

Higher Order Thinking Skills (HOTS)

[1 mark]

Q.1. 'Nothing is permanent in management.' Give an example.

Ans. For example, principles of management are changing according to the changing business environment.

Q.2. 'Management cannot be seen.' Explain.

Ans. Management cannot be seen, it can only be felt.

Q.3. 'In an organisation, employees are happy and satisfied, there is no chaos and the effect of management is noticeable.' Which characteristic of management is highlighted by this statement?

Ans. Management is an intangible force.

Q.4. 'In order to be successful an organisation must change its goals according to the needs of the environment.' Which characteristic of management is highlighted in the statement?

Ans. Management is dynamic.

Q.5. "Management creates a dynamic organisation." How?

Ans. Management creates such type of organisation which is able to face the regularly changing environment easily.

Q.6. "Management helps in development of society." How?

Ans. Management enables the organisation to make available employment opportunities, hence helping in the development of society.

Q.7. To meet the objectives of the firm, the management of Angora Ltd. offers employment to physically challenged persons. Identify the organisation's objective it is trying to achieve.

Ans. It is a social objective.

Q.8. 'Anything minus management is nothing.' What does this statement tell?

Ans. It tells about the importance of management.

Q.9. 'Anything minus management is nothing.' Here what is the meaning of 'anything'?

Ans. It refers to all types of activities, such as, business and non-business activities.

Q.10. 'Anything minus management is nothing'. Here what is the meaning of 'nothing'?

Ans. It refers to failure or loss.

Q.11. Why is management not called as perfect science?

Ans. It's not called as perfect science because it is related with human being.

Q.12. "The Principle(s) of Management are different from those used in pure science." Write any one difference.

Ans. The management principles are not as rigid as principles of pure science.

Q.13. Identify the nature of management when it is practised as personal application of existing knowledge to achieve desired results.

[CBSE 2012]

Ans. Management is an Art.

Q.14. Name the level of management at which the managers are responsible for implementing and controlling the plans and strategies of the organisation.*[CBSE 2012]*

Ans. Middle level management.

Q.15. To make the time-table in an educational institution is the example of coordination. Comment.

Ans. Through it harmony is established among various classes.

Q.16. Why is coordination known as the essence of management?

Ans. Because it is not a separate function of management, rather it forms a major part of all the other functions of management.

Q.17. 'Inter-dependence of different processes' is one point of the importance of coordination. Clarify.

Ans. The higher the inter-dependence among the activities, the greater is the need for coordination.

[3 marks]

Q.1. 'Management is not visible, it can be felt'. Explain.

Ans. Management is such a force that cannot be seen, only its presence can be felt. When the goals of an organisation are being realised in accordance with its plans and the employees are happy, we can say that the management of the organisation is good. Similarly, we get the indication of the presence of management if there is orderliness rather than all chaos in an organisation.

Q.2. Explain in brief, management as a dynamic function.

Ans. Every organisation gets set up in the changing environment and survives. The several constituents of environment; namely, social, economic and political continue changing. In order to overcome these changes successfully, the management has to effect changes in its goals and policies. Hence, we may say that there is nothing stable in management.

For example, the fast food company McDonalds effected several revolutionary changes in its 'Menu' in order to survive in the Indian market.

Q.3. Explain 'Management of People' as a dimension of management.

Ans. Despite the fact that a great deal of Technological Development has taken place now getting work done through the people continues to be the main objective of management today. There are two main issues before the management concerning its people: (i) To deal with the people having different needs and different interests; (ii) To deal with the people taking them as one group. Facing these two issues, the management has to ensure the participation of its people in the realisation of the organisation's goal.

Q.4. How does management help in the development of society?

Ans. Management has some responsibility towards society. Managers by fulfilling their social responsibilities help in the development of society. These responsibilities are to provide employment opportunities, to prevent environment from getting polluted, to make available good quality products at a reasonable price, etc.

Q.5. Explain in brief, 'management' as a group of people having managerial responsibility for an enterprise.

Ans. In order to realise its goals, the organisation has to do different activities like purchase, sale, manufacturing, finance, etc. A single person cannot do all these activities successfully all by himself, but several persons have to join their hands together to fulfil them. The organisational goals can only be fully realised: (i) if all the people of the organisation work in a team and if (ii) there is effected such a coordination in their efforts that all of them move in one direction only. Thus, we may say that management is a group activity, not an activity to be performed by a single person only.

Q.6. Is there any difference in planning, organising, staffing, directing and controlling of various organisations such as a school, a club, a restaurant and a steel plant?

To which characteristic of management is this case related?

Ans. No, there is no difference as far as the functions of management are performed by various organisations. In other words, all the functions of management are performed in a similar manner in all types of organisations, *i.e.*, business or non-business.

This case is related with the characteristics of management, namely, 'management is all pervasive'.

Q.7. "Management is a profession." Do you agree? Give reasons in support of your answer.

Ans. This statement is wrong as management does fulfil some of the conditions of profession but still lacks some other conditions or characteristics of a profession.

- Characteristics of profession do not fulfil by the management:
 - i. Restricted entry
 - ii. Professional association
 - iii. Ethical code of conduct
- Characteristics of profession do fulfil by the management:
 - i. Well defined by of knowledge
 - ii. Service motive

Q.8. Clarify, how management possesses the feature of Art namely the 'Personalised Application'?

Ans. The practical use of theoretical knowledge varies from individual to individual. Art, therefore, is a very personalised concept. For example, two teachers, two players, two actors or two writers are always differ in demonstrating their art. Managers also apply theoretical knowledge of management differently depending on how creative they are.

Q.9. Name the Levels of management engaged in:

Q. Determining Policies

Ans. Top Level Management.

Q. Assembling Resource

Ans. Top Level management.

Q. Interpreting Policies

Ans. Middle Level Management.

Q.10. What does the pyramid (Δ) form of levels of management indicate?

Ans. Levels of Management are in the form of a pyramid. By this we get the information that as we move down from top to bottom level, the number of employees goes on increasing.

Q.11. 'Coordination is the essence of management.' Clarify this point of view of modern management experts.

Ans. Modern management experts are of the view that coordination is not a separate function of management, rather it forms a major part of all the other functions of management. It means, when a manager diligently performs all the management functions, he or she remains busy in establishing coordination.

Q.12. Clarify that coordination does not get established spontaneously.

Ans. Coordination is never established by itself but it is a deliberate effort. Only cooperation is not suffice but coordination is also needed. For example, a teacher aspires to teach effectively (this is cooperation) but the time-table is not prepared in the school (this is lack of coordination). In this situation, classes cannot be arranged for. Here, the effort made by the teacher is meaningless, in the absence of coordination. On the other hand, in the absence of cooperation, coordination dissatisfies the employees. Thus, both are required at a given point of time.

[4 marks]

Q.1. "Management is regarded as an Art by some, as Science or as an inexact Science by other. The truth seems to be somewhere in between." In the light of this statement explain the true nature of management.

[CBSE 2011]

Ans. Management is an art as well as science though an inexact science.

Management is an art:

Art is the practical application of existing knowledge to achieve desired objectives. It requires theoretical base, has personalized application and based on practice. Management is also an art because like art, it has a lot of literature as theoretical base, managers apply theoretical knowledge differently and can embellish their knowledge with practice.

Management is an inexact Science:

Science is a systematised body of knowledge, based on experimentation and has universal validity.

Management is also a science because like science, it is a systematised body of knowledge, its principles are derived through observation and repeated experimentation which can be applied everywhere. But as management is related with human beings the results of its principles cannot be accurately predicted. Hence, it is better to call management an inexact instead of pure science.

Q.2. Explain the features of management that do not establish it as a profession.

[CBSE 2016]

Ans. The features of management that do not establish it as a profession are:

1. **Restricted entry:** The entry to a profession is restricted through a prescribed qualification. But there is *no restriction* on anyone being appointed as a manager in any business enterprise.
2. **Professional association:** All professions are affiliated to a professional association which regulates entry, grants certificate of practice. There is *no compulsion* for managers to be members of such an association.
3. **Ethical code of conduct:** All professions are bound by a code of conduct which guides the behaviour of its members. *AIMA has devised a code of conduct for Indian managers but there is no statutory backing for this code.*
4. **Service motive:** The motive of a profession is to serve their client's interests by rendering dedicated and committed service.
The basic purpose of management is to help the organisation achieve its stated goal which may be profit maximization. However, profit maximization as the objective of management does not hold true and is fast changing. So, presently this feature of profession is not fully present in management.

Q.3. Define Management. Explain the features that establish it as a social science.
[CBSE 2016]

Ans. Meaning of Management: It refers to the process of conducting a set of functions (planning, organising, staffing, directing and controlling) to get the work done in an efficient and effective manner.

The Features that establish Management as a Social Science:

- i. **Principles based on observation and experimentation:** Like science, management principles are derived through observation and repeated experimentation.
However since management deals with human beings the outcome of these experiments are not capable of being accurately predicted.
- ii. **Universal validity:** Scientific principles are based on truth and they can be applied at every time and in every situation. Thus, its universal application is possible. In the field of management too, managerial knowledge and principles of management are considered to be based on truth and they, too, can be applied anywhere and in every situation. But the principles of management are not as exact as the principles of science as they can be modified according to a given situation.
So, this feature of science is not fully present in management.
Therefore, management is considered a social science instead of perfect science.

[6 marks]

Q.1. “Management is a science like physics or chemistry.” Do you agree with this statement? Give reasons in support of your answer.

Ans. This statement is wrong. Although management can be called science but not as an exact or pure science like Physics or Chemistry.

It is important to apply the characteristics of science to management in order to find out whether management is a science or not. Following are the main points:

- i. **Systematised Body of Knowledge:** It is necessary for science to be a systematised body of knowledge. Management is also a systematised body of knowledge because it has its own theory and principles which are developed by the management experts after years of research.
- ii. **Principles Based on Experimentation:** After applying this characteristic of science to management, we find that development of management took years for the collection of facts, their analysis and experiments. In other words, management came into existence because of the continuous and encouraging labour of the theorists and various people concerned.
- iii. **Universal Validity:** Scientific principles are based on truth and they can be applied at every time and in every situation. Thus, its universal application is possible. In the field of management too, managerial knowledge and principles of management are considered to be based on truth and they, too, can be applied anywhere and in every situation. But the principles of management are not as exact as the principles of science as their application may not yield the desired results always.

Conclusion: The subject matter of management is ‘Human Being’ who is an intelligent and sensitive being and whose behaviour or conduct changes according to the changing situations. Therefore, no permanent principles like the principles of physics and chemistry can be enunciated in relation to his conduct or behaviour. Clearly the science of management cannot be called a natural or pure science but it should be described as an Applied Science or Inexact Science.