

## Understanding-based Questions

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**[1 mark]**

**Q.1. Why is it said that management is all pervasive?**

**Ans.** It is said so as it is needed in all spheres say, business and non-business organisations.

**Q.2. 'Management is uniformly needed at all places.' Explain.**

**Ans.** It is needed throughout the world whether it is India, America or Japan.

**Q.3. Name the process of working with and through others to effectively achieve organisational objectives by efficiently using its limited resources in the changing environment.**

**Ans.** Management.

**Q.4. The management principles can be applied to all types of activities.' Which characteristic of management is highlighted by this statement?**

**Ans.** Management is all pervasive.

**Q.5. Name the process of designing and maintaining an environment in which individuals working together in groups, efficiently accomplish selected aims.**

**Ans.** Management.

**Q.6. Why is it said that management is a goal-oriented process?**

**Ans.** Management is said to be a goal-oriented process as it helps in getting goals by coordinating the efforts of various individuals.

**Q.7. Clarify the terms efficiency and effectiveness in management.**

**Ans.** Efficiency refers to do the job in a cost effective manner. Effectiveness refers to complete the job on time, no matter whatever is the cost.

**Q.8. Management of any organisation strives to attain different objectives. Enumerate any two such objectives.**

**Ans.**

- i. Organisational objectives,
- ii. Social objectives.

**Q.9. "Management increases efficiency." How? [CBSE Sample Paper 2016]**

**Ans.** A manager increases efficiency through the optimum utilisation of all the resources, such as, man, machine, material and money.

**Q.10. 'Management is a Soft Science.' How?**

**Ans.** Management is a soft science as its principles are not very rigid.

**Q.11. Name the type of science to which management is related.**

**Ans.** Applied science.

**Q.12. Does management contain all the features of the art?**

**Ans.** Yes, the management contains all the features of the art.

**Q.13. Name two features of profession which are not available in management.**

**Ans.**

- i. Restricted Entry.
- ii. Ethical Code of conduct.

**Q.14. What function does a representative professional association perform?**

**Ans.** It regulates the behaviour of its members.

**Q.15. To determine the policies is the function of which level of management?**

**Ans.** Top level management.

**Q.16. Departmental managers are included at which level of management?**

**Ans.** At middle level management.

**Q.17. At which level of management the managers are responsible for the welfare and survival of the organisation?**

*[CBSE 2012]*

**Ans.** Top level management.

**Q.18. At which level of management are the managers responsible for maintaining the quality of output and the safety standards?**

*[CBSE 2012]*

**Ans.** Lower level management.

**Q.19. The coordination is required at which level of management?**

**Ans.** At all the three levels.

**Q.20. How does coordination ensure unity of action in management?**

*[CBSE Sample Paper 2015]*

**Ans.** Coordination acts as the binding force between departments and ensures that all actions are aimed at achieving the goals of the organisation.

**Q.21. 'Management is the process of getting things done.' State the meaning of the term 'process' used in this statement.** *[CBSE Sample Paper 2016]*

**Ans.** Process means a combination of many actions/steps to be performed in the given order to get things done. A manager performs five functions/ activities starting from planning to controlling in a given order. That is why management is a process.

**Q.22. 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.** *[CBSE Sample Paper 2016]*

**Ans.** No, management is not only concerned with doing the right task, completing activities and achieving goals but also has to take into consideration the cost-benefit, i.e., doing the task correctly and with minimum cost.

**[3 marks]**

**Q.1. Define management.**

**Ans.** According to **Harold Koontz**, "Management is the art of getting things done through others and with formally organised groups."

This definition of management reveals that:

- i. Management is an art.
- ii. Management is getting results successfully.
- iii. Management is getting things done through others.
- iv. Management is getting things done with others.

**Q.2. What are the three categories of objectives of management?**

**Ans.**

- i. **Organisational Objectives:** It refers to the utilisation of human and physical resources available in the organisation, considering the interest of all stakeholders.
- ii. **Social Objectives:** It refers to the consideration of the interest of the society during managerial activities.
- iii. **Personal or Individual Objectives:** It refers to the objectives to be determined with respect to the employees of the organisation.

**Q.3. List any three examples of social objectives of management.**

**Ans.**

- i. To make available employment opportunities.
- ii. To save environment from getting polluted.
- iii. To participate in building charitable trusts, dispensaries, educational institutions, etc.

**Q.4. Is 'Management' a profession?**

Ans. Under profession a man after training and long experience acquires proficiency with which he impartially serves different sections of society. As management satisfies some of the conditions for being a profession (like body of specialised knowledge and technique, formalised methods of acquiring training and experience, priority to the feeling of service) but the other characteristics (like representative professional association and code of conduct) have still not developed adequately. In India, the development of management as a profession is still at its infancy and is moving ahead gradually. Its recognition as a profession will increase in accordance with the pace of its development.

**Q.5. Enumerate any three functions of a General Manager.**

**Ans.**

- i. **Determining Objectives:** Top level management sets objectives for the organisation. For example, an objective can be set that in the following year the sales of the company has to cross ₹ 1,000 crore.
- ii. **Determining Policies:** Only at this level policies related to the realisation of objectives are formed. For example, it can be a sales policy of a company to just make cash sales.
- iii. **Determining Activities:** Different activities to be performed for the fulfillment of an objective are fixed, such as sales, purchase, advertisement, production, research, etc.

**Q.6. Enumerate any three functions of middle level management.**

**Ans.**

- i. **Interpreting Policies:** At this level, policies framed by top level managers are interpreted. Like the marketing manager introduces his salesman to the sales policy of the company that at no cost credit sales will be made.
- ii. **Preparing Organisational Set-up:** Every middle level manager prepares outline of his respective department in accordance with the objectives of the organisation.
- iii. **Appointing Employees:** Every departmental manager appoints employees to fulfil the activities of his department.

**Q.7. What do you mean by 'Levels of Management'?**

**Ans.** In every organisation a scalar chain is created from the highest officer to the lowest employees. This chain explains the superior-subordinate relationship. Under this chain, there is a vertical relationship between one person and the other person. Thus, it creates many managerial posts which are known as levels of management. These levels of management lay down the powers of the managers. Thus, the term level of management refers to a line of demarcation between various management positions in an organisation.

**Q.8. Explain briefly any three functions of management.**

**Ans.**

- a. **Planning:** Planning refers to thinking before hand. Under this it is decided—what is to be done, how it is to be done, when it is to be done and by whom it is to be done.
- b. **Organising:** Organising refers to harmonious adjustment of various elements to achieve common objectives. It involves determining activities needed to achieve the objectives, grouping these activities into departments, assigning such group of activities to managers and defining the interrelationship among various posts so that ambiguity in performance of duties can be eliminated.
- c. **Staffing:** Staffing refers to filling and keeping filled the posts with people. It ensures that competent persons are appointed. The chief activities undertaken in it are recruitment, selection, training, promotion, transfer, etc.

**Q.9. What are the elements of direction?**

**Ans.** The following are the elements of directing:

- i. **Supervision:** It refers to monitoring the progress of work of one's subordinates and guiding them properly.
- ii. **Communication:** It refers to an art of transferring facts, ideas, feelings, etc. from one person to another and making him understand them.
- iii. **Leadership:** It refers to influencing others in such a manner to do what the leader wants them to do.
- iv. **Motivation:** It refers to that process which excites people to work for the attainment of a desired objective.

**Q.10. Enumerate any six points of the characteristics of coordination.**

**Ans.**

- i. Coordination integrates group effort.
- ii. Coordination ensures unity of action.
- iii. Coordination is a continuous process.
- iv. Coordination is an all-pervasive function.
- v. Coordination is the responsibility of all managers.
- vi. Coordination is a deliberate function.

**[4 marks]**

**Q.1. Discuss the social objectives of management.**

**Ans.** Social objectives are defined as the fulfilment of responsibility of an organisation towards society. Under this objective, manager promises to assure health, safety and price control. Main social objectives of management are included in the following list:

- i. To make available employment opportunities.
- ii. To save environment from getting polluted.
- iii. To contribute in improving living standard.
- iv. To participate in building charitable trusts, dispensaries, educational institutions, etc.

For example, Asian Paints has provided funds under its community development programme, which made possible the effective utilisation of local resources by the farmers. In the same manner, Steel Authority of India regularly provides services related to agriculture, industry, education, health, etc. to the people living nearby to its steel plant.

**Q.2. What is meant by 'Co-ordination'? Explain any two points of its importance in management.** *[CBSE 2012]*

**Ans.** Meaning of Coordination: Coordination is a process through which harmony is established among different activities of an organisation, so that organisational objectives can be successfully achieved.

**Importance:**

- i. **Size of the Organisation:** These days, the scale of doing business is increasing day by day. Any increase in the scale of the business also results in an increase in the number of people employed in the organisation, with each person having different interests, way of working, mutual understanding, objective of working, tolerance, etc. However, all these people have to work together as a group despite these differences, which is not a very easy task. Therefore, it is very necessary that through coordination, a proper environment is created so that everyone give in their full contribution towards the attainment of organisational goals.
- ii. **Functional Differentiation:** There may be a clash of interests among the various departments in an organisation. Such a situation becomes a very big hindrance in the achievement of organisational goals. There is only one way to avoid clashes, and that is by establishing proper coordination between the departments.

**Q.3. What is meant by 'Management'? State any three objectives of management.** *[CBSE 2015]*

**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.

**Objectives of Management:**

1. **Organisational objectives:** It refers to the utilisation of human and physical resources available in the organisation, considering the interest of all stakeholders.
2. **Social Objectives:** It refers to the consideration of the interest of the society during managerial activities.
3. **Personal or Individual Objectives:** It refers to the objective to be determined with respect to the employees of the organisation.

**Q.4. Explain any four points of importance of management. [CBSE 2016]**

**Ans.**

- i. **Management helps in achieving Group Goals:** It is the most important characteristic of management that it is a goal-oriented activity. A manager achieves these goals by giving the proper direction to the efforts of all individuals.
- ii. **Management Increases Efficiency:** A manager increases efficiency through the optimum utilisation of all the resources, such as, Man, Machine, Material and Money.
- iii. **Management Creates a Dynamic Organisation:** Every organisation works in an ever changing environment. To face the changing environment, many changes need to be made in the organisation as well. But people resist changes. Manager creates a favourable environment through introducing employees to the benefits arising by adapting changes.
- iv. **Management helps in achieving Personal Objectives:** Every employee wants to get suitable remuneration, a share in profit, participation in management, promotion, etc. in the form of his personal objectives. This objective can only be achieved, if they work while using their full abilities. Managers make employees able through motivation, good leadership and open communication. As a result, they attain their individual objectives.

**Q.5. What is meant by 'Management'? Explain its any three features that establish it as an Art. [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.

**Features that Establish Management as an Art:**

- i. **Existence of Theoretical Knowledge:** As in art, in management too, there is a lot of literature available in various areas of management which the manager has to specialise in.
- ii. **Personalised Application:** Like in any art, in management too, a manager applies his acquired knowledge in a personalised and unique manner. This gives rise to different styles of management.
- iii. **Based on Practice and Creativity:** Just as art can be embellished with the help of practice, in the same way managerial skill also improves with practice.

**[5 marks]**

**Q.1. Describe, in brief, the functions of lower level management in an organisation.**

**Ans.** Following are the various functions of Lower Level Managers:

- i. **Submitting Workers' Grievances:** Lower level managers are in direct contact with the workmen employees. They themselves sort out the ordinary problems of workmen and submit serious workers' grievances to middle level managers.
- ii. **Ensuring Proper Working Environment:** Lower level managers ensure that proper arrangement of water, electricity, ventilation, cleanliness, etc. is made at the workplace. This increases efficiency.
- iii. **Ensuring Safety of Workers:** Probability to accidents can be annuled by building fences around machines.
- iv. **Helping Middle Level Management:** They help middle level managers in recruiting, training and promoting employees.
- v. **Inviting Suggestions:** They invite suggestions from their subordinates, as to how the quality of work can be improved.

**Q.2. Discuss the functions of management in brief.**

**Ans.** Following are the functions of management:

- a. **Planning:** Planning refers to thinking before hand. Under this it is decided—what is to be done, how it is to be done, when it is to be done and by whom it is to be done.
- b. **Organising:** Organising refers to harmonious adjustment of various elements to achieve common objectives. It involves determining activities needed to achieve the objectives, grouping these activities into departments, assigning such group of activities to managers and defining the interrelationship among various posts so that ambiguity in performance of duties can be eliminated.
- c. **Staffing:** Staffing refers to filling and keeping filled the posts with people. It ensures that competent persons are appointed. The chief activities undertaken in it are recruitment, selection, training, promotion, transfer, etc.
- d. **Directing:** Directing refers to instructing, guiding, communicating and inspiring people in the organisation. It includes the following four activities:



- i. *Supervision*: It refers to monitoring the progress of work of one's subordinates and guiding them properly.
  - ii. *Communication*: It refers to an art of transferring facts, ideas, feelings, etc. from one person to another and making him understand them.
  - iii. *Leadership*: It refers to influencing others in such a manner to do what the leader wants them to do.
  - iv. *Motivation*: It refers to that process which excites people to work for the attainment of a desired objective.
- e. **Controlling**: Controlling refers to bringing the actual results closer to the desired results. Under controlling, deviations are sought to be noticed in the actual work progress and the standards already determined, the causes of deviations are found out and corrective action is taken so that in future the mistakes are not repeated.