing. Workers were feeling cheated and their morale was declining. The quality of garments started declining and market share decreased. Based on this case answer the following questions :
- (a) Identify which principles of Henry Fayol violated in above case.
  - (b) Explain these principles in brief.
  - (c) What steps should be taken by company to restore its reputation?

### Case Study and Value-Based Questions

- Q. 1 : A sales person is asked to finalize a deal with customer. The marketing manager allows

him to give a discount of up-to 10% but the Finance Manager allows him to give discount of upto 25%. Which principle is violated here?

- Q. 2 : Principles of Taylor and Fayol are mutually complementary. One believed that the management should the gain with the workers while the other suggested that employees compensation should depend upon the earning capacity of the company and should give them a reasonable standard of living. Identify and explain the principles of management by Taylor and Fayol referred to in para?
- Q. 3 : A manager should have the right to punish a subordinate for wilfully not obeying a legitimate order but only after sufficient opportunity has been given to his/her case. Identify the principle of management highlighted here.
- Q. 4 : Fayol insists that good sense and experience are needed to ensure fairness to all employees who should be treated as fairly as possible. Identify the principle of management.
- Q. 5 : Voltech Ltd. is engaged in producing electricity from domestic garbage. There is almost equal division of work and responsibility between workers and management. The management even takes workers into confidence before taking important decisions. All the workers are satisfied as the behaviour of management is good.  
(a) State and explain briefly the principles of management described in above para.  
(b) Identify the value which the co. wants to communicate to the society.
- Q. 6 : 90% staff of 'Work Well Ltd.' consists of male employees. The female employees are employed for very basic jobs like receptionists etc. The management is of opinion that female employees cannot contribute at par with male employees. They pay much lesser salaries to female staff despite the fact that they work for same number of hours.  
(a) Name the principles of management that is being violated here.  
(b) State the values ignored by management of Work Well Ltd.(Any Two)
- Q. 7 : Production manager of Beta Ltd. took special care of the interest and ability of his subordinates while distributing work among them. He was of the firm opinion that a worker should be given one work again and again so that the workers were not doing their job quickly. On enquiry, he learnt that the workers worked non-stop which main cause of their slow speed. He immediately issued an order that during their working hours, the workers will have an interval to take rest.  
(a) State the principle of management followed here? Explain.  
(b) Which technique of scientific management is indicated in above para? Give reasons.
- Q. 8 : Nowadays in schools, students or parents can file complaints or requests to the respective class teachers and if needed class teacher may discuss the issue with head of department followed by vice-principal and if the issue is extremely serious it may taken to the principal. Which principle of management is indicated here? Explain it with its exception.
- Q. 9 : In your school, you observe that books are kept in office, chalks in the library and administrative files in the staff room:  
(a) Which principle of Fayol is violated in this.  
(b) As a manager what steps will you take to rectify the situation?
- Q. 10: Tina and Anshu completed their MBA and started working in a multinational company at the same level. Both are working hard. Anshu has the habit of backbiting and wrong reporting about his colleagues to impress the boss. All the employees in the organisation know about it. At the time of performance appraisal also Tina's performance was rated better than Anshu. Even then their boss decided to promote Anshu stating that being a female, Tina will not be able to handle the complications of higher post.  
(a) Identify and explain the principle of management that was not followed by this company.  
(b) Identify the values being ignore.
- Q. 11: In one of his principles, Taylor suggested that job performance should be based on scientific enquiry and not on will/wish or personal intuition of manager?  
(i) Name that principle.

(ii) What values can be followed by using this principle?

- Q. 12: In one of the principles of scientific management, Taylor emphasis that there should be equal division of work and responsibility between workers and management and management should work almost side by side with workers helping them:
1. Identify the principle.
  2. State any other two scientific principles.
- Q. 13: The management and workers have entered into an agreement that workers will do overtime to cover up losses of the company. In return the manager will increase the wages but management later refused to increase the wages. Name the principle related to above situation.
- Q. 14: The production department of Alpha Ltd. was not performing well on detailed analysis, it was observed that the workers of that department were overburdened. They were forced to work for longer hours without any break. So the management planned to replace the production manager. They appointed Mr. Hari as the new Production Manager. He observed the average worker and note down their times. He noted down the time they worked and the time they required to be fresh to join back the work. Based on this observation, he set the break intervals for workers. He gave small breaks to workers to recharge their energy.
- (i) Name and explain the technique of scientific management used by Mr. Hari.
  - (ii) State the value which Mr. Hari wants to communicate to the society by allowing rest intervals to workers.
- Q. 15: One of the principles of Scientific management emphasizes to make the employee efficient, by training the workers. It further insists that each employee must be scientifically selected and work assigned to employees should suit their physical, mental and intellectual capabilities.
- (i) Name and explain the principle of scientific management involved in above case.
  - (ii) Name the value emphasized by this principle.
- Q. 16: In the staff meeting the principal of the school raised objection that teachers start the teaching after 5 to 10 minutes in third floor classes. He warned them as students are complaining about this. The teachers explained the principal that when we climb steps from ground to third floor. We get some tiredness and need 5 to 10 minutes rest before starting the lecture. The principal planned to install a lift in a school so that teachers do not waste their energy on wasteful activity of climbing steps.
- (i) State the techniques of scientific management used by principal.
  - (ii) State any other technique of scientific management.
- Q. 17: In a factory the toolbox was kept under the table of every worker, whenever worker needs tools he had to bend tape out tool from tool box and keep it back after use. The newly appointed supervisor observed it and suggested to keep a stool near every worker's chain where toolbox can be placed so that workers do not waste their energy in bending again and again.
1. Which technique of scientific management is used by New Supervisor.
  2. State the objective of motion study.
- Q. 18: Mr. Mukesh used to manufacture shoes by employing labour who were easily available when his son after completing his MBA joined the business, he analyzed that if we use capital intensive method by using a machine it will reduce the cost and the quality of shoes will also improve.
1. Which technique of Scientific management is used by his son.
  2. What is the objective of that technique.
- Q. 19: Mr. Kapoor, Finance manager of ABC Ltd. applied for leave to attend a family function in Amritsar. The director of the company requested him to cancel his leave as there is an important meeting schedule on that date. Mr. Kapoor immediately agreed and cancelled his trip as he thought attending meeting is more important for company's benefit.
1. Which principle of Fayol is applied by Mr. Kapoor?
  2. Explain that principle.
- Q. 20: The manager of ABC Ltd. asked his workers to work overtime to increase the production

and earn more but he did not paid extra wages to workers for extra time worked. The workers started feeling dissatisfied and stop contributing maximum.

1. Which principle of Fayol is violated in the above case
2. Explain that principles.

Q. 21: Mr. Rajiv is the owner of 'Laxmi Dairy'. He is producing various milk products. He always tests various ways of producing different products and chooses the best and most economical way of production. He is also very particular about fixing a place for every thing and he makes sure that all the employees are given a fixed place so that there is no wastage of time and delay in production.

1. Which technique of scientific management is applied by Mr. Rajiv?
2. Which principle of Henry Fayol is followed by him?

Q. 22: Mr. Rajiv the senior manager of Unique enterprise considered himself very wise and used to talk all the decisions himself without consulting the employees, he never used to help any one nor be used to take help of anyone. The employees of unique enterprise were not working efficiently and company's profit margin started declining to tackle the problem, the company appointed a new manager from IIM Bangalore. The new manager after joining made a policy that all the decisions will be taken after consulting employees in the meeting. All employees must give some suggestions and best suggestions will be rewarded with financial and nonfinancial incentives. This policy had a very positive effects on company.

1. State the principle of Henry Fayol used by new manager.
2. State the technique of scientific management related to above case.

Q. 23: In a school principal makes sure that every instruction, order or information given by him must be passed to vice-principal then Head of the department and then to teachers and students must be informed by respective teachers only. He never allows teachers to directly communicate with him.

1. State the Principle of Henry Fayol followed by the school principal.
2. In case of emergency which concept of Scalar Chain can be used by teacher to pass urgent message directly to principal.

### 3. Business Environment

#### HOTS (Higher Order Thinking Skills) and Application Based Questions

- Q. 1 : If new products are introduced in market by new technique, which type of environment is indicated by it?
- Q. 2 : The project of Nano car reestablished in Gujarat is indicated by which factor of environment?
- Q. 3 : The Finance Minister reduced the repo rate to overcome recession. This is related to which dimension of business environment?
- Q. 4 : ABC Ltd., a book publishing house published books on various subjects based on CCE pattern before any other publishing house could print it. What advantages will this publishing house get?
- Q. 5 : The sale of greeting cards, sweets, chocolate, etc. increases in India during Diwali, Id, Guruparv and Christmas. Name the dimension of environment related to this.

#### Case Study and Value-Based Questions

- Q. 1 : "It may be difficult to know the extent of the relative impact of the social economic, political, technological or legal factors on change in demand of a product in the market." Which feature of business environment highlighted by this point?
- Q. 2 : Naman and Govind after finishing their graduation under vocational stream decided to start their own travel agency which will book Rail Tickets and Air Tickets on commission basis. They also thought of providing tickets within ten minutes through the use of internet. They discussed the idea with their Professor Mr. Mehta who liked the idea and suggested them to first analyse the business environment which consists of investors, competitors and other forces like social, political etc. That may affect their business directly or indirectly. He further told them about the technological improvements and shifts in consumer preferences that were taking place and hence they should be aware of the environmental trends and changes which may hinder their business performance. He emphasised on making plans keeping in mind the threat posed by the competitors, so that they can deal with the situation effectively. This alignment of business operations with the business environment will result in better performance.
- (i) Identify and state the component of business environment highlighted in the above Para.
- (ii) State any two feature of business environment as discussed by Professor Mehta with Naman and Govind.
- (iii) Also state two points of importance of business environment as stated by Professor Mehta in the above situation.
- Q. 3 : Identify the type of dimension of environment to the following are related:
- (i) Banks reduces the interest rate on house loans.
- (ii) No. of working women is increasing.
- (iii) Reservation of Tickets by Internet.
- (iv) Prohibition of alcohol bevarages to be advertised.
- (v) Winning of Aam Aadmi Party has built up confidence in economically weaker section people.
- Q. 4 : Government of India is seriously thinking to allow oil marketing public sector, undertaking to fix their own price for petrol and diesel.
- (i) Name the economic reform related to this decision of government.
- (ii) Name other two reforms recommended in new economic policy.
- Q. 5 : Recently many companies have planned for significant investment in organised retailing in India. Various factors which have encouraged companies to take these decisions are customer income is increasing, rise in standard of living of people. People are ready to



pay high price for quality goods, government policy of liberalisation regarding MNC entry and FDI, etc.

- (a) Explain briefly changes in business environment under different heads that have facilitated the companies' decision to plan significant investment in retailing.
- (b) What has been the impact of these changes with regards to globalisation and privatisation?

Q. 6 : The court passed an order that all school must have water purifier for the school children as :

- (i) Society in general is more concerned about quality of life.
- (ii) Innovative techniques are being developed to manufacturer water purifier at competitive rates.
- (iii) Incomes are rising and children at home are also drinking purified water. The government is also showing positive attitude towards the water purifier business.

Identify the different dimensions of business environment by quoting from the above details.

Q. 7 : After winning the election, Prime Minister Mr. Narendra Modi launched a Campaign of 'Swachh Bharat' and invited various celebrities to be a part of this abhiyaan. This spread awareness among the people in society and in general, people started becoming more careful and aware about the cleanliness around their area. To continue its impact, a new service tax for Swachh Bharat was also started. The government is planning to import new and better technology to adopt new methods of treating the garbage and waste. State the various dimensions of business environment mentioned in the above para quoting the lines from the above para.

Q. 8 : 'Mamta Rice Food Ltd.' is a well known rice producing company. The sales have been falling down from the beginning of the year. The managing director MR. Bhuvan is worried about this situation. With a view to find out the solution of this problem he made a team to find out the reasons for the downfall of sales. The team conducted the survey and gave following four reasons for the downfall of company's sale.

- (i) On account of increase in export duty made by the government, the foreign demand has gone down.
- (ii) Due to availability of other eatable substitute the taste of people is diverted from rice.
- (iii) The competitor's imported new technology machine and are producing better quality rice.
- (iv) Due to strain with neighbouring country's government and our country's government export is effected.

Identify the dimension of Business Environment discussed in the above case.

## **Unit-I; Combined Case Studies (Based on Chapters 1, 2, 3)**

- Q. 1 : X Ltd was manufacturing water heaters. In the first year of its operations, the revenue earned by the company is less. The company analysed the reasons of less revenue. After analysing the company decided.
- (a) to reduce the labour cost by shifting the manufacturing unit to a backward area where labour was available at a very reasonable rate.
  - (b) to start manufacturing solar water heaters and reduce production of electric water heaters slowly.
    - (i) Which functions of management are indicated here?
    - (ii) Which dimension of business environment is applied here?
    - (iii) State any two values which the company wanted to communicate to the society.
- Q. 2 : XYZ Ltd. Co., manufacturing cosmetics and enjoying a predominant position in the industry has grown in size. Its business was very good till 1991. But after that new liberalized environment has seen the entry of many MNCs. In this sector with the result that market share of XYZ has declined. The company followed a very centralised business model with directors and divisional heads making even minor decisions.
- (a) Which function of management is being indicated here?
  - (b) What dimension of environment is implicit in this case? Indicate by quoting the lines from above para.
- Q. 3 : Meera, Chairperson of Sunshine Ltd. feels that she is only responsible for the successful management of company because other persons are working accordingly to the plan and policies framed by top level management only.
- (a) Do you agree with her belief?
  - (b) Which feature of management is lacking here?
  - (c) Which principle of management is being ignored here? Explain briefly.
- Q. 4 : A. R. Rahman is the first Indian to win the 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. Rahman, Nandan, a general manager in Expert Sales Ltd. uses his knowledge of management in a unique, and different manner and all the employees working under his guidance are happy and satisfied. He rewards the employee who came to office in time.
- (a) Identify the nature of management highlighted above. Give reason.
  - (b) Which Principle of Management is reflected by Nandan's Behaviour?
  - (c) Which value does Nandan want to inculcate in his employees?
- Q. 5 : Mr. Singh owner of leather garments factory sends his marketing head to Europe every quarter to understand the changes in fashion. This helps to prepare his latest range in line with customers' demand and expectations.
- (a) Identify the characteristic of management indicated here?
  - (b) Which dimension of business environment is indicated here? Give any two impacts of it on business.
- Q. 6 : Mr. Bali the production manager of Classic Ltd. is successful running his department. He has created such an environment that no one becomes hurdle in anybody's work, but all of them are ready to help each other. Mr. Bali has been observing a change in market for last few days. In the past they used to produce goods according to their will and with a little bit of effort could sell them. But now they have to produce goods as desired by the people. When Mr. Bali investigated to know the reasons for this change, he came to know that on account of positive policies of the government, running the business had become easy. Due to this, several new people had entered the business. Consequently, competition has increased and now the control of the market had slipped, out of the hands of producers into the hands of customers.
- (a) Identify the concept of management described here? Give two points of its importance.
  - (b) Identify the business environment dimension and the concept there of.

- Q. 7 : The government has been watching for some time that the performance of industry in Public sector is not coming up to the level of standardisation. Several efforts have been put in, but because of no improvement in it, the government decided to increase the role of Private Sector in some areas of Public sector. This would bring about improvement in the level of performance. The reason for the government to make this decision was that the different departments of an industrial unit in Public sector do not work with each other. The situation in private sector is entirely opposite to it.
- (a) Identify the concept of management which shows the failure of public sector. Give its importance also.
  - (b) Which concept of business environment has been described in above case? Identify it and give its meaning.
- Q. 8 : Mr. Singh is working as the General Manager, a chain of hotel keeping a watch over the business environment is included in his routine. For the last few days Mr. Singh has been observing that the government taking special interest in Tourism Industry. The receipt of foreign exchange and employment promotion are its reasons. On the basis of this news he decided to set up hotels at several tourist places. They established several hotels before other companies considered this issued. Very soon, Their hotels became well-known in the market. Behind the fame of this company another reason was that this company was giving its employees not only the responsibility but also the authority of completion of work. The environment being to their liking now they has started meeting their managers with the latest ideas, which are taken by the company.
- (a) Identify the importance of business environment described here by quoting the relevant lines.
  - (b) Identify the principles of Management being used in the Company.
  - (c) On which level is Mr. Singh working. Write any two more function performed at that level.

## 4. Planning

### HOTS (Higher Order Thinking Skills) and Application Based Questions

- Q. 1 : Name the type of plan which serves as guide for overall business planning and define the end result which organisation strives to achieve. Also give difference between this plan and policy.
- Q. 2 : 'ABC Ltd.' decides to advertise their product on T.V. and radio. What types of plan should it prepare?
- Q. 3 : 'Infosys Ltd. decided to give 20% of jobs to women'. What type of plan is it? Explain this plan.
- Q. 4 : What type of plan is defined as long range blue print of an organisation's desired image, direction and destination?
- Q. 5 : A firm wants to increase its sales by 25% for the coming year. Which type of plan is involved in it?
- Q. 6 : Name the type of plan in which minutest details are worked out, i.e., procedure, rules, budgets, etc.
- Q. 7 : "Swachh Bharat Abhiyaan" started by government of India is an example of which type of plan? Explain it.

### Case Study and Value Based Questions

- Q. 1 : In Chak De movie, Shahrukh Khan becomes the coach of the girl's hockey team. He knows that he has to prepare the girls for the international hockey matches and win the cup. For this he prepares a long term plan and thinks of ways of how to beat the opponent team. He coaches the girls to play in different ways like defensive, offensive, etc. At the outset of the match, he explains who will open the match, and how the ball will be passed by one player to another step by step. Identify all the types of plans mentioned above. State them along with lines which refer to them in the above paragraph.
- Q. 2 : Bhuvan Ltd. is a garment manufacturing company, the company regularly scan business environment and constantly adapts itself to the changes in environment. With all these efforts also it became difficult for company to foresee future trends. Competition in the market affects the financial plan of the company, sales targets have to be revised which in turn affect the cash budget.
- (i) Name and explain the limitation of planning highlighted in the above para.
- (ii) Identify the two types of plans mentioned in above para.
- Q. 3 : An electronic company is facing a problem of declining market share due to the increment competition from other new and existing players in the market. Its competitors are introducing lower price models for mass consumers. Who are price sensitive? For quality conscious consumers company is introducing new model with added features and new technological advancements.
- (i) Prepare a model business plan for this company. Specify which type of plan you are preparing.
- (ii) Identify the limitations of such plans.
- (iii) How will you remove these limitations?
- Q. 4 : Palvinder, is working as a supervisor in Alpha Ltd. To achieve the target he wants to try a new method and different way of allocating the work. His superior did not permit him and forced him to do the work strictly as per the plan.
- (i) Name the limitation of planning indicated in above case.
- (ii) Name the value overlooked by Palvinder's superior.
- Q. 5 : The management of ABC Ltd. set up the target of selling 10,000 units per week and made

all their plans based on this target. But due to change in technology adapted by competitors which reduced the cost, the ABC Ltd. could not achieve their target.

(i) Identify the limitation of planning discussed in the above para?

(ii) State any two limitations.

Q. 6 : ABC Ltd. announced a plan that nobody would smoke in the organisation premises and they further added that certain penalty will be imposed on employees, overlooking this.

(i) Name the type of plan related to above para.

(ii) Name the feature of that plan.

(iii) Name the values emphasized by the company.

Q. 7 : Alpha Ltd. has a plan of increasing profit by 20%. The company spent lot of time and money to frame and implement this plan. The competition start increasing, so it could not change its plan to beat its competitors because huge amount of money is already spent. The plan failed and company suffered huge loss.

State any two limitations of planning.

## 5. Organising

### Remembering and Understanding Based Questions

Q. 1 : “An organisation is manufacturing medicines, cosmetics, textiles and soaps.” What kind of organisational structure is suitable for this organisation and why?

### HOTS (Higher Order Thinking Skills) and Application Based Questions

Q. 1 : The number of subordinates that can be effectively managed by a superior refers to which aspect of management?

Q. 2 : Bhuvan, Rishab and Piyush have decided to start a business of manufacturing toys. They identified the following main activities which they have to perform:

- |   |                             |
|---|-----------------------------|
| (i) Purchase of raw materials                             | (ii) Purchase of Machinery  |
| (iii) Production of toys                                  | (iv) Arrangement of finance |
| (v) Sale of toys  |                             |
| (vi) Identifying the areas where they can sell their toys |                             |
| (vii) Selection of employees                              |                             |

In order to facilitate the work they thought that four managers should be appointed to look after:

- |                |             |               |               |
|----------------|-------------|---------------|---------------|
| (a) Production | (b) Finance | (c) Marketing | (d) Personnel |
|----------------|-------------|---------------|---------------|

(A) Identify the function of management involved in the above mentioned para.

(B) Quote the lines from the above para which help you in identifying this function.

(C) State the steps followed in the process of this function of management.

### Case Study and Value-Based Questions

Q. 1 : Vimal Cloth Ltd. was manufacturing only fabrics. After having great success in fabric business the directors of Vimal Cloth Ltd. acquired three new manufacturing units and started selling multi-products in market. (Electronics, Mobile phone, Cements) They decided that an individual who has capability and competence to handle responsibility would head each unit. The vacant position will be filled by women candidate only.

(a) State the type of organisation structure Vimal cloth Ltd. have followed as a producer of single product.

(b) Suggest which type of organisational structure Director must adopt now and explain its advantages.

(c) Identify the value which have been communicated in this paragraph.

Q. 2 : The Principal of ABC Public School ordered the staff that they will be allowed to sit in the staffroom situated in their block. No teacher will be allowed to sit in another staffroom. During school's hours, teachers can meet teachers of their department only for work related matters. He wants each teacher to strictly work as per rules and directions given by him.

(a) Identify the type of organisation in this and state disadvantages of such organisation.

(b) State the value violated in the above case.

Q. 3 : Vishal is production manager in an auto company. He held a meeting with production unit including supervisor, foreman and employees. He sets the target to produce 1000 units in one month and assures them to give full co-operation. He delegates powers to operational level to achieve the targets in the time.

(a) Identify organisational activity which Vishal communicated to his subordinates and explain its benefits.

(b) Identify the value involved in above case.

Q. 4 : Manager of XYZ Ltd. is over burdened with routine work and is unable to concentrate on

its objectives and other important issues of the firm. To solve this problem which management concept should be followed by manager? Also explain the related function.

- Q. 5 : "The responsibility of a firm should be divided among various levels such as top level, middle level, and lower level". Identify the concept of management function and state its importance.
- Q. 6 : Samir Gupta started a telecommunication company, 'Donira Ltd.' to manufacture economical mobile phones for the Indian rural market with 15 employees. The company did very well in its initial years. As the product was good and marketed well, the demand of its products went up. To increase production the company decided to recruit additional employees. Samir Gupta, who was earlier taking all decisions for the company had to selectively disperse the authority. He believed that subordinates are competent, capable and resourceful and can assume responsibility for effective implementation of their decisions. This paid off and the company was not only able to increase its production but also expanded its product range.
- (a) Identify the concept used by Samir Gupta through which he was able to steer his company to greater heights.
- (b) Also explain any three points of importance of this concept.