



BUSINESS STUDIES

BOOKS - ARIHANT BUSINESS STUDIES (HINGLISH)

NATURE AND SIGNIFICANCE OF MANAGEMENT

Check Point 1

1. What is the parameter to determine effectiveness?



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2. What does the traditional concept of management insist upon?



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3. What are the three dimensions of management?



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4. How can business fulfil higher level needs of employees?



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5. 'Management is required in large organisations'. Yes or Not.



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Check Point 2

1. What does a principle reflect?



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2. How is management principle different from scientific principles?



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3. How is entry into a profession restricted?
Give example.



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4. What does levels of management indicate?



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5. Planning and executing day-to-day operations is a function of which level of management?



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Check Point 3

1. How is coordination a continuous process?



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2. What does 'co-ordination is pervasive' mean?



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3. 'Coordination is spontaneous'. Yes or No.



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4. In what way 'specialists in an organisation make coordination necessary'?



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Ncert Folder Multiple Choice

1. Which of the following is not a function of management?

A. Planning

B. Staffing

C. Cooperating

D. Controlling

Answer: C



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2. Management can be considered as

A. an art

B. a science

C. Both art and science

D. None of the above

Answer: C



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3. The following is not an objective of management

A. earning profit

B. growth of the organisation

C. providing employment

D. policy making

Answer: D



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4. Policy formulation is the function of

A. top level managers

B. middle level managers

C. operational management

D. All of the above

Answer: A



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5. Coordination is

A. function of management

B. the essence of management

C. an objective of management

D. None of the above

Answer: B



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Ncert Folder Short Answer

1. Define management



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2. What do you mean by management?





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3. Mention any two important characteristics of management.



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4. Rama is working as a regional manager in Tifco Ltd. Name the managerial level at which she is working State any four functions she will perform at this level.



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5. Ritu is a manager of the Northern division of a large corporate house. At what level does she work in the organisation? What are her basic functions?



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6. Raman is working as a plant superintendent in Tifco Ltd. Name the managerial level at which he is working. State any four functions

he will perform as plant superintendent in this company



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7. They transmit orders, decisions and guidance downwards, they also deal with problems and suggestions. Identify which level of management it is? State some of its functions.



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8. Why is management considered a multi-faceted concept?



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9. Discuss the basic features of management as profession.



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Ncert Folder Long Answer

1. 'Management is regarded as an art by some, as science or as an inexact science by others. The truth seems to be in between'. In the light of this statement, explain the true nature of management.



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2. Management is considered to be both an art and science. Explain.



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3. Do you think that management has the characteristics of a full-fledged profession?



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4. Management is a profession like medical or legal profession Do you agree with the statement? Give reasons in support of your answer.



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5. Is management a full-fledged 'profession'?

Give any three reasons in support of your answer.



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6. Coordination is the essence of management

Explain



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7. Coordination is not a separate function of management, it is the essence of management. Explain with the help of a suitable example.



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8. A successful enterprise has to achieve its goals effectively and efficiently. Explain.



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9. Effectiveness and efficiency are two sides of the same coin Explain



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10. Management is a series of continuous inter-related function with no predetermined sequence. Explain.



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11. Management process is a series of continuous, composite and inter-related functions, with no predetermined sequence.

Explain



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12. Max Power Ltd wants to expand its business. It is planning to establish four new power plants. Suggest which process is suitable and why?





Ncert Folder Case Problems

1. Company X is facing a lot of problems these days. It manufactures white goods like washing machines, microwaves, refrigerators and air conditioners. The company's margins are under pressure and the profits and market share are declining. The production department blames marketing department for not meeting sales targets and marketing

blames production department for producing goods, which are neither of good quality nor meeting customers expectations. The finance department blames both production and marketing department for declining return on investment and bad marketing Which quality of management do you think the company is lacking? Explain briefly. What steps should the company's management take to bring the company back on track?



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2. A company wants to modify its existing product in the market due to decreasing sales.

You can imagine any product about which you are familiar.

What decisions/steps should each level of management take to give effect to this decision?



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3. A firm plans in advance and has a sound organisation structure with efficient

supervisory staff and control system. On several occasions , it finds that plans are not being adhered to. It leads to confusion and duplication of work . Advise a remedy .



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Chapter Practice Multiple Choice

1.is concerned with the performance of various activities/tasks in an organisation

A. Management of people

B. Management of operations

C. Management of work

D. Management of individuals

Answer: C



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2. Identify the important characteristics of management.

A. It is a goal-oriented process

B. It is an intangible force

C. It is single-dimensional

D. Both (a) and (b)

Answer: D



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3. Personal objectives are related with satisfying the personal needs of the

employees. Management must seek to satisfy the diverse needs of employees like

A. financial needs, by giving competitive salary and perks

B. social needs, by peer recognition

C. higher level needs, by providing opportunities for personal growth and development

D. All of the above

Answer: D



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4. Which of the following is not an importance of management?

A. Management increases efficiency

B. Management helps in achieving individual goals only

C. Management creates a dynamic organisation

D. Both (a) and (c)

Answer: B



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5. "Management is considered as a continuous process". Which of the following relates to this statement?

A. The process of management is a dynamic function

B. The process of management is multi dimensional

C. The process of management is an ongoing process

D. All of the above

Answer: D



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6. Identify the features of management as a profession.

A. Systematic body of knowledge

B. Restricted entry

C. Service motive

D. All of the above

Answer: D



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7. Every manager applies his personal skills and knowledge in the day-to-day functioning of an enterprise. It is proved because

- A. management is an art
- B. management is a science
- C. management is a profession
- D. None of these

Answer: A



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8. Identify the role of middle level management from the following.

A. To implement the policies framed by top management.

B. To maintain close contacts with operative level so as to evaluate the performance.

C. To assign duties and responsibilities to lower level managers.

D. All of the above

Answer: D



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9. is an important function of management as it ensures that right people with right qualification are employed at a right place

A. Organising

B. Planning

C. Staffing

D. Directing

Answer: C



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10. Superintendent works at which level of management?

- A. Operational level of management
- B. Middle level of management
- C. Top level of management
- D. Either (b) or (c)

Answer: A



11. Which of the following functions are required to be carried out for successfully establishing coordination?

- A. Planning and directing
- B. Organising
- C. Staffing
- D. All of the above

Answer: D





12. is a process through which harmony is established among different activities of an organisation

A. Planning

B. Organising

C. Coordination

D. Either (a) or (b)

Answer: C



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13. Thecoordinates the activities of the whole organisation keeping in view the desired goals.

A. middle level management

B. top level management

C. lower level management

D. All of the above

Answer: B



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14. Without coordination, directing is impossible and of no worth if there is lack of coordination between superiors and

A. managers

B. directors

C. subordinates

D. All of these

Answer: C



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15. Which of the following highlights the importance of coordination?

- A. Growth in size
- B. Functional differentiation
- C. Specialisation
- D. All of these

Answer: D



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Chapter Practice Very Short Answer

1. What is meant by 'effectiveness' in management?



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2. What is meant by management of work?



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3. What is meant by management of people?



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4. List any two social objectives of management.



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5. Why is it said that 'management is goal-oriented process?



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6. Why is management said to be all pervasive?



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7. Why is management considered as a continuous process?



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8. Give any two organisational objectives of management



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9. Why 'management is an intangible force



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10. Give two important aspects of management.



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11. What is the main focus of management?



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12. Why is management considered as an art?



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13. Identify the nature of management when it is said to be a systematised body of knowledge that explains certain general truths.



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14. Identify the nature of management when it is practised as personal application of existing knowledge to achieve desired results.



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15. Why is management described as a soft science?



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16. There has been an increase in corporate form of business. What does it imply?



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17. How can art of management be acquired?



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18. Enumerate any two functions of middle level management.



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19. Identify the level of management for the following posts:

(i) CEO ,(ii) COO ,(iii) Section officer, (iv)
Purchase manager



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20. Departmental managers are included in
which level?



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21. State two functions of top level
management



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22. Name the function of management, which is concerned with leading, influencing and motivating employees to perform the tasks assigned to them.



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23. Which function of management is concerned with implementation of plans?



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24. Name the function of management, which is considered as a base for all other functions of management.



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25. Forecasting decision-making policy making and establishing objectives are concerned to which function of management?



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



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27. Identifying and dividing the work' is the first step in the process of this function of management. Identify the function



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28. Which function of management ensures that actual activities confirm to planned activities?



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29. Name the level of management, at which the managers are responsible for the welfare and survival of the organisation.





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30. At which level, the managers are responsible for implementing and controlling the plans and strategies of an organisation?



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31. At which level of management, managers are responsible for maintaining the quality output and safety standards?



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32. What does pyramid form of levels of management indicate?



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33. What do you mean by coordination?



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34. Name the force that binds all the functions of management



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35. Name the concept which is known as the essence of management



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36. Which process of management is the orderly arrangement of group efforts to provide unity of action in pursuit of common purpose?



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37. Why is coordination needed at all levels of management?



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38. Why is coordination a deliberate function?



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39. Distinguish between coordination and cooperation in one line.



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40. "Is management concerned only with doing the right task, completing activities and

achieving goals without taking into consideration the cost benefit?" Give reason in support of your answer



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41. Management is the process of getting things done to achieve goals effectively and efficiently'. What is the process referred to in the definition?



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42. Management increases efficiency How?



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43. Clarify the equation: Anything - Management = Zero.



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44. Management is an exact science like Physics or Chemistry. Do you agree?



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45. Management is the systematised body of knowledge that explains certain general truths Explain.



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46. Your grandfather has retired from an organisation in which he is responsible for implementing the plans developed by the top management. At which level of management

was he working? State one more function performed at this level



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47. Two managers are conversing that management is broadly divided into two concepts, one is traditional and the other is modern. As per your opinion, are they correct or not?



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48. Management of an organisation strives to achieve profit and growth. It is associated to which objective of management?



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49. Arora Ltd offers employment to widows and weaker sections of the society. Identify the objective of the organisation in the given case



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50. Management principles can be applied to all types of activities. Which characteristic of management is depicted here?



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51. An organisation Interacts with external environment and adapts itself to the changing environment'. Which characteristic of management is highlighted in this statement?



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52. As per the reader's understanding, what is the major task of a manager?



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53. Nothing is permanent in management'.
Give example.



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54. Arnav and Pranav are conversing that management is a full-fledged profession. Do you agree with their view point?



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55. Raghav is the manager of Eastern zone of a large corporate house. At what level, does he work in the organisation? State some of the functions, which he performs at this level



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Chapter Practice Short Answer

1. Management seeks to achieve certain objectives, which must be derived from basic purpose of the business In the light of this statement, explain organisational and social objectives of management.



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2. Survival, profit and growth are essential targets of every enterprise. identity and discuss the objective of management mentioned here.



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3. Mention briefly any two characteristics of management briefly



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4. Discuss in brief:

(i) Management is a continuous process.

(ii) Management is a dynamic function.



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5. Explain any four features of management.



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6. State any four points that highlight the characteristics of management.



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7. Management is the process of working with and through others to effectively achieve organisational objectives by efficiently using limited resources in the changing environment. In the light of the above

statement, explain any four features of management



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8. Management is 'multidimensional'. Explain the dimensions of management.



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9. Explain how management increases efficiency and helps in the development of

society



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10. Explain any four points that highlight the importance of management.



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11. "Lack of proper management results in wastage of time, money and efforts. In the

light of this statement, explain any four points of importance of management.



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12. Write a short note on the importance of management



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13. With a suitable example, define how management is an intangible force.



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14. Why is management an inexact science?



[View Text Solution](#)

15. Define management. Explain the features that establish it as a social science.



[View Text Solution](#)

16. Management is neither precise nor as comprehensive as natural and pure sciences'. Explain?



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17. Is management a science? Give three reasons in support of your answer



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18. Comment on Management as a science



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19. State three levels of management. Explain any three functions of the operational level of management.



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20. Briefly discuss the three levels of management



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21. Give any three functions which are performed by the Chief Executive Officer of a company



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22. What are the three levels of management?

Explain any three functions of top level management.



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23. State three functions of top level management.



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24. Management is a series of continuous interrelated functions with no predetermined sequence Explain



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25. With the help of an example, discuss in brief, coordination



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26. Coordination is required at which level of management?



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27. Coordination is needed at all levels of management and it is the responsibility/function of all managers Explain how?



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28. Why is coordination needed in an organisation?



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29. Manav, a post graduate in English, is successfully running his family business. All of a sudden, he thought of taking employment and got a job of finance manager in a company, on the basis of his experience and efficiency.

(i) Do you think his appointment is valid?

(ii) Was it not necessary for him to be a part of professional association to attain the post?



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30. Coordination is a systematic and orderly arrangement of individual and group efforts'. In the light of the statement, state any four features of coordination



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31. Aircel started an earnest awareness campaign 'Save Our Tigers'. The campaign's main agenda was to conserve tigers. This campaign highlights one of the objectives of management. Discuss in brief.



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32. Manav, who is an M.B.A, has been appointed at the post of General Manager in HCPC Ltd. Soon after his joining, he decided to

set up a chemical plant in a residential area.

Also, he withdrew all kinds of donation and charity going for running of hospitals and schools for the children of employees

(i) Do you think Manav is correct in his decision?

(ii) If not, in what reference?

(iii) How can he rectify his mistake? Suggest



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33. Identify the characteristics of management in the following cases

(i) What managers do in India, The USA Germany and Japan is the same.

(ii) KFC, the fast food joint, has made several alterations in its menu in order to survive in Indian markets

(iii) Suhasini at Fabmart, performs several different tasks in a single day on a regular basis in series



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34. What is meant by management? Explain its any three features that establish it as an art.



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35. What is meant by 'management as an art? Explain with the help of any three features



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36. A carpenter, making furniture out of wood and goldsmith, shaping gold into ornaments. This can be done only by practising and implementing applications. Similarly, manager is also implementing and practising the art of management. Do you agree? Give reasons in support of your answer



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37. An MBA professional applied his acquired knowledge and skills in managing the tasks of an organisation. In the context of this stated example, briefly discuss management as an art?



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38. Pranav, a manager of Telton Ltd believes that management is an art. Do you agree with

the view point of Pranav? Give reasons in support of your answer.



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39. Mr Nitin Singhanian's father deals in the business of iron and steel. His father wishes that his son should join the family business but he wants to go to the USA for pursuing MBA. On the basis of emerging trends, what should he do? Give three reasons in support of your answer.



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40. Ajay is a supervisor in XYZ factory His routine work is to assign jobs to workers and make arrangements for training, if required. State some other functions which can be performed by him as a supervisor



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41. Dheer is working as an operation Incharge in Tifco Ltd. Name the managerial level at

which he is working State any four functions he will perform at this position in the company



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42. Rishitosh Mukherjee has recently joined AMV Ltd, a company manufacturing refrigerators. He found that his department was understaffed and other departments were not cooperating with his department for smooth functioning of the organisation.

Therefore, he ensured that his department has the required number of employees and its cooperation with other departments is improved.

(i) Identify the level at which Rishitosh Mukherjee was working

(ii) Also state three more functions required to be performed by Rishitosh Mukherjee at this level.



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43. Ashutosh Goenka was working in Axe Ltd., a company manufacturing air purifiers. He found that the profits had started declining from the last six months Profit has an implication for the survival of the firm, so he analysed the business environment to find out the reasons for this decline

(i) identify the level of management at which Ashutosh Goenka was working

(ii) State three other functions being performed by Ashutosh Goenka



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Chapter Practice Long Answer

1. From the manager's point of view, 'objectives are the values which are to be achieved'. In the light of this statement, explain the three objectives of management.



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2. Reva and Deva are the owners of PLA Group. They are having a diversified business. Now, they are planning to launch a new venture. The owners are very successful as they follow planning organising, directing and controlling in all businesses. Which characteristic of management does it signify? Explain any five characteristics of management.



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3. Explain any five characteristics of management



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4. Management is an art. Do you agree with the statement? Give three reasons in support of your answer.



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5. Is management an 'art? Give any three reasons in support of your answer



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6. Art is concerned with personal application of knowledge'. In the light of this statement, compare all the features of art with management and prove that it is an art.



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7. Management is regarded as a perfect science. Do you agree? Give any three reasons.



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8. What is science and why management is considered a science?



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9. What is meant by coordination ? State its any four features .



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10. Explain any five features of coordination



View Text Solution

11. Coordination is synchronisation of group efforts achieve organisational objectives ' In

the light of this statement , highlight any five features of coordination



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12. Distinguish between top level, middle level and lower level of management.



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13. Management is the life-giving element in every business, without which resources

remain lifeless and inactive'. Comment.



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14. How is management essential for the successful running of an enterprise?



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15. In the absence of management, the productive resources will remain resources In

the light of this statement, explain the significance of management.



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16. Success of an organisation largely depends upon its management'. Do you agree? Give reasons in support of your answer.



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17. State any five points, which highlight the importance of management.



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18. Describe any five reasons which clarify that management is gaining importance day-by-day.



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19. Lack of proper management results in wastage of time, money and efforts. Do you agree? Give reasons.



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20. Michael is working as Corporate Development Head in Adam Ltd. Name the managerial level at which he is working. State four functions which he will perform as a Corporate Development Head in this company





Case Studies

1. At a time when India had a total of 250 computers, Shiv Nadar led a young team which passionately believed in the growth of the indigenous IT industry. That vision in 1976, born out of a Delhi 'barsaati', has resulted three decades later in creating a US \$ 3.5 billion global enterprise. HCL is today a leader in the IT industry, employing 41,000

professionals and having a global presence in 16 countries spanning locations in the US, Europe, Japan, ASEAN and the Pacific Rim. HCL's business today spans IT hardware manufacturing and distribution, system integration, technology and software services, business process outsourcing, and infrastructure management. HCL Enterprises is a leader in global technology and IT services. HCL's basic plan of developing an indigenous microcomputer bore fruit in 1978 at the same time as Apple and three years before IBM. This was considered by many industry observers as

the birth of the Indian computer industry. Under the able direction of its founding fathers it commenced global operations in the US in 1988. Shiv Nadar's risk-taking ability is legendary and he has often made daring forays based on his conviction of the future. At a time when hardware was the name of the game, Nadar foresaw the huge potential in the area of IT education and learning from which NIIT was born. Yet again when software development was still in the nascent stages, Shiv Nadar took the lead and today HCL is a force to reckon with in the global markets The

organisation structure of HCL Enterprises consists of two listed companies in India -HCL Technologies and HCL Infosystems. Shiv Nadar, Chairman and CEO, attributes the success of the group to its management team and their entrepreneurial spirit, which together have enabled it to handle rapid changes in environments and technologies, and to transform threats into opportunities. Fundamental to the process has been the development of new paradigms for the unprecedented situations into which the group ventures. These include guidelines for

organisation restructuring, market creation, technology leveraging and business up-scaling. Like any other business enterprise profits are important for the survival and growth of HCL as an enterprise. At HCL the management believes that a satisfied employee creates a satisfied customer, who in turn creates profits that lead to satisfied shareholders HCL has a strong sense of social responsibility. It has set up educational institutions in the fields of management, engineering and computer education, in which one-third of the students are girls According

to Shiv Nadar, the future belongs to the global enterprise which is able to transform itself according to the challenges of global economy.

Shiv Nadar is the Chairman and CEO of HCL Technologies. At which level of management is he working?



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2. At a time when India had a total of 250 computers, Shiv Nadar led a young team which

passionately believed in the growth of the indigenous IT industry. That vision in 1976, born out of a Delhi 'barsaati', has resulted three decades later in creating a US \$ 3.5 billion global enterprise. HCL is today a leader in the IT industry, employing 41,000 professionals and having a global presence in 16 countries spanning locations in the US, Europe, Japan, ASEAN and the Pacific Rim. HCL's business today spans IT hardware manufacturing and distribution, system integration, technology and software services, business process outsourcing, and

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Explain the functions performed by managers at this level



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3. At a time when India had a total of 250 computers, Shiv Nadar led a young team which passionately believed in the growth of the indigenous IT industry. That vision in 1976, born out of a Delhi 'barsaati', has resulted three decades later in creating a US \$ 3.5 billion global enterprise. HCL is today a leader in the IT industry, employing 41,000 professionals and having a global presence in 16 countries spanning locations in the US, Europe, Japan, ASEAN and the Pacific Rim. HCL's

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economy.

Apart from organisational objective, which objectives have been focussed upon by HCL Technologies?



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4. The Management Mantra from GE Jack Welch was appointed CEO of GE in 1981. At that time the firm had a market capitalisation of \$13 billion. In 2000 when he stepped down the firm's turnover had increased multifold to

\$500 billion. What was the secret of Welch's success? He has laid down the following pointers for managers to be successful:

Create a vision and then ignite your organisation to make this vision a reality Get people so passionate about what they are doing that they cannot wait to execute this plan Have great energy, competitive spirit and the ability to spark excitement and achieve results. Search for leaders who have the same qualities

Focus on strategic issues. Your job is to understand the vital issues within each of your

businesses. Recognise the talent needed to win in those markets

Focus on the main issue. Your job is to see the big picture. Don't manage every detail. Don't get caught up in the minute details, but instead inspire others to execute some of your vision. Surround yourself with great people and trust them to do their job and contribute their best to the organisation.

Involve everyone and welcome great ideas from everywhere. Anyone can be a leader, just so long as they contribute, and the most meaningful way for anyone to contribute is to

come up with a good idea. Business is all about getting the best ideas from everyone. New ideas are the lifeblood of the organisation, the fuel that makes it run. "The hero is the person with a new idea." There is simply nothing more important to an organisation than expressing ideas and creating a vision.

Lead by example. To spark others to perform, you must lead by example. Jack Welch's mastery of the four E's of leadership - Energy, Energise, Edge, and Execution - was always in evidence. "He had great energy, sparked

others, had incredible competitive spirit, and had a record of execution that was second to none. This is a key of the Welch phenomenon. Had he been lacking in any of the traits he espoused, he would not have commanded such acclaim.

The secret behind Welch's success is efficient management. Why do you think management is important for the success of the organisation?



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5. A quiet digital revolution is reshaping the lives of farmers in remote Indian villages. In these villages, farmers grow soybeans, wheat and coffee in small plots of land, as they have done for thousands of years. A typical village has no reliable electricity and has antiquated telephone lines. The farmers are largely illiterate and have never seen a computer. But farmers in these villages are conducting e-business through an initiative called E-Choupal, created by ITC one of India's largest consumer product and agribusiness companies. ITC's E-Choupal initiative is a fine

example of a business organisation fulfilling corporate social responsibility. The basic aim of the programme is to provide farmers in rural India with the opportunity to make use of a direct marketing channel eliminating multiple intermediation and wasteful handling and unnecessary transaction costs. It is the single-largest information technology-based intervention by a corporate entity in rural India, transforming the Indian farmer into a progressive knowledge-seeking citizen, enriching him with knowledge and elevating him to a new order of empowerment. E-

Choupal delivers real-time information and customised knowledge to improve the farmer's decision-making ability, thereby better aligning farm output to market demands, securing better quality productivity and improved price discovery. Given the low levels of literacy in the rural sector, the role of the Choupal Sanchalak, the lead farmer of the village, in facilitating physical interface between the computer terminal and the farmers is central to the project E-Choupal Smart Cards enable farmer identification to provide customised information on the E-

Choupal website. Online transactions are captured to reward farmers for volume and value of usage. The E-Choupal initiative has found its way into the Harvard Business School as a leading case study illustrating the use of modern technology by a leading business house for the benefit of the rural poor.

State the social objectives attained by ITC, as indicated in the paragraph



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6. A quiet digital revolution is reshaping the lives of farmers in remote Indian villages. In these villages, farmers grow soybeans, wheat and coffee in small plots of land, as they have done for thousands of years. A typical village has no reliable electricity and has antiquated telephone lines. The farmers are largely illiterate and have never seen a computer. But farmers in these villages are conducting e-business through an initiative called E-Choupal, created by ITC one of India's largest consumer product and agribusiness companies. ITC's E-Choupal initiative is a fine

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State any three points of importance of management indicated in the above para



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7. DABBAWALAS- Excellence through Coordination

The Dabbawallas of Mumbai is the story of a SIX SIGMA business enterprise. The success of the business lies in the complex yet well coordinated exercise that is carried out on the streets of Mumbai day after day. What is the secret behind the efficiency with which their business is conducted? The story of the dabbawallas begins in the kitchens of Mumbai. After they step out of their door, someone begins the time-consuming process of preparing the worker a fresh, homecooked

lunch What happens next for demonstrates the coordination of the dabbawallas system. The first dabbawalla picks up the tiffin from home and takes it to the nearest railway station. The second dabbawalla sorts out the dabbas at the railway station according to destination and puts them in the luggage carriage. The third one travels with the dabbas to the railway stations nearest to the destinations. The fourth one picks up dabbas from the railway station and drops them off at the offices By mid-morning, thousands of dabbawallas are bicycling through the streets

of Mumbai, ensuring a hot home cooked lunch for their customers. The whole tiffin distribution requires negligible technology. The dabbawallas rely on low capital and use cycles, wooden carriages and local trains to achieve their target. There are several groups that work independently and network with each other to achieve their goal. Each area is divided into several small distribution sectors and each sector is handled by a particular person. This person understands the address in that locality very well. Also, this perfection comes with practice. Many new employees

work for months under the guidance of their seniors Punctuality and time management are on top of the agenda for dabbawalas. Whatever be the circumstances, the dabbawalas never get delayed even by a few minutes.

Which concept is the basis of the success of Dabbawalas? Explain



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On the basis of the above paragraph indicate any three features of coordination



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9. The Challenge of Being a Global Manager

Rajat Lal is the director of a firm that develops software solutions for the travel industry on a global level. He represents a US software services firm that outsources project work to its delivery partners in Gurgaon, the software hub of North India. It develops software for companies in the technology, transportation and leisure sectors, across the world. Rajat is the interface between his global clients and his domestic technical team. That makes his job more challenging than that of a manager

who functions in a totally domestic environment. This is what Rajat has to say about the challenges of his job: In the capacity of the country manager' - the global manager has to deal with establishing his company's legal and business presence in the form of a local office or business partner, contacting and negotiating with clients, with legal bodies including lawyers and immigration authorities since the services involve having technical staff from India to be based in USA/Europe, as also with local companies offering recruitment services. Another key role he plays is

establishing a sense of comfort in potential clients by stressing on the positive effects of cross cultural and multi-cultural opportunities that outsourcing and global delivery entail, while addressing any concerns out of these.

In the capacity of the functional manager- the global manager has to ensure he is able to source the right technical skills, build a strong resource base of these skills, and be able to deliver on software projects with these skill-sets working in a globalised work environment - in terms of multiple time-zones,

understanding of client's priorities based on the business cycles that the client's business operates in understanding and adapting to the processes and methodologies the client is familiar with. Finally this function also includes customer expectation management, where the functional manager has to coordinate activities in India and in USA/Europe according to the customer's priorities, communicate what is possible and what is not possible, and accordingly also manage the expectations and satisfaction levels of his own employees In the capacity of

the 'business leader - the global manager has to be alive to changing business Situations and customer priorities - he has to keep track of the trends in outsourcing - and have the ability to envision upcoming opportunities as well as potential risks. For example, having a firm grip on the changing legislations on outsourcing is critical for a business manager to understand if his current clients are going to continue giving him business. The global manager also needs to be extremely responsive in what customers may perceive as gaps between the operating environment in

India vis-à-vis their own countries. He has to position the advantages that outsourcing to India offers - in terms of lowered costs and access to a wide talent-base, while expertly addressing concerns on weak areas like infrastructure in India. What do all these mean for a global manager today? To summarise, a global manager today is one who possesses what can be termed as 'hard' types of skills as well as 'softer types of skills. Managers who understand analysis, strategy, engineering, and technology are still going to be needed, but extremely critical to global success are

people who understand how teams work, how organisations work, how people are motivated. A manager who really understands different cultures should be able to work in a West European, non-English speaking country, then move to a developing country like Malaysia or Kenya, and then be transferred to an office based in New York, USA and be almost immediately productive in all three places. It can thus be understood that the role of a global manager has evolved in much the same way that the global industry and economy have evolved. It has changed from being a

single dimensional role in a defined business context, to being a multi-faceted role that calls for a diverse combination of technical skills, soft management and people skills, and the ability to imbibe and learn different cultural experiences.

Which features of management is referred in the paragraph ? Explain



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10. The Challenge of Being a Global Manager

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single dimensional role in a defined business context, to being a multi-faceted role that calls for a diverse combination of technical skills, soft management and people skills, and the ability to imbibe and learn different cultural experiences.

On the basis of his experience Rajat Lal assumes that Management is an Art. Do you agree? Give reasons



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11. Vikas is a well-known businessman in the field of publishing. He owes the success of his business to his own education in business management and his team of certified management consultants. Therefore, he decides to send both his children Parth and Pranav abroad to acquire a degree in business management in their individual area of expertise. He feels that all over the world there is marked growth in management as a discipline, but still it is not considered to be a full-fledged profession for certain reasons On

the basis of the above case

Explain the reasons because of which Vikas considers management as a discipline



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12. Vikas is a well-known businessman in the field of publishing. He owes the success of his business to his own education in business management and his team of certified management consultants. Therefore, he decides to send both his children Parth and

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Critically examine the various reasons because of which management is not considered to be a full-fledged profession.



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13. Employees of XYZ Ltd are leaving their jobs due to poor management practices. It results in increasing costs and reducing the talent, present in a business. It is mandatory that business owners should understand the importance of management through personal research or formal education, by which they can improve employees' productivity, eliminate redundancy in processes and increase profits

Explain the importance of management in context to the above discussed case study



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14. Employees of XYZ Ltd are leaving their jobs due to poor management practices. It results in increasing costs and reducing the talent, present in a business. It is mandatory that business owners should understand the importance of management through personal research or formal education, by which they can improve employees' productivity, eliminate redundancy in processes and increase profits

What steps should be taken by top level

management to retain the interest of employees?



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15. Rohan and Rahul were batchmates who cleared their MBA from Institute of Management, Ahmedabad in 2012. After passing out, Rohan joined an NGO and started working for the welfare of widows and orphans. On the contrary, Rahul joined a huge business organisation working with profit.

motive. While both of them were engaged in different activities, yet they performed similar functions of planning, organising, directing and controlling. They made a conscious effort to coordinate the activities of different departments and build a team spirit among subordinates. Their managerial skills resulted in achieving targets, happy and satisfied employees and orderliness in their organisations.

On the basis of the understanding of the above case, identify any three features of management and explain them



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16. Aarti is the manager of Western division of Prime Power Ltd. The company belongs to infrastructure sector, wherein regular amendments are made in the government regulations and policies. She holds regular meeting to ensure that people in her department are not only aware of the related changes but are also able to adapt to these changes effectively. This helps the company to maintain its competitive edge. She motivates

and leadsher team in such a manner that individual members are able to achieve personal goals while contributing to the overall organisational objective. In the process of fulfilling her duties for the growth of the organisation she helps in providing competitive services, adopting new technology, creating more employment opportunities etc. for the greater good of the people at large

Quoting lines from the above paragraph, list and explain the reasons that have made management so important



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Self Assessment Multiple Choice

1. Is the most important objective of every business

A. Survival

B. Profit

C. Growth

D. Expansion

Answer: A



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2. CEO is at which level of mangement ?

- A. all levels of management
- B. Supervisory level of management
- C. Middle level of management
- D. Top level of management

Answer: D



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3. In order to achieve organisational goals

Objective should be integrated with organisational goals, as only satisfied employees will help in achieving organisational goals

A. organisational

B. social

C. personal

D. None of these

Answer: C



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4. Which of the following is not an essential organisational objective of management ?

A. Survival

B. Eco-friendly production

C. Growth

D. Profit

Answer: B



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5. Finance manager and marketing manager comes in which level of management ?

A. Top level management

B. Lower level of management

C. Middle level of management

D. Either (a) or (c)

Answer: C



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Self Assessment Very Short Answer

1. Name the process of designing and maintaining an environment in which individuals working together in groups, accomplish desired goal.



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2. In an organisation, employees are happy and satisfied, there is no chaos and effort of management is noticeable. Which characteristic of management is highlighted here?



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3. State two points of importance of management.



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4. Name the level of management engaged in:

(i) overseeing and supervising workers.

(ii) maintaining liaisons with outsiders.



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Self Assessment I Short Answer

1. Explain the organisational or economic objectives of management.



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2. Why is management regarded as a science?



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3. State three consequences of lack of coordination in an organisation



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Self Assessment Ii Short Answer

1. Management is a series of continuous interrelated functions. Comment



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2. Coordination is the essence of management. Do you agree? Give reasons in support of your

answer.



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Self Assessment I Long Answer

1. Explain in your own words, the importance of management.



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2. Ramakant is working as a Plant Superintendent in Ordnance Factory. Identify the level at which he is working and discuss any four functions which he will perform in the factory.



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Self Assessment li Long Answer

1. Management has a well defined body of knowledge like accounting and medicine'. Does it qualify to be a profession? Why or why not ?



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Cbse Examinations Archive Very Short Answer

1. What is meant by management of work?



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2. What is meant by management of people?



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3. Define 'organising', as a function of management.



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4. Identify the nature of management when it is said to be a systematised body of

knowledge that explains certain general truths



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5. Identify the nature of management when it is practised as personal application of existing knowledge to achieve desired results



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6. At which level of management, the managers are responsible for the welfare and

survival of the organisation?



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7. Name the level of management at which the managers are responsible for implementing and controlling the plans and strategies of the organisation



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8. What is meant by management?



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9. What is meant by 'effectiveness in management?



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10. List any two social objectives of management.



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11. Explain in one sentence, how management increases efficiency



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12. Explain in one sentence, how management helps in achieving group goals.



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13. Your grandfather has retired as the director of a manufacturing company. At which level of management, was he working? State any one function



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14. Your grandfather has retired from an organisation in which he is responsible for implementing the plans developed by the top management. At which level of management

was he working? State one more function performed at this level



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15. Explain in one sentence how directing is an executive function of management



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16. List any two functions of top level management.



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17. List any two functions of middle level management



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18. List any two organisational objectives of management.



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19. List any two personal objectives of management



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20. Hero Ltd's target is to produce 10,000 shirts per month at a cost of Rs.150 per shirt. The production manager could achieve this target at a cost of Rs. 160 per shirt. Do you think the production manager is effective? Give reason in support of your answer



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21. Volvo Ltd target is to produce 10,000 shirts per month at a cost of Rs. 100 per shirt. The production manager achieve this target at a cost of Rs. 90 per shirt. Do you think the production manager is effective ? Give reasons in support of your answer.



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22. Do you think the 'Production Manager' is effective? Give one reason in support of your answer



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Cbse Examinations Archive Short Answer

1. Ashutosh Goenka was working in Axe Ltd., a company manufacturing air purifiers. He found that the profits had started declining from the

last six months Profit has an implication for the survival of the firm, so he analysed the business environment to find out the reasons for this decline

(i) identify the level of management at which Ashutosh Goenka was working

(ii) State three other functions being performed by Ashutosh Goenka



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2. What is meant by management? Explain its any three features that establish it as an art



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3. Describe any five reasons, which clarify that management is gaining importance day-by-day



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4. State five points, which highlight the importance of management



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5. Success of every organisation depends upon its management. Explain any five reasons to justify the above statement



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6. Lack of proper management results in wastage of time money and efforts In the light of this statement, explain any four points of importance of management.



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7. Give the meaning of management and explain how it creates a dynamic organisation and helps in the development of society



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8. Explain how management increases efficiency and helps in the development of society?



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9. Management is the process of working with and through others to effectively achieve organisational objectives by efficiently using limited resources in the changing environment. In the light of the above

statement, explain any four features of management.



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10. Management seeks to achieve certain objectives which must be derived from basic purpose of the business. In the light of the above statement, explain organisational and social objectives of management



View Text Solution

11. What is meant by management as an art ?

Explain with the help of any three features



View Text Solution

12. What is meant by 'management as a science? Explain with the help of any three features



View Text Solution

1. What is meant by coordination? State its any four features



View Text Solution

2. Explain any five features of coordination



View Text Solution

3. State any five features of coordination



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4. "Is management concerned only with doing the night task completing activities and achieving goals without taking into consideration the cost benefit? Give reason in support of your answer



[View Text Solution](#)

5. What is meant by coordination? How it integrates group efforts and ensures unity of

action? Explain



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6. Management is regarded as an art by some, as science or as an inexact science by others. The truth seems to be somewhere in between. In the light of this statement explain the true nature of management.



View Text Solution

7. Coordination is a synchronisation of group efforts to achieve organisational objectives In the light of this statement, highlight any three features of coordination.



View Text Solution

8. Coordination is the orderly arrangement of group efforts to provide unity of action in the pursuit of common purpose. In the light of

this statement, explain the nature of coordination



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9. Is management a full-fledged profession?

Give any three reasons in support of your answer



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10. Is management a science? Give any three reasons in support of your answer



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11. Is management an art? Give any three reasons in support of your answer



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12. Art is concerned with personal application of knowledge'. In the light of this statement, compare all the features of art with management and prove that it is an art



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