

working under the supervision of the Junior Headmaster are performing their duties willingly and achieving their objectives. All the teachers are happy and satisfied. The Director, Neeraj can feel how nicely the Junior Headmaster was managing his classes. The characteristic of management discussed above is:

- a. Management is a goal-oriented process
- b. Management is a dynamic function
- c. Management is an intangible force
- d. Management is a continuous process

8 Sangeeta visited 'Smile Dental Clinic for treatment of toothache. She observed that the receptionist was seated at the reception desk, the place fixed for her. Dental instruments were laid neatly in dental instrument trays and the used instruments were placed in the sterilization area. There was a fixed place for everything and it was present there. There was no hindrance in the work of the dentist and he was working with her maximum efficiency. The principle of management followed at the Smile Dental Clinic was :

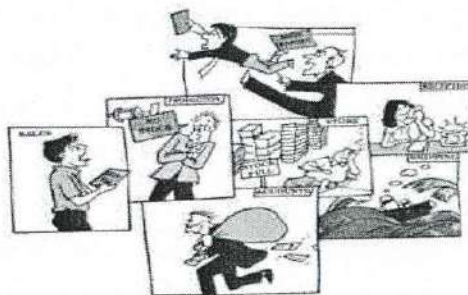
- a. Equity b. Discipline c. Order d. Initiative

9 Name the function of management which monitors actual performance of each and every employee to accomplish organizational goals

10 Radha started a home cooked food delivery Dabba service. Her mother, who is a great cook, decided to help her. They relied on friends and family for orders and then on word of mouth. As a step in the process of ensuring that activities are performed as per her plan of supplying healthy, good quality, reasonable food and earning profit, she decided to keep both qualitative and quantitative benchmarks towards which she would strive to work. A function of management is being discussed above. An important characteristic of this function of management is :

- a. It is the first function of management
- b. It is the Last function of management
- c. It is both forward looking and backward looking.
- d. It is required only in business organizations

11 The picture given below depicts the absence of one of the concepts of management. Identify and state the concept-



12 'Bubbly Bee' Enterprises recently launched its new range of balloons with inbuilt lights on the occasion of Diwali and set a target of 10% return on investment. The Managing Director, Sudhakar integrated the efforts of all the three departments i.e., Purchase, Production and Sales departments at different levels for achieving the target harmoniously. The product was an instant hit and 'Bubbly Bee' Enterprises was able to achieve its target. The characteristic of coordination discussed in the above case is: 1

- a. Coordination is a continuous process. b. Coordination is multi-dimensional.
 c. Coordination requires ethical code of conduct. d. Coordination is an all pervasive function.

13 Match the principle/technique/concept of management in Column I with their respective explanation in Column II: 1

- | | |
|------------------------------------|---|
| A. Standardisation of work | (i) To establish interchange ability of the manufactured parts and products. |
| B. Mental revolution | (ii) Classification of workers as efficient and inefficient an the basis of certain standards |
| C. Cooperation, not individualism | (iii) Change in the attitude of workers and management towards one another from competition to cooperation. |
| D. Differential piece rate system. | (iv) Equal division of work and responsibility between workers and management |

- (a) (i), (iv), (iii), (ii)
 (b) (i), (iii), (iv), (ii)
 (c) (ii), (iv), (i), (iii)
 (d) (iii), (i), (ii), (iv)

14 With the presence of women in the workforce, there has been a shift towards formal wear, increased demand of electronic gadgets and increase in demand of cosmetics. The related dimension of business environment referred in the above lines is: 1

- a) Technological environment. b) social environment
 c) Political environment. d) Economic environment

15 1



Which kind of Informal Communication highlighted in the above Image-

- 16 Kartika is posted at lower level Management at "Ram Pvt. Ltd" the daily sale of the company is about Rs. 50 lac only. The company has given her the responsibility that the production work of the company should continue uninterrupted. The Managing Director has asked her to focus her attention especially on the speed and quality of production. She is doing her job efficiently. Her reputation that of a successful leader. She takes every decision after discussion it will all the concerned persons. Her subordinates are very happy with her. Identify the leadership Style adopted by Kartika. 1
- 17 IND Dyechem Ltd. is a chemical manufacturing company producing dyes and pigments both for domestic and international market. It has enjoyed a considerable market share but lately, it has been facing problems in terms of target sales and customer satisfaction. This is due to the reason that new entrants have emerged with better technology and competitive pricing. The Chairman of the company addressed this issue in the departmental meeting. The production head, Mr. Kamble, advised the Chairman to revamp the system and take immediate necessary actions to rectify the problem so that 1 sales are achieved as per the plans. Identify the relevant function of management being discussed here. 1
- a) Organising b) Staffing c) Controlling d) Planning
- 18 Assertion (A): Management is concerned with efficient use of resources. 1
Reason (R): For management both efficiency and effectiveness need to be balanced.
(a) Both Assertion (A) and Reason (R) are true and Reason (R) is the correct explanation of Assertion (A).
(b) Both Assertion (A) and Reason (R) are true and Reason (R) is not the correct explanation of Assertion (A)
(c) Assertion (A) is true but Reason (R) is False
(d) Assertion (A) is False but Reason (R) is True
- 19 Concentration of decision making functions at the apex of management hierarchy is called _____ 1
- (a) Decentralisation (b) Delegation (c) Organisational structure (d) Centralisation
- 20 Mr. Vivek is working as the General Manager of Oshin Hotels Ltd. Mr. Vivek observed that Government was taking a special interest in the Tourism industry as this sector is an important source of foreign exchange and employment promotion. On the basis of this news, the company decided to set up hotels at several tourist places. Oshin Hotels Ltd. established 50 hotels before other companies considered this issue. Very soon, this brand Oshin Hotels Ltd. became well known in the market. Identify the importance of business environment described here 1
- (a) It enables the firm to identify opportunities and getting the first mover advantage.
(b) It helps the firm to identify threats and early warning signals.
(c) It helps in tapping useful resources.

(d) It helps in improving performance.

- 21 **Captcha Ltd.** is a construction company in which all the employees learn various ways of dealing with diverse situations from their seniors. Company provides financial as well as non-financial incentives. This helps the employees to grow and develop their abilities. The organisation behaves as a responsible constituent of society and always creates good quality products. It has a positive image in the market. The training modules are excellent and the employees always try to find unique ways of providing solutions in the context of rapidly changing business environment. This has helped the organisation to adjust smoothly. Identify and state three points of importance of management being highlighted here. 3
- 22 **Mr. Sanjeev** is working as a Personnel Manager in a company of Delhi. Although he is not well educated, he is an experience person. Before this, he has worked on this post in three large companies. His intention is always in promoting an efficient employee to a higher post and in demoting inefficient one to a lower vacant posts. State on what source of recruitment is Mr. Rajeev concentrating. What are the benefits of which the company is depriving itself by using sources 3
- 23 Two friends, **Nancy and Poonam** are as working manager in the different departments of the “**Libra Ltd.**”. They often talk about the performance level in their respective departments. Both of them are not satisfied with their subordinates. They tried to – ascertain when the employees got their full salaries. What problem they had working honestly. After investigating for some days, they arrived at the conclusion that there was lack of motivation in their company. Both held a meeting together in order to find out the solution of the problem. Nancy suggested participated of the employees in the company’s profits, which the thought would create in the employees the feeling of belongingness of the company. Such a feeling, she was of the view, would have a direct influence on their performance level. Poonam on the basis of her experience said that if the feeling of the job security was aroused in the employees, there could be improvement in their performance level. Both of them contact their chief – executive officer – CEO with their suggestion. All the three of them deliberated over this issue. The CEO listened to them every attentively. He said, “Both of you are right, but I too have a suggestion. If the employees are made participants in taking decision, they will feel good and their performance level will improve “Ultimately the Company implemented the suggestion of all the three of them. In the above paragraph, three different have spoken about the three method of the motivation. Identify all these methods and explain. 3
- 24 A supervisor observes that during working hours some employees are busy gossiping instead of working. In spite of instructions they did not start working. When the matter was brought to the notice of management the union threatened to go on strike. In your view was the behaviour of employees and the union is justified. 3

OR

Top management plans for the entire organization. According to these plans the organizational structure is developed and staffed. In order to ensure that these plans are executed according to plans, directing is required. Any discrepancies between actual and realized activities are then taken care of at the stage of controlling. Name and explain the process highlighted above which started at the planning stage itself and is implicit and inherent in all the functions of management in an organization

- 25 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 along with 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.

- 26 The Managing Director – MD of 'Rahi Footwear Limited', Mr. Jisan Ahmed wants to expand his business. Currently, this company deals in leather shoes. Mr. Ahmed called a meeting of all the four Departmental Managers. He asked all of them to express their views on the expansion of the company. One of them said that a factory should be set up to make school bags. The other one said that a factory for making Ladies' Leather Purses should be setup. The third one suggested for setting up a factory to manufacture socks and the fourth manager was in favour of a factory for making plastic shoes. There was a discussion on all the four options in the meeting and ultimately, the option for making ladies' leather purses was thought to be right. Mr. Ahmed took his job in his own hands. Mr. Ahmed purchased the factory making ladies leather purses which had already been set up and was running in a loss. Now he determined the different activities to be performed in the new business. He established five departments, so that all activities could be completed easily. Trees in a large number were planted all around the factory so as to provide protection against the bad effect of leather.

- (a) Identify the concepts of management described in the paragraph given above.
- (b) Quote the lines which help in identifying the concepts identified in the point 'a'.
- (c) Identify the values which this company wants to deliver to the society.

27 State any four limitations of using internal sources of recruitment. 4

OR

State any four commonly used sources of recruiting employees from outside the organisation.

28 Briefly explain any three of the following techniques of Scientific Management as given by F.W. Taylor: 4

- (a) Method study
- (b) Functional foremanship
- (c) Standardization
- (d) Differential piece wage system

OR

Briefly explain any three of the following principles of management given by Henry Fayol:

- (a) Unity of command
- (b) Equity
- (c) Remuneration
- (d) Initiative

29 Identify and state the various elements of communication highlighted in the following cases: 4
Department 'A' has sent an encoded message to department 'B' through internet. What is the role of internet here?

- (i) Madhur is making gestures so that he can send a message to Ranbhir. What is Madhur doing here?
- (ii) Ranbhir is trying to understand the message sent by Madhur by reading his gestures. What is Ranbhir doing here?
- (iii) Kamesh picks up his phone and finds a message on it. He reads the message carefully. What is the role of Kamesh here?

30 **Read the below case and answer the questions that follow:** 4

Sana is the branch manager of ABC Handicrafts Pvt. Ltd. The company's objective is to promote the sales of Indian handloom and handicraft products. It sells fabrics, furnishings, ready-mades and household items made out of traditional Indian fabrics. Sana decides quantities, varieties, colours and textures of all the above items and then allocates resources for their purchase from different suppliers. She appointed a team of designers and crafts people in the company, who developed some prints for bed covers in bright colour on silk. Although the products looked very attractive and impressive, they were relatively expensive on the front of affordability for an average customer. Sana suggested that they should keep the silk bed covers for special festive occasions and offer the cotton bed covers on a regular basis to keep costs under control.

Q. 1. "She appointed a team of designers and crafts people in the company, who developed some prints for bed covers in bright colour on silk." Which function of management is

highlighted in this context?

- (A) Controlling (B) Staffing (C) Planning (D) Directing

Q. 2. In the above case “company’s objective is to promote the sales of Indian handloom and handicraft products.” The above line focuses on which feature of management?

- (A) Management is an intangible force.
(B) Management is a goal-oriented process.
(C) Management is pervasive in nature.
(D) Management is a continuous process.

Q. 3. With reference to the above case, at which level of management Sana is working?

- (A) Lower level (B) Top level (C) Middle level (D) Shop floor

Q. 4. “Sana suggested that they should keep the silk bed covers for special festive occasions and offer the cotton bed covers on a regular basis to keep costs under control.” Which function of management is highlighted in this context?

- (A) Controlling (B) Staffing (C) Organising (D) Planning

31 ‘Sweets and More’ is one of India’s most popular brand for snacks and sweets, It offers a wide range of sweets, namkeens, cookies and frozen foods. Its organisational structure comprises of separate business units in each of the above categories. Each of these units have a manager responsible for performance, having authority over the unit. Moreover, each of these units is multi-functional as within each unit, different functions like production, marketing, finance, etc. are performed. Though this kind of organizational structure leads to increased cost because of duplication of activities across products, but it provides a proper basis for performance measurement as revenues and costs related to each of these business units can be easily identified. (a) Identify the organisational structure of ‘Sweets and More.

(b) State three advantages and two disadvantages of the organisational structure identified in (a) above which are not discussed in the above case

32 Jojo and Jojo is a company known for its consumer business of baby oil and bandages, but many people do not know that the company also runs a medical device and diagnostics business, as well as a pharmaceutical company. With more than 1,80,000 employees worldwide the company has chosen to share decision making authority with lower levels and place it nearest to the point of action. Therefore the response does not take time. This propagates the belief that people are competent, capable and resourceful who can get a chance to prove their abilities. And enables the company in identifying those executives who have the necessary potential to become dynamic leaders, so that the checking required on decisions taken by lower levels of management is the least. This makes it possible to evaluate performance at each level and each department can be individually held accountable for their results. By quoting the lines given above identify and briefly explain the benefits of the concept discussed above

6

6

33 Ms. Neeta recently completed her Post-Graduate Diploma in Human Resource Management. A few months from now a large steel manufacturing company appointed her as its Human Resource Manager. As of now, the company employs 800 persons and has an expansion plan in hand which may require another 200 persons for various types of additional requirements. Ms. Neeta has been given complete charge of the company's Human Resource Department. 6

(a) State any two functions she must be performing.

(b) What problems do you foresee in her job? What steps is she going to take to perform her job efficiently?

34 Mr. Arfaaz had been heading the production department of Write well Products Ltd., a firm manufacturing stationary item. The firm secured an export order that had to be completed on a priority basis and production targets were defined for all the employees. One of the workers, Mr. Bhanu Prasad, fell short of his daily production target by 10 units for two days consecutively. Mr. Arfaaz approached Ms Vasundhara, the CEO of the Company, to file a complaint against Mr Bhanu Prasad and requested her to terminate his services. 6

A. Explain the principle of management control that Ms Vasundhara should consider while taking her decision.

B. Write any two principal of management which was given by Hanery Fayol.
