

## Higher Order Thinking Skills (HOTS)

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**[1 mark]**

**Q.1. At which level of management more time is consumed on planning as compared to other levels?**

**Ans.** At top level of management.

**Q.2. How can the happening of 'Overlapping and wasteful activities' be reduced?**

**Ans.** Through planning.

**Q.3. 'Planning strangulates the initiative of the employees and compels them to work in an inflexible manner.' What does it mean?**

**Ans.** It refers to - planning reduces creativity.

**Q.4. 'Planning always leads to success.' Do you agree? Give reason in support of your answer.**

*[CBSE 2012]*

**Ans.** No, planning does not always lead to success. Because planning is time consuming and it delays action.

**Q.5. What is meant by 'selecting an alternative' as a step in the planning process?**

*[CBSE 2009]*

**Ans.** It means choosing the best possible alternative after a careful analysis of various alternatives.

**Q.6. What step is taken to reduce the list of alternative courses during planning process?**

**Ans.** A minimum preliminary criteria is determined.

**Q.7. To see whether plans are being implemented and activities are being performed according to schedule', is a step of planning process. Identify the step.**

*[CBSE 2013]*

**Ans.** Follow up action.

**Q.8. 'No Smoking in the factory.' This statement is related to which type of plans?**

**Ans.** It is related with rule.

**[3 marks]**

**Q.1. How does planning facilitate control? Justify your answer with the help of a suitable example.**

**Ans.** Planning makes the work of controlling easier. Therefore, it is considered as the base of controlling. By determining the objectives of the organisation through planning all the people working in the organisation and all the departments are informed about 'when', 'what' and 'how' to do things. Standards are laid down about their work, time and cost, etc. Under controlling, the actual work done is compared with the standard work and deviations are found out and if the work has not been done as desired, the person concerned is held responsible. For example, a labourer is to do 10 units of work in a day (it is a matter of planning), but actually he completes 8 units. Thus there is a negative deviation of 2 units. For this, he is held responsible. (Measurement of actual work, knowledge of deviation and holding the labourer responsible falls under controlling). Thus, in the absence of planning controlling is not possible.

**Q.2. "No Smoking in the Factory" is a rule. Comment on it.**

**Ans.** Rules tell us what is to be done and what is not to be done in a particular situation. In the presence of rules there is no need to take any decision. Whatever is said in the rules has to be followed without any thinking. For example, the rule 'No Smoking in the Factory' is applicable to everybody and it must be observed. Provision for punishment in case of non-observing of the rule can also be made.

**Q.3. What kind of strategic decisions are taken by business organisations?**

**Ans.** The main strategic decisions may include the following:

- i. Whether the company will continue the existing business? or
- ii. Whether the company will combine some new products to the existing business?  
or
- iii. Whether the company will try to acquire the maximum market share in the existing business?

**Q.4. 'Planning is the basic function of management.' Explain.**

**Ans.** Planning is the first important function of management. The other functions, e.g., organising, staffing, directing and controlling come later. In the absence of planning no other function of management can be performed. This is the base of other functions of management.

**Q.5. What are the main points in the definition of planning?**

**Ans.** Following are the main points in the definition of planning:

- i. What to do?
- ii. How to do it?
- iii. When to do it?
- iv. Who is to do it?

**[6 marks]**

**Q.1. '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.'**

**Ans.** Yes, I do agree with this statement. No doubt planning is an important tool of management but it is not free from limitations. That is why, it can be said that it is not a remedy of all types of problems. Following are the limitations of it:

- i. **Planning Creates Rigidity:** Although the quality of flexibility is inherent in planning, but it must be admitted that only small changes are possible. Big changes are neither possible nor in the interest of the organisation. Since it is not possible to introduce desired changes according to the changed situations, the organisation loses many chances of earning profits.
- ii. **Planning does not work in a Dynamic Environment:** Planning is based on the anticipation of future happenings. Since future is uncertain and dynamic, therefore, the future anticipations are not always true. Therefore, it can be said that planning does not work in dynamic environment.
- iii. **Planning Reduces Creativity:** Under planning all the activities connected with the attainment of objectives of the organisation are pre-determined. Consequently, everybody works as they have been directed to do and as it has been made clear in the plans. Therefore, it checks their incisiveness. It means that they do not think about appropriate ways of discovering new alternatives.
- iv. **Planning Involves Huge Costs:** Planning is a small work but its process is really big. Planning becomes meaningful only after traversing a long path. It takes a lot of time to cover this path. During this entire period the managers remain busy in collecting a lot of information and analysing it. In this way, when so many people remain busy in the same activity, the organisation is bound to face huge costs.
- v. **Planning is a Time Consuming Process:** Planning is a blessing in facing a definite situation but because of its long process it cannot face sudden emergencies. In such a situation, if the manager thinks of completing the planning process before taking some decision, it may be possible that the situations may worsen or the chance of earning profit may slip away. Thus, planning is time consuming and it delays action.

**Q.2. Why does planning sometimes fail inspite of the best efforts of management?**

**Ans.** It is absolutely right that sometimes the best efforts of management cannot stop the failure of planning. The limitations of planning are the main causes of it. These are the following: Refer to Q. 1 above.

**Q.3. "Planning is a continuous process." State and explain the various steps of the planning process.**

**Ans.** Because of the rapid changes in the business environment planning is known as a continuous process. Following are the steps of planning process: Refer to Q. 5  
(Remembering-based Questions—4/5 Marks)