



BUSINESS STUDIES

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BUSINESS STUDIES (HINGLISH)

ORGANISING

Think As You Read

1. When is a need for an adequate organisation structure felt ?



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2. Why is an appropriate organisation structure important ?



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3. How is the organisation structures of a firm shown ?



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4. What gives shape of the organisational structure ?



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



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6. 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



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7. Grouping of activities on the basis of function is a part of

(a) Decentralised organisation

(b) Divisional organisation

(c) Functional organisation

(d) Centralised organisation



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8. In a divisional structure each division is considered to be multi functional why?



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9. When does an organisation decide to adopt a divisional structure ?

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10. Which type of organisation having diversified activities requiring high degree of specialisation in operation ?

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



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12. What type of structure can a formal organisation have?



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13. Give two examples of informal groups



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14. A network of social relationship that arises spontaneously due to interaction work is called

- (a) Formal organisation
- (b) Informal organisation
- (c) Informal organisation
- (d) formal organisation





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

- (a) Centralised organisation
- (b) Decnetraised organisation
- (c) Informal organisation
- (d) Formal organisation



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



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17. How does an informal organisation emerge?
?



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18. Why is it easy to fix responsibility in formal organisation ?



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19. What is the nature of formal organisation?



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20. Name the type of organisation which is an aggregate of inter personal relationships

without any conscious purpose but which may contribute to joint results



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21. Name the type of organisation which is a system of consciously coordinated activities of two or more persons towards common objective



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22. Name the type of organisation in which standard os behaviour are evolved by mutual consent among the members



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23. Name the type of organisation in which structure of jobs is created with clearly defined function authourity and responsibility.



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24. Name the term used for downward transfer of authority from a superior to a subornate



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

- (a) accountability (b) authority (c)
responsibility (d) informal organisation



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26. It arises from a superior-subordinate relationship where the subordinate is bound to perform the duty assigned to him by his superior identify it



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27. Which of the following is the ideal situation ?

authority > responsibility

authority = responsibility

authority It responsibility



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

(a) authority (b) manpower (c) incentives f(d) promotions



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29. How does the concept authority arise?



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30. What is the source of origin of Responsibility?



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31. What is the direction of flow of responsibility and accountability ?





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32. Besides effective management and employee development delegatoion helps the organisation in different ways enumerate two such ways.



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33. What is the purpose of decentralisation policy of the top management?



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34. Decentralisation explains the manner in which decision making authority is pushed down the _____



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35. When decisions taken by the lower levels are numerous as well as important an organisation is greatly _____ (centralised)

/decentralised) when decision making
authoriyt is delagated



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36. An organisation is _____(centralised
/decentraised) when decision making
authourity is delegated



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37. Complete centralisation would imply concentration of all decision making functions at the _____

- (a) lower level of the management hierarchy
- (b) apex of the management hierarchy
- (c) middle level management
- (d) none of these



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38. As an organisation grows in size and complexity there is a tendency to move towards decentralised decision making because

- (a) employees have more knowledge about operations
- (b) people are completely capable and resourceful
- (c) it recognises the decision maker's need for autonomy
- (d) all of these



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Understanding Based Question

1. Name the function of management which coordinates the physical financial and human resources and establishes productive relations among them for achievement of specific goals



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2. Zamon Ltd is manufacturer of electronics goods based in pune on one han it delsa in

items like books music instrument videotapes etc and on the other hand it deals in laptop and mobile phones .

The company had a functional structure with separate heads for production marketing and finance .All the functional heads were looking after the products but at times their activities overlapped this led to problems related to coordination and inter departmental conflicts to facilitate specialisation the ceo of the company decided to group books music instrument videotapes etc under media and laptops and mobile phones under

consumer electronics while doing as ramit
has performed step in the process of one of
the function of management

Identify the step



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3. It is a process of management by which the
manager brings order out of chaos removes
conflict among people over work or
responsibility sharing and creates

environment suitable for team work indentify it.



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4. Span of management refers to

(a) number of managers

(b) length of term for which a manager is appointed

(c) number of suborndinates under a superior

(d) number of members in top management

A. (a) number of managers.

B. (b) length of term for which a manager is appointed.

C. (c) number of subordinates under a superior.

D. (d) number of members in top management.

Answer: (c) number of subordinates under a superior.



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5. 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

A. (a) narrow span of management

B. (b) wide span of management

C. (c) no span of management

D. (d) less levels of management

Answer: (a) narrow span of management



6. 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 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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7. It provides the framework which enables the enterprise to function as an integrated unit by regulating and coordinating the responsibilities of individual s and departments indentify it



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8. A company has been registered under the companies act with an authorised share

capital of Rs 20000 crores its registered office is siturate in delhi and manufacturein unit in a backward district of rajasthan its marketing department is situated in bhopal the company in manufacturing fast moving consumer goods (FMCG) which type of organisational structrue owuld suit the requirements of the company?



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9. An electronic company manufacturing TV and refrigerators wants to bring two new products washing machines and Acs in the market for each product separate division is to be set up the incharge of what type of organisational structure is suitable for this company?



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10. It is the system of job positions the roles assigned to them and the authority responsibility among the various position
Identify it



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11. Identify the type of organisation structure that should be followed by the company in each case

(i) Vrinda Ltd grows so it needs to add more

employees create new departments and introduce new levels of management

(ii) Shreya Ltd is a large organisation having diversified activities and operation requires a high degree of specialisation



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12. It is defined as the frame work with in which managerial and operating tasks are performed .Identify it.



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13. which of the following does not follows the scalar chain ?

(a) function structure

(b) divisional structure

(c) formal organisation

(d) informal organisation

A. (a) function structure

B. (b) divisional structure

C. (c) formal organisation

D. (d) informal organisation

Answer: (d) informal organisation



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14. Name the type of organisation in which in form and scope and does not have fixed lines of communication



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15. Name the type of organisation which is fluid in form and scope and does not have

fixed lines of communication



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16. Radhika is the general manager of Govinda Ltd. Radhika is facing a lot of problems on the issues relating to some sales policies. The organisation has an aim to increase sales by 20% and return on investment by 10% instead of talking to the sales department she directly consulted her boss, Laita, about the problem. She talked to her freely and did not

follow strict rules and regulation to formal line of communication identify the type of organisation



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17. ABC Ltd is manufacturing shoes their business has been doing well as their organisation specifies how much work should a worker do and in what manner it follows rigid structure which has been deliberately planned and created by top management for

the coordination of activities but in spite of all these there are procedural delays identify the type of organisation.



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18. Centralisation refers to

- (a) retention of decision making authority
- (b) dispersal of decision making authority
- (c) creating divisions as profit centres
- (d) opening new centres or branches

A. (a) retention of decision making

authority

B. (b) dispersal of decision making

authority

C. (c) creating divisions as profit centres

D. (d) opening new centres or branches

**Answer: (a) retention of decision making
authority**



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19. A manager has kept all right of decision making with himself each and every employee has to come to him for orders again and again identify the concept of management not followed by the manager



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20. 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 his viewpoint?



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21. The manager of sudha industries is overburdened with routine work and is unable to concetrate on core issued of the company to overcome this problem he entrusted some of his responsibility and authority to his immediates subrodinate to share some of his routine work which concept of management is used by the manager?



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22. Delegation is not a process of abdication
comment



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23. For effective delegation the authority granted must be commensurate with the assigned responsibility why?



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24. Name the concept of management which helps a managers to extexnd his area of operations as wihtout it his activites would be restricted ot only what he himself can do



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25. It determines the superior subordinate realtonship wherein the superior communicates his decisions to the subordinat e expecting complainace from him indentify it



26. Shreya Ltd has been awarded recently with the best employer of the year award the company has believed in the ideas and suggestion of its employee there is selective dispersal of decision making authority at all levels there is no delay delivery of orders to customers due to prompt decisions taken by employees

Identify the concept of management followed the company



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Brain Teaser

1. A company manufacturing sewing machines set up in 1945 by the British promoters follows formal organisation culture in totality it is facing lot of problems in delays in decision making as the result it is not able to adapt to changing business environment the workforce is also not motivated since they cannot vent their grievances except through formal

channels which involves re tape .Employee turnover is high its market share is also declining due to changed circumstances and business environment

You are to advise the company with regard to change it should bring about in its organisation structure to overcome the problems faced by it give three reasons in terms of benefits it will derive from the changes suggested by you



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2. A company has its registered office in delhi manufacturing unit at gurgaopn and marketein and sales departement at faridabad the company manufactures the fast moving consumer goods (FMCG) which type of organisational structure should it adopt ot achieve its targed ? why?



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3. 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 that new liberalised environment has seen entry of many mncs 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 organisational structure changes should the company bring about in order to retain its market share ? How will the changes suggested by you help the firm ? Explain any three points.



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4. Rajeev the owner of Pathways Constructions decided to start a campaign to

create awareness among people for developing clean surrounding in their area .He formed a team of 10 member to list the different ways for cleaning the surrounding one suggested to take the help of local residents another suggested that they may involve school going children in their venture one more suggestion was to take the help of unemployed youth one evaluation of different ways it was decided to take the help of local resident to achieve the desired goal various activities were identified like:

(a) purchase of necessary items like dustbins

garbage bags brooms tec,

(b) collection of garbage

(c) disposal of garbage etc

after identifcaiton of differenet activities the work allocated to different members identify the concepts of management involved in the above situation and quote the lines which help in their identification.



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Test 1

1. How does informal organisation support the formal organisation?



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2. Ravi runs a locks manufacturing factory he manufactures locks used in houses he wants to expand his business for this he wants to enter into the manufacturing of locks for his factory and why?



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3. Interaction among people at work gives rise to a network of social relationships among employees. This relationship emerges when people interact beyond officially defined roles when people have frequent contacts they cannot be forced into rigid formal structure rather based on their interaction and friendship they tend to form groups which show conformity in terms of interest. Name the form of relationships mentioned in the above lines



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4. Which function of management is concerned with establishing relationships for the purpose of enabling people to work most effectively together in accomplishing objectives? What are the steps in the process of this function of management ?



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5. Discuss the elements of delegation ?



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6. If we delegate the authority we multiply it by two if we decentralise it we multiply it by many explain with an example



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7. Formal organisation is considered better than informal organisation Do you agree with this statement? Give three reasons



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8. A company is manufacturing televisions refrigerators airconditioners washing machines and gas stoves using different productive resources and at the threshold of growth requiring more employees suggestion suitable organisational structural for this company giving reason in support of your answer draw a diagram depicting the structure state any three disadvantages of this form of organisational structure

9. Anoop gaur started cat's eye a company for providing cyber security solution to businesses its objective was to prevent detect respond to cyber attacks and protect critical data he was a hardworking software engineering 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 to day

He was delighted when 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 decide to expand the team the company maintained a close liasion with an engineering collage in the state during compusplacement arav and panrshi wiere appointed to work for the new project

He found the new employee capables enhusisastic and trustworthy anoop gaour

was thus able to focus on the objectives and with the help of Arav and Pranshi the project was completed on time not only this Anoop Gaur was also able to extend his area of operation on the hand Arav and Pranshi also got opportunities to develop and exercise initiative

(a) identify and briefly explain the concept used by Anoop Gaur in the case which helped him in focusing on objective

(b) also explain any your points of importance of the concept identified in part (a).



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Test 2

1. Differentiate between formal and informal organisation on the basis of communication



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2. The directors of Shiv Electronics are an organisation manufacturing T.V. components

have asked shakti their marketing manager to achieve a target sale of Rs 500000 per shakti has delegated the task to manav his deputy sales manager working under him manav could not achieve the targets is shakti responsible for the failure of manav? state the relevant principle in support of your answer



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3. Why does informal organisation exist within the framework of formal organisation ? Give

any three reasons for the emergence of informal organisations.



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4. Define organising as a process and as a structure



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5. Can an overburdened manager take help from his subordinates to reduce his workload

gt how explain the three important considerations which he should keep in veiw while taking such help?



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6. Which function of management coordinates human efforts assembles resources and integrates both in to a unified whole to be utilised for achieving specifeied objective ? Explain any three points of important of this function of management



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7. Distinguish between functional and divisional structure on the basis of :

(a) formation , (b) specialisation

(c) responsibility ,(d) managerial development

(e) cost



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8. The employees of Manik Ltd a software company have formed a dramatic group for

their recreation name the type of organisation so formed and state its four features



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9. Put simply decentralisation refers to delegation of authority throughout all the levels of the organization in the light of the above statements give the meaning of and difference between delegation of authority and decentralisation



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10. A steel manufacturing company has the following main jobs:

(i) manufacturing , (ii) finance (iii) marketing
(iv) personnel and (v) research and development

(a) which type of organisation structures will you choose for this type of company and why?

(b) state any five advantages that this structure offers to an organisation



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Evaluation Based Question With Answers

1. Alliance Ltd is engaged in manufacturing plastic buckets. The objective of the company is to manufacture 100 buckets a day to achieve this the efforts of all departments are coordinated and interlinked and authority responsibility relationship established among various job positions. There is clarity on who is to report to whom

Name the function of management discussed above.



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2. In a school twelve students work for the school library in the summer vacation. One afternoon they are told to unload a shipment of new releases, stock the bookshelves and then dispose of all waste (packing paper etc). One student supervises the work by grouping students, dividing the work, identifying the function of management highlighted above.



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3. In a school fete the whole activity is divided into task groups each dealing with a specific area like the food committee the decoration committee the ticketing committee and so on these are under the overall supervision of the official in charge of the event coordinating relationships are established among the various groups to enable smooth interaction and clarity about each group contribution towards the event

(a) Identify and state the function of management highlighted above

(b) state the steps involved in the function of management identified in part (a) by quoting the lines from the above paragraph.



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4. Rish, Ashu and Ravi 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) purchases 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

(a) production (b) finance (c) marketing, (d) personnel

A Identify the functions 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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5. Ramadas aged 49 is working in 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 employee as a result of his abilities and seniority he generally received the work assignments of his choice although there 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 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 Ramadas complained to Kanapoutti stating that his duties were being largely taken over by Nagarjun . This helped in reducing the workload enhancing productivity and removing ambiguity.

(i) Identify and state the step of organising process which has not been carried out properly and contributed to this problem

(ii) state the two steps of the organising process which have been taken by Kanaputti to respond to the complaint of Ramdas

(iii) also state two points of importance of organising as reflected in the above case



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6. A company which manufactures a popular brand of toys has been enjoying good market reputation .It has separate departements for prodcuton marketing human resources and research and development

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

(a) Identify the type of the organigational structure the company should adopt with

diversification give reasons in support of your answer

(b) state any your benefits the company will derive from the organisation structure identified in part (a)



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7. Neh runs a factory where in she manufactures shoes .The business has been doing well and shee intednds to expand by diversifying in to leather bags as well as

western formal wear ther by making her company a complete provider of corporate wear this will enable her to market her business unit as the one stop for working women which type of structure would you recommend for her expanded organisation and why ? state any four benefits the company will derive form the organisatioal structure



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8. A truck manufacturing company has its registered office in delhi manufacturing unit at gurgaon and marketing departemnt is located at faridabad .Which type of organisational structure should it adopt to achive its target? Give reasons st ate any four advantages of this organisasion structure.



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9. Shan spices Ltd are the manufacturer of different food specific spices like rajmaa masala cholley masala aaloo parantha masala etc Mr raghav the owner of the company has created different department for purchase production marketing finance and human resource .There are thirty employee working in the organisation planning is of paramount importance to the company as Mr Raghav belives that effective planning leads to achievemnet 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 emphasized on work performance which resulted in smooth functioning of the organisation

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

(ii) state one feature of the concept identified in part (1) as mentioned in the above para

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

(iv) state two values violated by mr raghav.



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10. Kiran industries is a company manufacturing office furniture .The company chose to diversify its operation 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 member of the organisation after evaluating the various alternative sukhvinder the managing director of the company decided that they should add home interiors and furnishing s as a new line of business acitivity

(a) name the framwork which the diversified organisation should adopt to enable it to cope with the emerging complexity ? give one reasons in support of you answer

(b) state any two limitations of this framework



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11. Aradhana and Gandhar are heads of two different departments in Youmc 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 Gandhar are heading. Often there are inter

departmental conflicts and they have become incompatible after studying the situation closely rashmi found that the problem has arisen due to inflexibility and a narrow perspective on the part of both araghanan and gandharv she is of the view that this situation is a result of the type of organisational structure yumco ltd has adopted from the above information identify the organisation structure adopted by yumco Ltd and state any three advantages of the structure so identified



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12. A.V.M Ltd set up its electric appliances manufacturing factory in a backward area of Himachal Pradesh where subsidies are provided by the government and labour is available at cheaper rates.

A.V.M Ltd was able to produce its products at low cost there by generating enough profit in the first year itself it was because of the fact that the limits of authority and responsibility of the employee were clearly defined and the activities of various departments were coordinated and integrated the production

manager of the company also came to know about the availability of raw material at cheaper rates from a vendor for this he wrote a letter to the managing director of the company for getting sanction but because of procedural delays in getting this sanction and procuring funds from the finance manager the order could not be placed

(a) Identify the type of organisation that led to procedural delays and because of which the company could not get the advantage of procuring raw material at cheaper rates

(b) state an advantage of the type of

organisation identified in (a) above other than those discussed in the above case

(c) Also state any two values communicated

A.V.M Ltd to the society



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13. Steelo Ltd decided to set up its steel manufacturing factory in the backward area of odisha where very less job opportunities were available people of that area welcomed this effort of steelo Ltd to attract people to work

in its factory it also decided to provide many other facilities like school hospital market etc in the factory premises

Steelco Ltd started earning huge profits another competing company asked its production manager Aslam found that in both the companies there was systematic coordination among the various to whom the only difference was that in his organisation communication took place only through the scalar chain whereas Steelco Ltd was allowing flow of communication in all directions as per the requirement which led to fast spread of

informaion as well as quick feedback

(a) Identify and state the type of organisation which permits steelo Ltd the flow of communication in all the directions

(b) state another advantages of the type of organisation identified in (a) above



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14. A company is manufacturing washing machine .There is well defined system of jobs with 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 problem faced by it

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



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15. Progress Ltd is facing difficulties in introduction of machinery of latest technology as they are facing resistance from the informal groups who are pressurising th memebers to work against organisational interest as the human resources manager of the company would you advise the management of the company to confront them or give them some other suggestion to deal with the informal groups



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16. Samir gupta started a telecommunication company donira Ltd manufacture economical mobile phones for the indian rural market with 15 employees the company did very well in its initial year 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 the decisions for the company had too selectively dispersed

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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17. Aman chandha started bulls eyes 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 harworking software engineering and an exper to in cyber security his reputation grew by leaps and bounds as he was not only a person of integrity but also did his work wiht 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 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 ishant and vrindra were appointed to work for the new project He found the new employees capable enthusiastic and trustworthy aman chadha 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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18. The directors of Gunjan Ltd, an organisation manufacturing colour televisions, have asked their production manager to achieve a target production of 150 televisions per day. The production manager has asked his foreman to achieve this target but he did not give him the authority for the requisition of tools and materials from the stores department. The foreman could not achieve the desired target. Can the directors blame the production manager and can the production manager blame his foreman for not achieving the

target? explain in brief the relevant principal relating to this situation in support of your answer.



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19. 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 concepts of management discussed above



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