



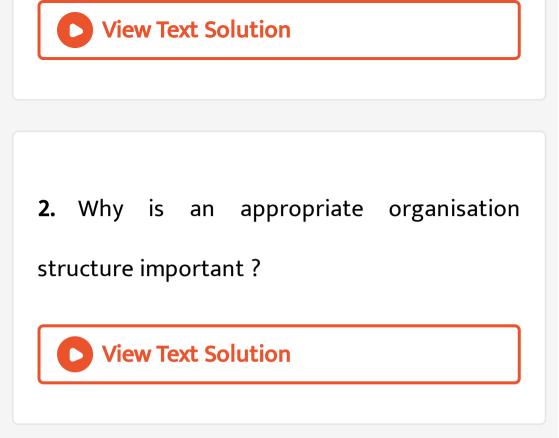
## **BUSINESS STUDIES**

# BOOKS - VK GLOBAL PUBLICATION BUSINESS STUDIES (HINGLISH)

# ORGANISING

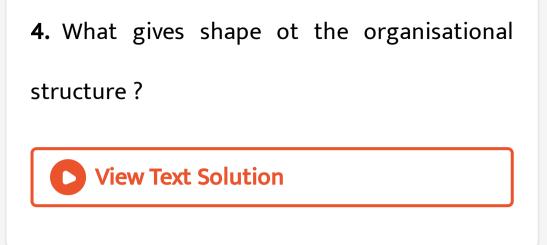
Think As You Read

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



3. How is the organisation structures of a firm

shown?



5. Under what circumstances would funcitonal

structure prove to be an appropriate choice?

6. Grouping of activities on the basis of product lines is a part of (a) Delegated organisation (b) Divisional organisation (c) Funcitonal organisation (d) Autotnomous organisation **View Text Solution** 

**7.** Grouping of activites on the basis of function is a part of

- (a) Decentrialised organisation
- (b) Divisional organisation
- (c) Functional organisation
- (d) Centrailsed organisation



#### 8. In a divisional structure each division is

considered to be muti functional why?



9. When does an organistin decide to adopt a

divisonal structure ?

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

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



**12.** What type of strucature can a formal organisation have?

**13.** Give two expalnes of infromal groups



14. A network of social realtionship that arises spontaneougsly due to interaction work is called

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



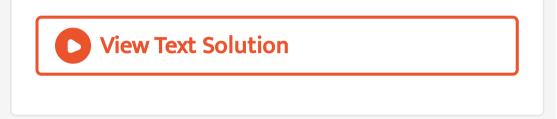


- 15. The form of organisation known for giving
- rise to rumours is called
- (a) Centralised organisation
- (b) Decnetraised organisation
- (c) Informal organisation
- (d) Formal organisation



16. Differntiate between formal and informal

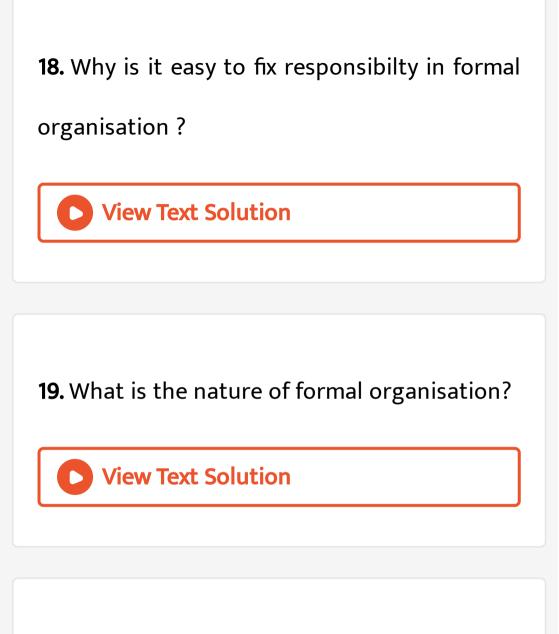
organisatin on the basis of orgin.



#### 17. How does an infomal organisation emerge

#### ?





**20.** Name the type of organisation which is an

aggregate of inter personal relationships

without any consciuous purpose but which

may contribute to jaint results



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

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



**23.** Name the type of organisation in which structure of jobs is created with clearly

defined function authourity and responsibility.

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

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 as superior subrodinate relationship where in the subrodinte is bound to perform the duty asigned to him by his superior identify it

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**27.** Which of the following is the ideal situtation ?

authority gt responsibility

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authority = responsibility
```

authority It responsibility



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

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

promotions



**29.** How does the concept authority arise?

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	What ponsibil		the	source	of	origin	of
nes	ponsion	icy.					
View Text Solution							
31.	What	is	the	direction	of	flow	of

responsibility and accountablity ?





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



33. What is the purpose of decentralisation

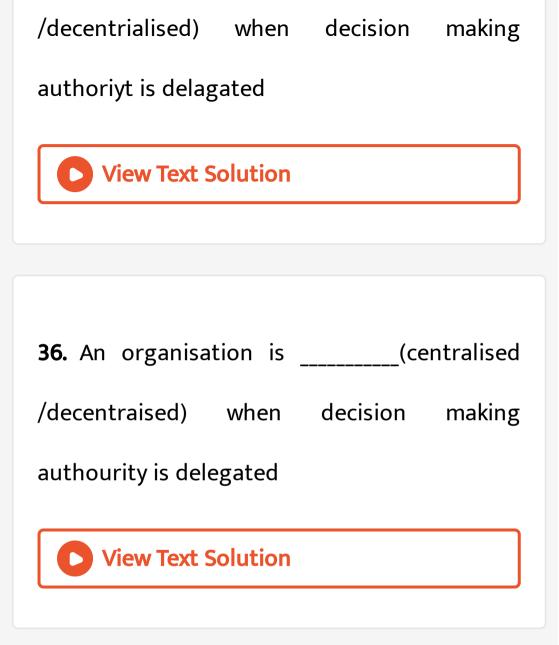
policy of the top management?



**34.** Decentrailsatin 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 imp[ortant an organisation is greatly\_\_\_\_\_(centralised



**37.** Complete centralisatoin would imply concentration of all decision makin gfunctions at the

(a) lower level of the management oherarchy

(b) apex of the management hierachy

(c) middle level management

(d) none of these

38. As an organisation grows in size and complexity there is a tendency to move towards decntrailsed decision making because (a) employee have more knowledge about operator (b) people are complete capable and resouceful

(c) it recognises the decision maker need for

autonomy Itbgt (d) all of these

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

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

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

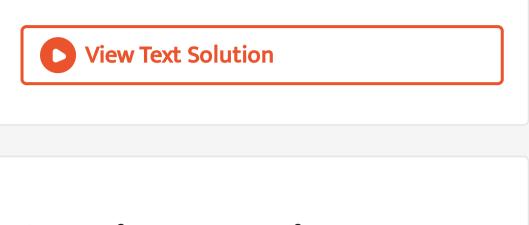
The company had a fuctional structure with separate heads for prodcuton marketing and finance .All the fuction heads were looking after the products but at times theri activityes overlapped this led to problems related to coordinntion and inter departemetnal conflicts to acilaitate speicalisaation ramit the ceo of hte compnay decioded ot group books music instrument videotapes tec under media and laptops and mobile phone s under consumer electronics while doings os ramit has perfromed 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 choas removes confilict among people over work or responsibility sharing and creates

environment suitable for team work indentify

it.



- 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.

5. A tall structure has a

(a) narrow span of maangement

(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 of employees. There is no duplication of efforts in such type of organisation structure.

Identify the type of organisation structure described above.





7. It provides the framework which enables the enterprise to function as an integrated unit by regulating and coordinating the responsibilites 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

copital 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?



**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?



**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 follwed 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 mamagement (ii) Shreya Ltd is a large organisation having diverisified activities and operation requires a high degree of speicalisation Watch Video Solution

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

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

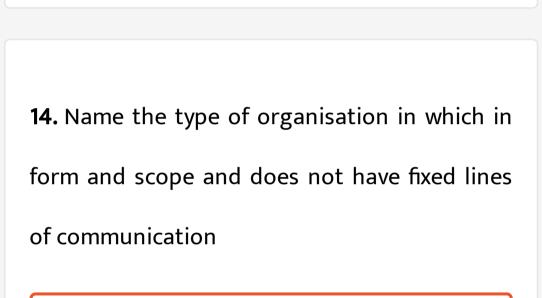
B. (b) divisional structure

C. (c) formal organisation

D. (d) informal organisation

### Answer: (d) informal organisation

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

## fixed lines of communcation



16. Radhika is the general manager of govinda Itd radhika is facing lot of problems on the issues relating ot some sales polices the organisation has an aim to increase sales by 205 and return on investment by 10% instead of talking to the sales departement 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 organisaion

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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 reigid structue which has been deliberately planned and creasted by top managemnet for the coordination of activies but inspite of all

these there are procedural delays identify the

type of organisation.

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18. Centeralisaton refers to

(a) retention of decision making authority

(b) despersal of decision making authorty

(c) creating deivsions as profit centrers

(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 diecision making with himself each and every employee has to cvome to him for orders again and again indentify 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 theat he has delegated to his subrodinate do you agree with his veiwpoint?





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?



22. Delegatin is not a process of abdication

comment

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**23.** For effective delegation the authoryt granted must be commensurte 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 propmt decions taken by employees

Identify the concept of management followed

the company



## **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 poblems in dleay s in decijsion making as the result it is not able to adapt to changing business environment the owrk force is also not motivated since they cannot event their graevances excepts through formal

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

You are to advise the company with regard to change it should bring about in its oranisation structure to voercome the porblems faced by it give three reason in terms of benefits it will derive from the changes suggested by you



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 delcined the compnay had followed a very centralised business model with birectors and divisonal heads making evben minor decisons before 1991 this business model had serverd the company very well as consumers lhad no

choice but now the compnay is under pressure

to reform

What organisaiton sturcture 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 ponts.

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**4.** Rajeev the owner of pathwyays construcitons decided to start a compaingn to

create awareness maong people for developing clean surrounding in their area .He fomed a team of 10 member to list the different ways for cleaning the surrounding one suggested to take the help of loacal residents another suggested that they may involve school going childeren in their venture one more suggestion was to take the help of unemployed youth one evalution of different ways it was decided to take the hep of local resident to achieve the desired goal varous activies were identifed like:

(a) purchase of necessary items like dustbins

garbage bags brooms tec,

(b) collection of garbage

(c) disposal of garbage etc

after identificaiton 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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1. How does informal organisation support the

formal organisation?



2. Ravi runs a locks manufacturing factory he manufact ures locks used in houses he wants to expand his business for this he wants to tenter in to the manusfcturing 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 releationship emerges when people interact beyond offically defined roles when people have frequent contracts they cannot be forced into rigid formal structure rather based on their intereaction and friednship they tend tpo form groups which show conformity in terms of iterest .Name the form of relationships mentioned in the above lines

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 ?





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

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

## **View Text Solution**

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

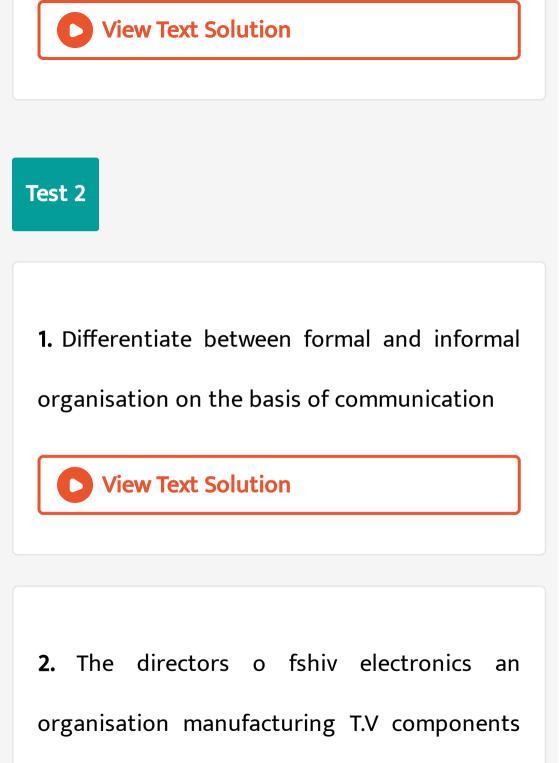


**9.** Anoop gaur started cat's eye a company for providing cyber security solution to businesses it s objective was to prevent detect respond to cyber attacks and protesct ciritical data he was a hardwroking software engineering and an expert in cyber security his reputation grew by leaps and bounds as he ws nopt only a person of intergirty but alos did his work with utmost honestly 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 liasioson 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 fo foucus on the objectives and with the help of array 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 initative (a) idnetify and briefly explain the concept used by anoop[ gaur in the case which helped him in foucusing on objective (b) also explain any your points of importantance of the concept indentified in

part (a).



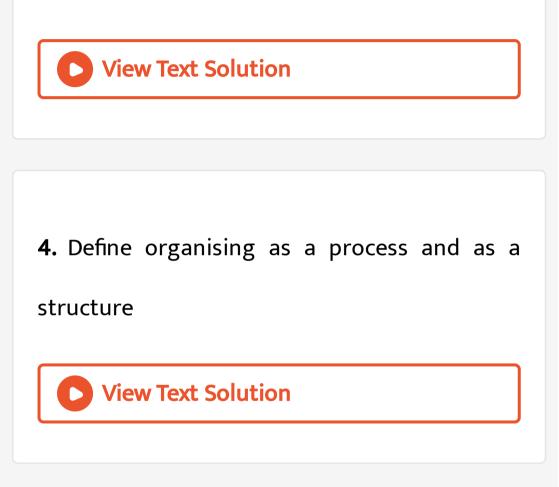
have asked shakti their marketing manager to achive a target sale of Rs 500000 per shakti has delegated the task to manav his deput sales manager working under him manav could not achieve the targets is shakti responsible for the failure of manay? state the relevant principle in support of your answer



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

any three reasons for the emergenece of

informal organisations.



5. Can an over burdened manageer take help form his subrodinates to reduce is 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





7. Distinguish between functional and divisional structure on the basis of :
(a) formation , (b) speical sation
(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



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

**10.** A steel manuacturing compnay has the following main jobs:

(i) manufacturing , (ii) finance (iii) marketing
(iv) personnel and (v) research and
development
(a) which type of organisation strutures will

you choose for this type of company and why?

(b) state any five advantage that this structure

offers to an organisation



**1.** Alliance Ltd is enagaged in manufacturing plastic buckets. The objective of the company is to manufactiure 100 buckets a day to achieve this the efforts of all depatements are coordinated and interlinked and authority responsibility reletionship established among various job positions .There is clarity on who is to report oto whom

Name the function of management discussed

above.





2. In a school tweleve students work for the school library in the summer vacation.one afternoon they are told to unload a shipment of new releases stock the bookshelees and then disponse off all waste (packing paper etc) one student supervises the work by grouping students divides the work identify the fucntion of management highlighted above



**3.** In a school fete the whole activity is divided in to 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 supervison of the ofical in charge of the event coordinating relationships are established among the various groups to enable smooth inteacttion and clarity about each group contribution towards the event

(a) Identify and state the function of mansagement highlighteed above

(b) state the steps involved in the funciton of

management identified in part (a) by qunoting

the lines from the above paragraph.

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**4.** Rish, Ashu and Ravi have deicded to start a business of manufactureing toys They identified the following main activities which they have ot perform (i) purchase of raw materials (ii) purchases of machineery (iii) prodcution of toys (iv) Arrangement of finance

(v) sale of toys (viu) indentifying the areas where they can sell their toys (vii) selection of employees (a) production (b) finacnce (c) marketing , (d) personnel A Identify the funciton of management involved in the above mentioned para B Quate the lines from hte above para which help you in indenfiying this function C state the steps followed in the process of this funciton of management

5. Ramadas aged 49 is working in anviation company he is the senior most empolyee in his division .He is even senior to the division manager kanaputti ramdas is considered one of the most comitted capable and hard working employee as a result of his abilities and seniroty he generally recived the work assignements of his choice although threr as a matter of routine a problemm developed when an eable adn intelligent perosn nagarjuna aged 33 was appointed by kanaputti nagarjun s pervious three years experience in the closely related work made it possible for him to catch on to htee routine work of his new job more rapidly wthan was customary for a new emplyoee however he did n't want to get involved in their personal issueds as longs as the work was completed effectively and efficiently by them one day the tension between them reached the boiling point and ramadas compained 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) Identigy and state the step of organising porcess which has not been carried bout properly and contributed ot htis problem (ii) state the two steps of the organising process whihc 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 prodcution 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 organicational

structure the company should adopt with

diversification givew reasons in support of your answer (b) state any your benefits the company will derive from the organisation structure identified in part (a) View Text Solution

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



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 manufactureer 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 puchase porduction 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 instrucitons that during working hours only offical matters will be discussed he made certain rules and code of conduct ofrm the employees to follow according to which employees are not allowed to visit and talk to the employees of other departments except for offical work he emphasied on work perfor which resulted in smooth functioning of the organisation

(i) Identify and state the type of organisationmentioned in the above para(ii) state one feature of the concept identified

in part (1) as mentioned in the above para

(iii) what was Ithe purpose behind the fomulation 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 industires 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



**11.** Aradhana and gandhar are heads of two differnet department in youmc Ltd they are efficient managers and are able to motivate the employee of their respective departments to imporve performance howerver their drive to excvel in their own sphere of activity instead of giving emphaiss on objectives of the enterprise has hindered the interecaction between the depatments that aradhana and gandhar are heading often there are inter

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

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**12.** A.V.M Ltd set up its electric appliances manufacturing factory in a backward are of himeachal pradesh where subsidies are proveded 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 authoirty and responsibility of the empoloyee were celarly defined and the activites of various departments were corrdinated and integrated the production manager of the company also came to know about the avilability of raw material at cheaper rates from a vendoe for this he wrote a letter to the managingh director of the comapny for getting sachtion but because of porcedural delays in getting this sanction and procuring funds form the finanace amanger the orer could not be placed (a) Identify the type of organisation tht led to procedual delays and because of which the comapny could not get the agvantage of procuring raw material cheaper rates (b) state an advantage of the type of organisation identified in (a) above other than

those discussed in the above case

(c) Aslo state any two values communicated

A.V.M Ltd to the society



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

in its factory it also decided to provided many other facilityes like school hospital market etc in the factory premises Steelo Ltd started earning huge profits another cometing company asked its production manager aslam found tht in both the companines there was systematic coordination among the various to whom the only difference was that in his organisation communcation took place only throught the scalar chain were steelo Ltd was allowing flow of communication in all the direction as per the requirment which lead to fastr speread 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 identifed 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 accountablility in the company but people are not allowed to interact beyond thri officially defined roles s a result the company is not able to adapt to the changing business enviroment .The workforce is also not motivated due to lack of social interaction The company is facing problems of procedural delays and inadequates recongintion to creative talents (i) suggest how the organisation can overcome the problem faced by it (ii) Give any two benefits it will derive from

uyours suggestion



**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



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 inits initial year as the product was good nad marekted well the demant 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 disperrese

the authority he believed that subordinates are competent capable and resourceful and assurme responsibility for effective can implementation of their decisions this paid off and the company was not only able to increase its produciton 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 height s (b) also explain any three points of importance

of this concept

**17.** Aman chandha started bulls eyes company for provinding 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

progject by the mainisty of defence while working on the project he found that the volume of work made it impratical for him to handle all the work by himself .he found that hte volume of work made it impratical for him to handle all the work by himself he decide to expand the team .The company maintained a close liasions with a local engineering college .during a compus placement ishan and vrindra were appointed to work for the new porject found the new employees capable He enthusiastic and trustworthy aman chadha was thus able to focus on objectives and with

the help of ishanand 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 apportunities to develop and exercise intitiative (i) Identify and briefly explanin the concept used by aman chadha in the above case which

helped him in foucusing on objectivie

(ii) also state any four points of importance of

the concept identified in (i) above



**18.** The directors of gunjanLtd an oranisation manufacturing colour televisions have asked their prodcution managaer to achieve a target produciton of 150 televisions per day the produciton manager has asked his foeman to achieve this target but he did not give him the authority for the requistion of tools and materials form the stores department .The foreman could not achieve the desired target .Can the directrores blame the production manager and can the production manager blame his foreman for not achieving the target? explain in brief the relevent principal relating to this situtaion in support of your answer.

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**19.** National vritech Ltd has gron in size .It was a market leader but with changes in business enviroment and with the entry of MNCs its market share is delining 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 approal of CEO disperses some of his auhority to various levels throughout the organisation .Identify the concepts of management discussed above

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