



BUSINESS STUDIES

BOOKS - ARIHANT BUSINESS STUDIES (HINGLISH)

PLANNING

Check Point 1

1. How is planning a mental exercise ?



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2. State two internal limitations of planning



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3. State two external limitations of planning



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4. Why does creativity gets lost in employees ?



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5. How does political outlook affect an organisation ?



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Check Point 2

1. Give an example of derivative plan



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2. How are alternative courses evaluated ?



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3. What is the benefit of follow up of plans ?



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4. Give two examples of single-use plans



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5. Give two examples of standing plans



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Ncert Folder Short Answer

1. What are the main points in the definition of planning?



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2. How does planning provides direction?



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3. Do you think planning can work in a changing environment?



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4. If planning involves working out details for the future, why does it not ensure success?



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5. Planning is not a guarantee of success.

Comment



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6. Why are rules considered to be plans?



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7. What kind of strategic decisions are taken by business organisations?



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Ncert Folder Long Answer

1. Why is it said that organisations are not always able to accomplish their objectives?



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2. Describe any five limitations of planning.

Though planning is an important tool of management, yet it is not a remedy for all types of problems. Do you agree with this statement? Give any five reasons in support of your answer.



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3. What are the main features to be considered by the management while planning?



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4. State/explain any five features of planning



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5. State any four features of planning



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6. State any three features of planning.



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7. What are the steps taken by management in the planning process?



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8. Explain the steps involved in the planning process



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9. Enumerate the steps involved in the process of planning



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10. Is planning worth huge costs involved? Explain.



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11. Define planning. State any four points of importance of planning.



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Ncert Folder Case Problems

1. An electronic company is facing a problem of declining market share due to increased competition from other new and existing players in the market. Its competitors are

introducing lower price models for mass consumers. Who are price sensitive? For quality conscious consumers company is introducing new model with added features and new technological advancements.

(i) Prepare a model business plan for this company. Specify which type of plan you are preparing.

(ii) Identify the limitations of such plans.

(iii) How will you remove these limitations?



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2. An electronic company is facing a problem of declining market share due to increased competition from other new and existing players in the market. Its competitors are introducing lower price models for mass consumers. Who are price sensitive? For quality conscious consumers company is introducing new model with added features and new technological advancements.

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Chapter Practice Multiple Choice

1. Which of the following is an activity, which requires a manager to look ahead and anticipate changes

A. Organising

B. Staffing

C. Planning

D. Controlling

Answer: C



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2. Planning gives direction, reduces the impact of change, minimises waste and redundancy and

A. establishes chaos among departments

B. sets the basis used for promotion of individuals within the organisation

C. planning guarantees safeguard from external environment

D. sets the standards used in controlling

Answer: D



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3. Planning involves It is essentially the process of choosing among various alternatives.

- A. mental exercise
- B. decision-making
- C. wasteful activities
- D. Both (a) and (c)

Answer: B



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4. All other managerial functions are performed within the framework of the plans drawn. Thus, it can be said that planning precedes other functions. This statement describes which function of planning?

A. Planning focuses on achieving objectives

B. Planning is pervasive

C. Primacy of planning

D. Planning is futuristic

Answer: C



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5. "Planning is a thinking process, the organised foresight, the vision based on facts and experience, is, required for intelligent action This definition of planning is given by

A. Henry Fayol

B. Alfred and Beatty

C. Hurley

D. FW Taylor

Answer: B



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6. "Planning provides the standards against which actual performance is measured." In the

light of this statement, identify the benefit of planning from the following.

A. Planning establishes standard for controlling

B. Planning provides direction

C. Planning is a mental exercise

D. Planning involves decision-making

Answer: A



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7. Name the most critical step in the process of planning

A. Implementing the plan

B. Developing the plan

C. Selecting the best possible course of action

D. None of the above

Answer: C



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8. What is meant by 'follow-up action' as the step involved in the process of planning?

A. Managing the plan

B. Checking the plan

C. Selecting the plan

D. None of these

Answer: B



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9. Some plans are used repeatedly in similar situations. Identify the type of plan.

- A. Standing plan
- B. Single use plan
- C. Policy plan
- D. None of these

Answer: A



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10. Name the type of plan, which is in the form of general statements and channelises energies towards a particular direction.

A. Budget

B. Rule

C. Policy

D. Method

Answer: C



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11. A company wants to introduce a new product. What type of plan should it prepare?

A. Objective

B. Strategy

C. Policy

D. None of these

Answer: B



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12. Which plan is defined as the formalised or systematic way of doing routine and repetitive jobs?

A. Objective

B. Strategy

C. Method

D. None of these

Answer: C



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13. Single use plans are

- A. formulated to achieve a specific target
- B. responsible and can be easily fixed
- C. comes under the standing plan
- D. None of the above

Answer: A



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14. Planning is deciding in advance what is to be done. It involves the selection of objectives, policies, procedures and programmes among alternatives. This definition has been given by

- A. ME Hurley
- B. Peter Drucker
- C. Henry Fayol
- D. Chester Barnard

Answer: A



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15. Plans are made for a specific time period. At the end of such time period, new plans have to be drawn. Identify the feature of planning

- A. Planning is pervasive
- B. Planning is futuristic
- C. Planning involves decision-making
- D. Planning is continuous

Answer: D





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Chapter Practice Very Short Answer

1. List any two characteristics of planning



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2. Give the features of an ideal plan



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3. Can planning prevent problems?



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4. What is meant by 'selecting an alternative' as a step in the planning process?



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5. Why should a manager think twice before selecting an alternative?



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6. Give the meaning of policy as a type of plan.



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7. Give the meaning of method as a type of plan



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8. What are single use plans?



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9. Give two essentials of procedure



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10. What are the main requirements of sound objectives?



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11. Give one limitation of 'rule as a type of plan



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12. Explain how planning is futuristic.



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13. Explain how planning facilitates decision-making?



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14. State two benefits of planning.



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15. In spite of many advantages, state how planning can be detrimental



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16. Planning is done for achieving the organisational goals. Do you agree? Give one reason in support of your answer



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17. Planning always leads to success. Do you agree? Give reason in support of your answer.



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18. The directors of XYZ Ltd are of the opinion that all decisions and plans are to be framed by them, and therefore, no planning is required at lower levels of management.

Refute this statement



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19. How is planning a pervasive function? State



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20. Planning eliminates uncertainties. Do you agree? Give reason in support of your answer



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21. Karan, Kartik and Kunal are best friends. They decided to enter into a partnership business of constructing a mall. Which function of management is referred here?



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22. To see whether plans are being implemented and activities are being performed according to schedule, is a step of planning process. Identify the step.



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23. Give one difference between 'policy and procedure



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24. Planning strangles the initiative of the employees and compels them to work in an inflexible manner. What does it mean?



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25. Management translates work into goals and also finds ways and means to achieve them. Name the term highlighted in the statement



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26. At what step the managerial functions come into the picture?



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27. In which context, alternative courses are being evaluated?



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28. Mention the step, in which each course of alternatives is to be weighed against each other



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29. Planning is done by the top level managers and rest of the members follow them blindly. State the demerit of planning highlighted here



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30. Which limitation of planning states that 'Once plans are made, managers may not be in a position to change them?



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31. These plans are formulated at top level, defines the future decisions regarding the organisations direction and scope in the long-run. Identify the type of plan and discuss it briefly



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32. Saurabh decided to start a chocolates manufacturing business. He set the target of earning 10 % profit on sales in the first year. As a good businessman, he was concerned about the future of the business, which was uncertain. He gathered information that the demand for chocolates is increasing day by day. He used this information as the base for future planning and shared it with his team. On the basis of the gathered information, he

decided a meeting in the following week to find innovative ways to achieve the objectives.

List the first two steps, which have been followed by Saurabh that are related the process of one of the functions of management.



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Chapter Practice Short Answer

1. What are the key elements in the concept of planning?



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2. Planning provides the basis for all other functions of management'. Comment



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3. Why is planning called the primary function of management?



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4. What do you mean by 'primacy of planning'?



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5. How 'planning leads to increased efficiency?



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6. How planning bridges the gap between where we are and where we want to go? Explain in brief.



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7. Why is planning a prerequisite for controlling?



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8. How does planning facilitate control?



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9. Briefly discuss the following significance of planning

(i) Planning establishes standards for controlling

(ii) Planning promotes innovative ideas.



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10. State any three points of importance of planning.



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11. State any three points of importance of planning function of management.



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12. State any three advantages and two limitations of planning



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13. State any three limitations of planning.



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14. "Planning is not the remedy of all the deficiencies of the business. In the light of the statement, discuss its three demerits



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15. How does planning lead to rigidity and reduce creativity? Explain.



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16. Explain briefly the first two steps in the process of planning



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17. Define 'planning'. Explain the first two steps in the process of planning.



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18. Explain the first three steps in the process of 'planning'



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19. What are derivative plans and why they are formulated?



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20. What is a 'procedure'? Give an example for the same.



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21. Explain objective and 'policy' as types of plan using suitable examples



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22. Explain 'method' and 'rule' as types of plan



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23. What is a 'programme' ? Give a suitable example for the same



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24. Explain the meaning of planning premises with example.



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25. A firm wants to increase its sales by 25% in the coming year. Suggest two steps which should be examined critically by a manager.



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26. Differentiate between budget and procedure



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27. Being a management guru, you feel that the adopted plan is not suitable for company's growth. Suggest an ideal plan for your company and briefly discuss its characteristics.



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28. Useless and redundant activities are minimised or eliminated, when managers adopt planning. Comment



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29. You are a strategic analyst in XYZ Ltd. While developing the planning premises list out certain assumptions regarding

(i) Tangible and intangible premises

(ii) Controllable and uncontrollable premises





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30. Differentiate between method' and "budget' as types of plans



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31. Differentiate between standing and single use plans



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32. In 2015, Naveen left his luxurious life in Mumbai, where he worked as a manager for Blue Birds Ltd. He shifted to Begampur, Chhattisgarh to fulfil his grandmother's dream of converting their 25 acre ancestral land into a fertile farm. For this, he set out specific goals alongwith the activities to be performed to achieve the goals. Every activity was a challenge since he was clueless about farming. He learnt every activity from filling the land to sowing the seeds.To aid farmers he launched his own company 'Innovative Agriculture Solutions Pvt. Ltd.

It was difficult initially as no one trusted an urban youth telling farmers about farming. But when everything was discussed in detail the farmers started taking interest. He wanted to ensure that the future events meet effectively the best interests of the company. Through sales forecasting, he prepared an annual plan for production and sales.

He also found that the farmers grew only paddy, which was an activity of 3-4 months and the land remained idle for the rest 8-9 months of the year. He not only identified but evaluated various alternatives through which

the farms could be utilised for the remaining months of the year. Through correct foresight and logical and systematic thinking based on analysis of all facts, all alternatives were examined and evaluated. He presented a plan to the farmers, where after harvesting paddy, vegetables could be grown.

The above case highlights the features of one of the functions of management. By quoting lines from the above, identify and explain these features.



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Chapter Practice Long Answer

1. Explain Objective And 'strategy' as a type of plan.



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2. Give the meaning of strategy' and 'rules types of plans



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3. Give the meaning of 'objectives', 'procedure and budget as types of plans.



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4. Give the meaning of 'procedure' and 'rules' types of plans.



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5. Give the meaning of policy' and 'strategy' as types of plans.



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6. Distinguish between rule and method on the basis of meaning , purpose , source , adherence and penalty



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7. Distinguish between policy and rule



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8. A company is manufacturing garments. The manager wants to increase profits by purchasing new high speed machines or increasing the sale price or using waste material in manufacturing stuffed toys.

He decided that' using waste material to increase the profit is the best solution for him.

(a) Identify the concept of management involved.

(b) Mention the steps involved in the above process by quoting the lines from the question.

(c) To complete the process of the concept identified in (a), what two next steps does the manager have to take ? Explain.



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9. Which type of plan is referred in the following statements. Name and explain them.

(i) Ends, which the management seek to achieve

(ii) The exact manner in which any work is performed

(iii) Prescription of what and what not to be done

(iv) The prescribed way in which a task is performed



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Case Studies

1. GAIL India, which has had a monopoly in The gas transmission sector is set to see some tough competition in the coming days. While

Reliance is poised to get into the trunk pipeline segment, British Gas is trying to get into the city gas distribution sector. GAIL's new chairman, shares his thoughts on how he plans to take the company ahead. What are GAIL's main priorities? Going by its business strategy, the focus areas are gas sourcing, transmission, marketing, processing, petrochemicals, globalisation and city gas distribution. We are focussing on sourcing of gas from indigenous finds and through LNG and cross border pipelines. We intend to develop the gas market by extending our gas

grid from 5,600 km to 10,000 km. The city gas project is expected to rise from 6 to 45 by the end of the 11th five year Plan. What are GAIL's plans for acquiring an Exploration and Production (E&P) company abroad? GAIL has plans to strengthen its exploration and production activities. To become a formidable company, GAIL is exploring options - acquiring an E&P company is one such option. What are your Capex plans and how do you plan to fund it? GAIL's budgeted Capex plan for FY 06-07 is 2967.28 crore. This includes capital expenditure of 2579.58 crore on pipeline and

other projects and 387.7 crore on petrochemical projects. This will be funded through internal reserves. What are your plans on city gas distribution? Will GAIL continue with its plans on fuel management? We have already established the business successfully in Mumbai, Delhi, Vadodara, Vijayawada, Agra, Lucknow, Kanpur. Till date GAIL has formed eight joint venture companies to implement city gas projects. The projects have had an impact on the pollution levels. GAIL is in the process of forming state-wise Joint Ventures with oil marketing companies to implement

city gas projects in Rajasthan. What are GAIL's plans to diversify into telecom and what is the current status? Gailtel, the telecom service arm of GAIL, offers telecom services commercially to lead telecom operators across India. Gailtel owns and operates approximately 13,000 route km of fibre optic network, GAIL is evaluating various options to work out its future growth plans

In the light of above case, discuss the importance of planning for any enterprise



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State two features of planning reflected in the above case



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3. Polaris Plans New Facility in Mumbai IT
Company Polaris Software Labs is planning a new facility in Mumbai with a capacity for 800 professionals. The company currently has 1,200 professionals across its three centers in Mumbai, and the new facility is expected to come up in the next six months. Polaris

chairman and CEO said that the company was well on the track to meet its earlier announcement to increase the headcount by 1,500-2,000 professionals in the current year to reach the 9,000 mark by March 2007. We will look at acquisition of small boutique consulting companies that are focused on banking, financial services and insurance (BFSI) space. This will strengthen customer service and account management capabilities.

Which function of management is being performed in Polaris software lab?



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Enumerate the main features of this function



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5. International Ambitions of Essar The Essar group is looking to step up its global

operations by entering the riskier but profitable markets of Africa, eastern Europe and the Middle East. In its core business of steel, the Essar group is also looking at a proposal to acquire an integrated steel plant in Eastern Europe. The group has also announced its intention of setting up Greenfield steel manufacturing operations in Sharjah, Qatar and Iran. It has plans to set up a 50-50 joint venture with state owned Qatar Steel Company for a 1.5 million ton steel plant along with a million ton steel rolling plant on the outskirts of Sharjah and another ton per

annum steel plant in Iran, according to a recent Essar newsletter. Even the Indonesia branch of Essar, where the group runs a cold-rolling complex, is expected to look for Merger and Acquisitions (M&A) opportunities in the region.

Explain how can Essar group benefit from planning



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6. Ministry Draws up Plan to Turn Around SEB's by 2008

To give a boost to the financial health of state electricity boards (SEBS), the power ministry has outlined an 11-point agenda to initiate their financial turnaround by 2007-08. Suggestions include changes in the way distribution utilities submit tariff fixation petitions to the regulators and introduction of the concept of a proper timebound business plan. The ministry has asked all utilities to adopt a multi-year tariff approach

while filing the next tariff petition for 2007-08 before the state regulator. This must be undertaken before December 2006. It has also asked utilities to have a state approved business plan with identifiable goals for a three, six and twelve month period. Also, approval needs to be sought from the state regulator for automatic tariff adjustment to recover additional fuel and other unanticipated costs.

Inspite of the pre-planning of the power ministry SEB's may not achieve the outlined goals Explain why?



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List the steps undertaken by Essar group in the planning process



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recover additional fuel and other unanticipated costs.

Identify one Limitation of planning involved in this case



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9. Sanjeev has been running a successful business of manufacturing traditional Indian wear for women including sarees and lehengas. His friend Rajeev who is engaged in the business of providing web designing

solutions to his clients, suggests him to explore the option of selling his products online. Sanjeev agrees to his suggestion and decides to venture into online business, keeping in view the various e-commerce regulations in order to avoid imposition of any penalty. In order to facilitate the sale of the products Sanjeev decides to offer multiple payment options such as cash on delivery, credit or debit card transactions, net banking to the buyers etc.

Identify one feature of planning indicated in the above para



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Identify one point of importance of planning in the given case



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11. Michael joins private limited company Dealing in electronics as a human resource manager. Through a series of interactions with his team during lunch breaks, he comes to know that quite a few managers at middle and senior levels have recently left the organisation as their promotions were overdue. Therefore, in order to reinstate the confidence of the staff he lays out a dear cut plan consisting of a set of general guidelines for both time bound and performance related appraisals of the managers at all levels.

Moreover, he develops standardised processes containing a series of steps specified in the chronological order for its implementation.

Identify the two different types of plans that proposes to implement in order to reinstate the confidence of the staff by quoting lines from the paragraph



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12. Michael joins private limited company Dealing in electronics as a human resource

manager. Through a series of interactions with his team during lunch breaks, he comes to know that quite a few managers at middle and senior levels have recently left the organisation as their promotions were overdue. Therefore, in order to reinstate the confidence of the staff he lays out a dear cut plan consisting of a set of general guidelines for both time bound and performance related appraisals of the managers at all levels. Moreover, he develops standardised processes containing a series of steps specified in the chronological order for its implementation.

Distinguish between the two types of plans as identified in part 1



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13. During partition, Mr. Subhash came to Delhi from Lahore with a lot of wealth. Keeping in view his innate ability to visualise and create things, he decided to work as a junior assistant in a film studio. Over a period of time, as he gained experience and his work was well acclaimed, he decided to set up his

own film studio. Initially he was himself looking into every aspect of the business, but as his work increased manifolds and his own productivity reduced with age, he hired Mr. Rajan as manager. Mr. Rajan being immature in his work started giving bookings for the studio haphazardly. He would never decide anything in advance or do any kind of forecasting of events. This led to lot of confusions and conflicts. As a result, the goodwill earned by Mr. Rajan over the years began to decline. In context of the above case, identify and explain the function of

management which Mr. Rajan failed to perform by quoting lines from the paragraph.



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State the first three steps involved in this process



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15. Anupam joins as a sales manger of a company dealing with garment manufacturing. Being professional in his approach,he knew that without good planning he will not be able to organise or perform any other managerial function affectively or efficiently. Only on the baside he will have to

prepare sales plan regularly on weekly, monthly, quarterly and half yearly basis. While preparing the sales forecast, he undertakes intellectual thinking, involving foresight visualisation rather than guess work and he has to make sure that all these, planning activities coincide with the purpose for which business is being carried out.

In the context of the above case identify the various features of planning highlighted in the above para by quoting lines from it.



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16. Two years ago Mayank obtained degree in food technology. For some time he worked in a company manufacturing bread and biscuits. He was not happy in the company and decided to have his own bread and biscuits manufacturing unit. For this he decided the objectives and the targets and formulated action plan to achieve the same. One of his objective was to earn 50% profit on the amount invested in the first year. It was decided that raw materials like flour sugar, salt, etc will be purchased on two months

credit. He also decided to follow the steps required for marketing the products through his own outlets. He appointed Harsh as a Production Manager who decided the exact manner in which the production activities are to be carried out. Harsh also prepared a statement showing the requirement of workers in the factory throughout the year. Mayank informed Harsh about his sales target for different products area-wise for the forthcoming quarter. While working on the production table, a penalty of 150 per day was announced for not wearing the helmet, gloves

and apron by the workers

Quoting lines from the above para identify and explain the different types of plans discussed



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17. Suryodaya Ltd appointed a team of five efficient managers to plan for its new project of building a residential colony For this, they are paid a huge amount of remuneration also Explain, giving reasons, incurring such huge

expenditure on planning is justified for the company



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18. Suryodaya Ltd appointed a team of five efficient managers to plan for its new project of building a residential colony For this, they are paid a huge amount of remuneration also Explain the process that would be followed by the team



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Self Assessment Multiple Choice

1. Managers at the operational or supervisory level make plans for

A. strategic direction of organisation

B. departmental working

C. day-to-day working

D. None of these

Answer: C



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2. Identify the key elements of planning from the following

- A. Determining the objectives
- B. Identifying alternative courses of action
- C. Selecting the best course of action
- D. All of these

Answer: D



3. Name the type of plan in which the move of competitors is considered.

A. Budget

B. Rule

C. Strategy

D. Method

Answer: C



4. Manav Ltd prepares budget in its Annual General Meeting for the year 20162017 What kind of plan is it?

A. Single use plan

B. Standing plan

C. Objective plan

D. one of these

Answer: A



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Self Assessment Very Short Answer

1. Why is it said that organisations are not able to accomplish their goals without planning?



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2. How does planning provide direction?



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3. An employee will retire at the age of 60 years. What type of plan is it?



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4. Why are derivative plans formed?



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Self Assessment I Short Answer

1. How can you say that planning is a mental exercise?



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2. State two examples of limitations of planning, which are beyond the control of an organisation



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1. Do you think planning can work in changing environment?



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2. Distinguish between policy and procedure.



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Self Assessment I Long Answer

1. The management of Tripura X Ltd has decided that all orders received from customers must be acknowledged on the same day. What type of plan it is? Discuss.



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2. Planning is of vital importance in the managerial process. Do you agree? Give reasons in support your answer.



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Self Assessment Ii Long Answer

1. If planning involves working out details for the future, why does it not ensure success?



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Cbse Examinations Archive Very Short Answer

1. Give the meaning of 'method' as type of plan



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2. Saurabh decided to start a chocolates manufacturing business. He set the target of earning 10 % profit on sales in the first year. As a good businessman, he was concerned about the future of the business, which was uncertain. He gathered information that the demand for chocolates is increasing day by day. He used this information as the base for future planning and shared it with his team. On the basis of the gathered information, he decided a meeting in the following week to find innovative ways to achieve the objectives.

List the first two steps, which have been followed by Saurabh that are related the process of one of the functions of management.



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3. Give the meaning of 'policy' as a type of plan



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4. To see whether plans are being implemented and activities are being performed according to schedule', is a step of planning process. Identify the step



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5. Planning is done for achieving the organisational goals'. Do you agree ? Give one reason in support of you answer



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6. Name the type of plan which is time bound and linked with measurable outcome



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7. State how planning 'leads of rigidity' ?



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8. State how planning reduces creativity ?





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9. Name the type of plan which specifies the steps to carry out different activities in a chronological order



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Cbse Examinations Archive Short Answer

1. In 2015, Naveen left his luxurious life in Mumbai, where he worked as a manager for

Blue Birds Ltd. He shifted to Begampur, Chhattisgarh to fulfil his grandfather's dream of converting their 25 acre ancestral land into a fertile farm. For this, he set out specific goals alongwith the activities to be performed to achieve to be performed to achieve the goals.

Every activity was a challenge since he was clueless about farming . he learnt every activity from filling the land to sowing the seeds. To aid farmers he launched his own company 'innovative Agriculture Solutions Pvt. Ltd'

It was difficult initially as no one trusted an

urban youth telling farmers about farming. But when everything was discussed in detail the farmers started taking interest. he best interests of the company. Through sales forecasting, he prepared an annual plan for production and sales .

He also found that the farmers grew only paddy, which was an activity of 3-4 months and the land remained idle for the rest 8-9 months of the year. He not only identified but evaluated various alternatives through which the farms could be utilised for the remaining months of the year. Through correct foresight

and logical and systematic thinking based on analysis of all facts, all alternatives were examined and evaluated. He presented a plan to the farmers, where after harvesting paddy, vegetables could be grown.

The above case highlights the features of one of the functions of management . By quoting lines from the above identify and explain these features .



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2. State any three points of importance of planning function of management



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3. Explain the following as features of planning

(i) Planning is continuous

(ii) Planning is futuristic



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4. Explain the following features of planning

(i) Planning involves decision-making.

(ii) Planning is pervasive



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5. Explain 'objectives' as one of the types of plan



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6. Explain 'strategy' as one of the types of plan



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7. State any two limitations of planning



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8. State any three advantage of planning



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9. Define planning . List any two limitations of planning



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Cbse Examinations Archive Long Answer

1. Give the meaning of 'strategy' and 'rule' as types of plans



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2. State any five limitations of planning



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3. State any four limitations of planning



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4. Explain any five features of planning



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5. State any four features of planning



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6. Planning is an important function of management . State any four reasons in favour of the statement



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7. Describe any two points of importance of planning



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8. Differentiate between policy and rule as types of plan



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9. Differentiate between method and budget as types of plan



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10. Differentiate between objective and strategy as types of plan



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11. Explain policy and and procedure as type of plan



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12. Explain methods and rules as types of plan



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13. Explain objectives and strategy as types of plan



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