



BUSINESS STUDIES

BOOKS - SHREE RADHEY PUBLICATION

BUSINESS STUDIES (HINGLISH)

ORGANISING

Question Answer

1. 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.



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2. Ramdas, aged 49 is working in an aviation company. He is the senior most employee in his division. He is even senior to the division manager, Kanaputti. Ramdas is considered one of the most committed, capable and hard-working employees. As a result of his abilities and seniority, he generally received the work assignments of his choice. Although there was no formal designation of various 'special' projects assigned to Ramdas, he handled them as a matter of routine. A problem developed when an able and intelligent person

Nagarjuna, aged 33, was appointed by Kanaputti. Nagarjun's previous three years' experience in the closely related work, made it possible for him to catch on to the routine work of his new job more rapidly than was customary for a new employee. On several occasions, Kanaputti noticed the tension developing between the two employees. However, he didn't want to get involved in their personal issues as long as the work was completed effectively and efficiently by them. One day, the tension between them reached the boiling point and Ramdas complained to

Kanaputti stating that his duties were being largely taken over by Nagarjun. Kanaputti issued the order stating the clear allocation of the jobs and related duties between the two. He further clarified the working relationship between them by specifying who was to report to whom. This helped in reducing the workload, enhancing productivity and removing ambiguity.

1. Identify and state the step of organising process which has not been carried out properly and contributed to this problem.
2. State the two steps of the organising

process which have been taken by Kanaputti to respond to the complain of Ramdas.

3. Also state two points of importance of organising as reflected in the above case.



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Case Study

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.



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2. A company is manufacturing washing machines. There is a well-defined system of jobs with a clear and definite authority, responsibility and accountability in the company. But people are not allowed to interact beyond their officially defined roles. As a result, the company is not able to adapt to the changing business environment. The workforce is also not motivated due to lack of social interaction. The company is facing

problems of procedural delays and inadequate recognition to creative talents.

(i) Suggest how the organisation can overcome the problems faced by it.

(ii) Give any two benefits it will derive from your suggestion.



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3. Aman Chadha started 'Bulls Eye' a company for providing cyber security solutions to businesses. Its objective is to prevent, detect

and respond to cyber attacks and protect critical data. He was a hardworking software engineer and an expert in cyber security. His reputation grew by leaps and bounds as he was not only a person of integrity but also did his work with utmost honesty and sincerity. The business started growing day by day.

He was delighted when he was offered a big project by the Ministry of Defence. While working on the project, he found that the volume of work made it impractical for him to handle all the work by himself. He decided to expand the team. The company maintained a

close liaison with a local engineering college.

During a campus placement, Ishan and Vrinda were appointed to work for the new project.

He found the new employees capable, enthusiastic and trustworthy. Aman Chandha was thus, able to focus on objectives and with the help of Ishan and Vrinda, the project was completed on time. Not only this, Aman Chadha was also able to extend his area of operations. On the other hand, Ishan and Vrinda also got opportunities to develop and exercise initiative.

(i) Identify and briefly explain the concept used

by Aman Chadha in the above case which helped him in focusing on objectives.

(ii) Also, state any four points of importance of the concept identified in (i) above.



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4. At Alpha Ltd. All expenses bills of employees are processed by general manager himself. He feels quite overburdened. He decided to delegate this work to deputy general manager. But after sometime the deputy general

manager, disperses this authority to various levels throughout the organisation. Now all bills for travelling are processed through respective department supervisor.

Name the concept of management highlighted in above case before and after delegating the authority



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5. 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, 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.



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Exercise

1. State any three advantages that a functional structure offers to an organisation.



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2. State any three points which highlight the importance of delegation for an organisation.



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3. What is meant by span of management?





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4. Which organisational structure is suitable for a multi-product manufacturing company?



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5. Which organisational structure is suitable for a uni-product manufacturing company?



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6. Out of formal and informal organisation, which is dependent upon which?



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7. How informal organisation is created?



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8. Name the organisation in which employees are allowed to communicate freely and there

are no rules and regulations.



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9. Distinguish between formal and informal on the basis of purpose.



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10. Name the concept which reduces the work load of a manager.



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11. Define span of control.



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12. Define job description.



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13. In ABC Ltd. All the decisions are taken by top level management only. Which policy is

followed by the organisation? Explain the drawback of this organisation.



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14. Which of the following is the ideal situation?

(i) Authority $>$ Responsibility

(ii) Authority = Responsibility

(iii) Authority $<$ Responsibility



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15. Whether decentralisation increases the importance of subordinates or reduces it?



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16. If responsibility is more than the authority. What would be its impact on working of an organisation?



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17. What is the objective of decentralisation?



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18. What type of structures can a formal organisation have?



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19. Name the type of organisation in which (a)
Friendly relationship exists among members

(b) Official relationship exists among the members.



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20. 'Delegation of authority is based on elementary principle of division of work".

Explain



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21. 'An organisation is manufacturing medicines, cosmetics, textiles and soaps'. What kind of organisational structure is suitable for this organisation and why?



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22. 'Authority can be delegated but accountability cannot be'. Explain.



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23. How does informal organisation support the formal organisation?



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24. 'A manager is of the view that he is not responsible for the quality of work that he has delegated to his subordinate.' Do you agree with this viewpoint? Justify your answer by giving proper arguments.



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25. The directors of Narmade Ltd. Have asked their marketing manager to achieve a target sale of 100 units per day. The marketing manager has delegated the task to his deputy sales manager working under him. The deputy sales manager could not achieve the target. Who is responsible for non-completion of task? Explain in brief the relevant principle related to this case.



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1. National Vritech Ltd. Has grown in size. It was a market leader but with changes in business environment and with the entry of MNCs, its market share is declining. To cope up with the situation CEO starts delegating some of his authority to the General Manager, who also felt himself overburdened and with the approval of CEO disperses some of his authority to various levels throughout the

organisation. Identify the concept of management discussed above.



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2. State whether the principle of Scalar Chain is followed in informal organisation or not?



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3. State whether functional organisation is based on products. Draw the chart of a

functional organisation.



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4. What would be the effect of no delegation of work?



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5. Name the process of entrusting responsibility, authority and creating accountability of the person whom work has

been handed over. Explain the importance of this process.



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6. State the relationship between authority, responsibility and accountability .



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7. What should growing company adapt-centralised or decentralised policy?



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



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9. Grouping of jobs of similar nature and organising these jobs as separate departments creates a particular types of

organisational structure. Name that type of structure and explain any two advantages and disadvantages of that structure.



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10. Is organisational structure essential to provide relationship between various positions in the organisation?



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11. State any one objective of organising.



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12. Kiran Industries is a company manufacturing office furniture. The company chose to diversify its operations to improve its growth potential and increase market share. As the project was important, many alternatives were generated for the purpose and were thoroughly discussed amongst the

members of the organisation. After evaluating the various alternatives Sukhvinder, the Managing Director of the company decided that they should add 'Home Interiors and Furnishings' as a new line of business activity.

(a) Name the framework, which the diversified organisation should adopt, to enable it to cope up with the emerging complexity? Give one reason in support of your answer.

(b) State any two limitations of this framework.



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13. Shan Spices Ltd.' is the manufacturer of different food specific like Rajmas Masala, Cholley Masala, AalooParantha Masala, etc. Mr. Raghav, the owner of the company has created different departments for purchase production, marketing, finance and human resource. There are thirty employees working in the organisation. Planning is of paramount importance to the company as Mr Raghav believes that effective planning leads to achievement of organisational objectives. So in order to make employees focus on

objectives, he issued instructions that during working hours only official matters will be discussed. He made certain rules and code of conduct for the employees to follow, according to which employees are not allowed to visit and talk to the employees of other departments except for official work. He emphasised on work performance which resulted in smooth functioning of the organisation.

(a) Identify and state the type of organisation mentioned in the above para.

(b) State one feature of the concept identified

in part (a) as mentioned in the above para.

(c) What was the purpose behind the formulation of rules for the employees that restricted their personal communication with the employees of other departments?



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14. Rohan a sole proprietor was running food catering business in North Delhi. He got great success and profit margin in this business. Due to excess demand in the market he expanded

his business and separated departments as purchase, production, finance and marketing

Which type of organisational structure would you suggest him? Enumerate its two benefits.



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15. 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.

Identify the type of organisation in this and state disadvantage of such organisation.



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16. Vishal is a production manager in an auto company. He held a meeting with production unit including supervisor, foreman and

employees. He set3 the target to produce 1,000 units in one month and assures then 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.



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17. A manager increased the production target from 500 units to 700 units per month but the authority to draw raw material was not given by him. The employees were not able to meet the new target. Who should be held responsible for this and which principle has been violated here? Explain.



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18. A company is manufacturing washing machines. There is a well-defined system of jobs which is clear and definite authority, responsibility and accountability in the company. But people are not allowed to interact beyond their officially defined roles. As a result, the company is not able to adopt the changing business environment. The work force is also not motivated due to lack of social interaction. The company is facing problems of procedural delays and inadequate recognition to creative talents.

(a) Suggest how the organisation can overcome the problems faced by it.

(b) Give any two benefits it will derive from your suggestion.



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19. 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

the manager? Also explain the related function.



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20. '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.



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21. Royal Ltd. Decided that whenever a person reaches a particular age he will be promoted. Influenced by this plan of the company, several employees from other companies also joined the firm. But within few days they realised that the firm has pre-determined relation structure without free communication.

On the basis of this, answer the following questions.

(a) Identify the type of organisation described here.

(b) Point out any two limitations of this type of organisation.



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22. Bhuvan & Co. are running a shoe manufacturing company successfully. So they planned to expand their business activities by adding more line of products, i.e., leather bags, belts and garments. Which type of structure would you recommend after expansion and why?



23. A company manufacturing sewing machines set up in 1946 follows formal organisation structure. It is facing lot of problems such as delays in decision-making. As a result, it is not able to adapt to the changing business environment. The work force is also not motivated. There is a problem of red tapism and employees turnover is very high.

You advise the company with regard to change it should bring about in its organisation

structure to overcome the problems faced by it. Give reasons in terms of benefits it will derive from the changes suggested by you. In which sector can the company diversify keeping in mind the declining market for the product the company is manufacturing.



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24. After completing a course in Travel and Toursim, Vaibhav started his own travel agency. In order to ensure smooth functioning

of his business, he decided to create fourteen job positions divided into four departments on the basis of functions namely front office department, including online query, reservation department, accommodation booking department and securing parment department. In order to avoid conflicts, he clearly assigned the line of authority and area of responsibilities for each job position.

(a) Which function of management is being described in the above lines?

(b) Identify the framework created by Vaibhav.

(c) Name the type of framework created by

Vaibhav.

(d) Give two advantages of that frame work.



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25. Kirpal Singh owns a pet clinic in Delhi. The clinic is being run by a team of experienced Veterinary professionals for last 25 years.

Kirpal pet in special efforts to improve inter-personal relationships. When he interacts with his employees. He arranges every year a picnic for his staff so that they become fresh from

their routine life. He always take employees suggestions towards new plans and policies.

(a) Identify the type of organisation encouraged by Kirpal Singh.

(b) State any three disadvantages of that organisation.



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26. Karan opens a retail mart in local market.

As he knows it will be impossible for him to handles all work alone, he appoints Johar to

perform task on his behalf, thereby reducing the workload. This decision provided Karan with more time to concentrate on important matters. Besides he recruits, eight other persons as support staff. Over the year his business earned a good name for itself. So he opens another outlet in the city. Considering Johar's competence, he gives the independent charge of running the new outlet to him, thereby empowering him autonomy in functioning of the outlet.

(i) Identify the two concepts which reflect the role of Johar in above case.

(ii) Give four points of difference between both the concepts.



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27. Sita and Gita are twin sisters. After completing a course in Journalism both of them joined a leading newspaper company as sub-editors. Over the years, due to their hardwork, they are promoted to the post of chief editor in different divisions. However, the way of their functioning is totally different.

Sita believes in capabilities of her subordinates. Therefore, follows policy of selective dispersal of authority in all levels of other division.

On the other hand, Gita prefers to function through strict control and retains all the decisions making authority with herself.

(i) In the above context, state the concept used by Sita and Gita.

(ii) State any three differences between both the concepts.



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1. Which of the following is not an element of delegation?

- A. Accountability
- B. Authority
- C. Responsibility
- D. Informal organisation

Answer:



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2. A network of social relationship that arises spontaneous due to interaction at work is called

- A. Formal organisation
- B. Informal organisation
- C. Decentralisation
- D. Delegation

Answer: (d)



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3. Which of the following does not follow the scalar chain?

- A. Functional structure
- B. Divisional structure
- C. Formal organisation
- D. Informal organisation

Answer: (D)



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4. A tall structure has a

- A. Narrow span of management
- B. Wide span of management
- C. No span of management
- D. Less levels of management

Answer: (a)



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5. Centralisation refers to

- A. Retention of decision making authority
- B. Dispersal of decision making authority
- C. Creating divisions as profit centers
- D. Opening new centers or branches.

Answer: (a)



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6. For delegation to be effective it is essential that responsibility be accompanied with necessary.

A. Authority

B. Manpower

C. Incentives

D. Promotions

Answer: (a)



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7. Span of management refers to

A. Number of managers

B. Length of term for which a manager is appointed

C. Number of subordinates under a superior

D. Number of members in top management

Answer: (d)



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8. The form of organisation known for giving rise to rumours is called

- A. Centralised organisation
- B. Decentralised organisation
- C. Informal organisation
- D. Formal organisation

Answer: (c)



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9. Grouping of activities on the basis of product lines is a part of

- A. Delegated organisation
- B. Divisional organisation
- C. Functional organisation
- D. Autonomous organisation

Answer: (b)



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10. Grouping of activities on the basis of functions is a part of

A. Decentralised organisation

B. Divisional organisation

C. Functional organisation

D. Centralised organisation

Answer: (c)



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Short Answer Type Questions

1. Define organising



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2. What are the steps in the process of organising?



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3. Discuss the elements of delegation.



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4. What does the term 'span of management' refer to?



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5. Under what circumstances would functional structure prove to be an appropriate choice?



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6. Draw a diagram depicting a divisional structure.



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7. Can a large sized firm organisation be totally centralised or decentralised? Give your opinion.



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8. Decentralisation is extending delegation to the lowest level. Comment.



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Long Answer Type Questions

1. Why is delegation considered essential for effective organisation?



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2. What is a divisional structure? Discuss its advantages and limitations.

Or

What is meant by divisional structure of an organisation ? Explain any three of its advantages and disadvantages.



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3. Decentralisation is an optional policy. Explain why an organisation would choose to

be decentralised.



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4. How does informal organisation support the formal organisation?



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5. Distinguish between centralisation and decentralisation.



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6. How is a functional structure different from a divisional structure?



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7. A company, which manufactures a popular brand of toys has been enjoying good market reputation. It has a functional organisational structure with separate departments for Production, Marketing, Finance, Human

Resources and Research and Development.

Lately to use its brand name and also to cash on to new business opportunities it is thinking to diversify into manufacture of new range of electronic toys for which a new market is emerging.

Prepare a report regarding organisation structure giving concrete reasons with regard to benefits the company will derive from the steps it should take.



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8. A company X limited manufacturing cosmetics, which has enjoyed a pre-eminent position in business, has grown in size, its business was very good till 1991. But after the new liberalised environment has seen entry of many MNC's in the sector.

With the result the market share of X limited has declined. The company had followed a very centralised business model with Directors and divisional heads making even minor decisions. Before 1991 this business model had served the company very well as consumers had no choice. But now the company is under

pressure to reform.

What organisation structure changes should be company bring about in order to retain its market share?

How will the changes suggested by you help the firm? Keep in mind that the sector in which the company is FMCG.



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One Mark Questions

1. Give the meaning of 'Authority' as an element of delegation.



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2. State any one advantage of 'Formal Organisation'.



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3. Name the function of management discussed above.



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4. Himalaya Ltd', is engaged in manufacturing of washing machines. The target of the organisation is to manufacture 500 washing machines in a day. There is an occupational specialisation in the organisation which promotes efficiency of of employees. There is

no duplication of efforts in such type of organisation structure.

Identify the type of organisation structure described above.



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5. Give the meaning of 'Authority' as an element of delegation.



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6. Name the type of organisational structure' which promotes efficiency in utilisation of manpower.



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7. Define organising



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8. Name the type of 'organisational structure' which help in increasing managerial and operational efficiency.



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9. Name the type of organisational structure which promotes flexibility and initiative.



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10. Differentiate between 'formal' and 'informal' organisation on the basis of 'origin'.



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11. Define 'Decentralisation'.



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12. Differentiate between 'formal' and 'informal' organisation on the basis of 'flow of

communication'.



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13. Differentiate between formal and informal organisation on the basis of 'authority'.



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14. Differentiate between 'formal' and 'informal' organisation on the basis of 'origin'.



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Three Mark Questions

1. Differentiate between formal and informal organisation on the basis of (i) origin, (ii) authority, and (iii) flow of communication.



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2. Harsh started a company 'Tiny toys Ltd'. To manufacture economical toys for the Indian

rural market, with 20 employees. The company did very well in its initial years. As the products were good and market well, the demand of its products went up. To increase the production the company decided to recruit additional employees. Harsh 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 with different features.

(a) Identify the concept used by Harsh through which he was able to steer his company to greater heights.

(b) Also explain any three points of the importance of this concept.



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3. What is meant by 'functional structure' of an organisation? State its any two advantages.



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4. What is meant by 'Formal Organisation'?

State its any two advantages.



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Four Marks Questions

1. State any four advantages of formal organisation.





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2. Explain any four differences between 'Delegation' and Decentralization', specifying the basis of difference.



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3. State any four features of informal organisation.



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4. Aradhana and Gandharv are heads of two different departments in 'Yumco Ltd'. They are efficient managers and are able to motivate the employees of their respective departments to improve performance. However, their drive to excel in their own sphere of activity instead of giving emphasis on objectives of the enterprise has hindered the interaction between the departments that Aradhana and Gandharv are heading. Often there are inter-departmental conflicts and they have become incompatible. This has proved to be harmful in

the fulfillment of the organizational objectives.

The situation has deteriorated to such an extent that the CEO of 'Yumco Ltd'. has hired a consultant, Rashmi, to resolve the problem.

After studying the situation closely, Rashmi found that the problem has arisen due to inflexibility and a narrow perspective on the part of both Aradhana and Gandhrav. She is of the view that this situation is a result of the type of organizational structure 'Yumco Ltd'. has adopted.

From the above information, identify the organisational structure adopted by 'Yumco

Ltd.' and state any three advantages of the structure so identified.



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5. Vinod Chandla started Sunshine Securities a company providing cyber security solutions to businesses to prevent, detect and respond to cyber attacks and protect critical data. He was a hardworking software engineer and an expert in cyber security. His reputation grew by leaps and bounds as he was the person of

integrity and did his work with utmost honesty and sincerity. The business started growing day-by-day.

He was delighted when he was offered a big project by the Ministry of Corporate Affairs.

While working on the project, he found that the volume of work made it impractical for him to handle all the work himself. He decided to expand his team. The company maintained a close liaison with a local engineering college.

During a campus placement Anishka and Kavya were appointed to work for the new project. He found the new employees capables,

enthusiastic and trustworthy. Vinod Chandla was thus able to focus on objectives and with the help Anishka and Kavya, the project was completed on time. Not only this Vinod Chandla was also able to extend his area of operations. Anishka and Kavya also got opportunities to develop and exercise initiative.

(a) Identify and explain the concept used by Vinod Chandla in the above case which helped him in focussing on objectives.

(b) Also, explain any three points of

importance of the concept identified in part (a).



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6. My Car Ltd'. Decided to set up its new car manufacturing factory in the backward area of west Bengal where very less job opportunities were available. People of that area welcomed this effort of 'My Car Ltd.' The company also decided to provide facilities like school, hospital, market, etc. in the factory premises

so that the people are attracted to join the factory as workers.

'My Car Ltd.' started earning huge profit. Another competing company asked its production manager Arvind to investigate the reasons of earning huge profits by 'My Car Ltd. Arvind found that in both companies there was systematic coordination among the various activities to achieve organisational goals. Every employee knew who was responsible and accountable to whom. The only difference was in his organisation communication took place only through the

scalar chain where as 'My Car Ltd.' was allowing flow of communication in all the directions as per the requirement which led to faster spread of information as well as feed-back.

(a) Identify the type of organisation which permits the flow of communication in all the directions in 'My Car Ltd'.

(b) Also state an advantage of the type of organisation identified in part (a) above.



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Five Marks Questions

1. Give the meaning of 'organising'. State the steps in the process of organising.



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Six Marks Questions

1. Explain any four points of importance of delegation.



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2. Explain the concept of 'Functional Structure'. Also, explain any four disadvantages of functional structure.



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3. With the help of any four points, explain the crucial role that organising plays in an enterprise.



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4. Differentiate between 'functional' and 'divisional' structure of organisation on any six basis.



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5. Explain 'Authority', 'Responsibility' and 'Accountability' as elements of Delegation.



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6. Anoop Gaur started 'Cat's Eye', a company for providing cyber security solutions to businesses. Its objective to prevent, detect, respond to cyber attacks and protect critical data. He was a hardworking software engineer and an expert in cyber security. His reputation grew by leaps and bounds as he was not only a person of integrity but also did his work with almost honesty and sincerity. The business started growing day by day.

He was delighted when he was offered a big project by the Ministry of Science and

Technology. While working on the project he found that the volume of work made it impractical for him to handle all the work by himself. Therefore he decided to expand the team. The company maintained a close liaison with an engineering college in the State. During a campus placement, Aarav and Pranshi were appointed to work for the new project.

He found the new employees capable, enthusiastic and trustworthy. Anoop Gaur was thus, able to focus on the objectives and with the help of Aarav and Pranshi, the object was completed on time. Not only this, Anoop Gaur

was also able to extend his area of operations.

On the other hand, Aarav and Pranshi also got opportunities to develop and exercise initiative.

(a) Identify and explain briefly the concept used by Anoop Gaur in the above case which helped him in focussing on the objectives.

(b) Also, explain any four points of importance of the concept identified in part (a).



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