

# Nature and Significance of Management

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## Previous Years' CBSE Board Questions

### 1.1 Management-Concept, Objectives and Importance

#### MCQ

1. Statement I: Management is multi-dimensional.

Statement II: The activities involved in managing an enterprise are common to all organisations whether economic, social or political.

Choose the correct option from the options given below:

- (a) Statement I is true and II is false.
- (b) Statement II is true and I is false.
- (c) Both the statements are false.
- (d) Both the statements are true.

(2023)

2. 'Alfanzo Ltd.' is achieving all its objectives in an effective and efficient manner. It is earning enough revenue to cover costs and the risks of the business. Now the company wants to increase the sales volume, the capital investment, the number of employees and the number of products also.

By doing this, the management wants to achieve its following objective:

- |              |            |
|--------------|------------|
| (a) Survival | (b) Profit |
| (c) Personal | (d) Growth |

(2023)

3. The process of designing and maintaining an environment in which individuals work together in groups, efficiently accomplishing selected aims, is known as

- |                |                 |
|----------------|-----------------|
| (a) Planning   | (b) Organising  |
| (c) Management | (d) Efficiency. |

(Term-1, 2021-22)

4. At times, a business may concentrate on producing goods with fewer resources but cannot achieve the targeted production. In such a case, the business is said to be:

- (a) Effective but not efficient

- (b) Efficient but not effective
- (c) Both effective and efficient
- (d) Neither effective nor efficient

**(Term-1, 2021-22)**

5. 'The management gives a common direction to the individual effort in achieving the overall goal of the organisation: Which point of importance of management is highlighted in this statement?

- (a) Helps in achieving personal objectives
- (b) Helps in achieving group goals
- (c) Helps to increase efficiency
- (d) Helps to create a dynamic organisation

**(Term-1, 2021-22)**

6. 'SORT-IT Ltd. is a leading software development company. The company is satisfying the diverse needs of it's employees. Its employees are given competitive salaries and perks. They have been given chance for their personal growth and development. Identify the objective of management being met by 'SORT-IT Ltd.'

- |                    |                               |
|--------------------|-------------------------------|
| (a) Social         | (b) Personnel                 |
| (c) Organisational | (d) Both Social and Personnel |

**(Term-1, 2021-22)**

7. JS Printing Solution Ltd. is a company manufacturing printers and scanners. The management of this company is known for speedy and prompt delivery of orders. As a result, the market share of this company is growing. The company grabbed a new project to supply 1,500 printers to Uprise Bank Ltd. for its various branches, within two weeks. The Production Manager, Ashok, made one of his efficient subordinates, Deepak the incharge of the project and also gave him the right to command workers in order to meet the target. Now, Ashok could use his time on high priority areas. He felt that this will also give an opportunity to Deepak to gain experience and develop himself for higher positions. On getting the charge, Deepak was very happy, his confidence level increased and he was encouraged to do his best to fulfil the responsibility. Considering his responsibility, Ashok kept a track of the completion of work with Deepak and he is providing him the needed guidance to reach the target on time.

The application of the concept used above allows Ashok to use his time on high priority areas. This will lead to the organisation towards:

- (a) Adaptation to change
- (b) Effective Management
- (c) Economies of Scale
- (d) Reduction in conflicts among different divisions

**(Term-1, 2021-22)**

**8.** 'The main objective of any organisation should be to utilise human and material resources to the maximum possible advantage! The above lines highlight which of the following objectives of management?

- (a) Organisational objectives
- (b) Social objectives
- (c) Personal objectives
- (d) Both (b) and (c)

**(2021 C)**

**9.** 'In order to be successful, an organisation must change itself and its goals according to the needs of the environment. Which characteristic of management is being highlighted here?

- (a) Management is all pervasive
- (b) Management is multi-dimensional
- (c) Management is a group activity
- (d) Management is a dynamic function

**(2021 C)**

**10.** The objective of management which consistently creates economic value for various constituents of society is:

- (a) Organisational objective
- (b) Social objective
- (c) Personal objective
- (d) Both Social and Personal objective.

**(2020 C)**

**11.** Arnav has recently started a business to sell computers. He hired a shop in Nehru Place in New Delhi, where he assembles various components to make computers and supplies them as per order. He performs a series of composite but separate functions simultaneously and ensures that computers are delivered in time as per orders. These functions are performed by all managers at all times.

The feature of management highlighted above is:

- (a) Management is a continuous process.
- (b) Management is pervasive.
- (c) Management is dynamic.
- (d) Management is a group activity.

**(2020 C)**

**VSA (1 mark)**

**12.** Various input resources are required by management to complete a task effectively and efficiently. Name any two.

**(AI 2019)**

**13.** Management is the process of getting things done! State the meaning of the term 'Process' used in this statement.

**(Delhi 2016)**

**14.** What is meant by 'Efficiency' in management?  
**2016, Delhi 2015)**

**(Foreign**

**15.** What is meant by 'effectiveness' in management?  
**(Delhi 2015)**

**16.** Explain, how management helps in the development of society.  
**(Delhi 2015)**

**17.** How does management help in achieving personal objectives? State.  
**(Delhi 2015)**

**18.** What is meant by 'Management' of People?  
**(Delhi 2014)**

**19.** What is meant by 'Management of Work'?  
**(AI 2014)**

**20.** Identify the basic characteristic of management involved in the statement-  
'The activities involved in managing an organisation are common to all organisations, whether economic, social or political'.

**(Delhi 2014 C)**

**SA I (3 marks)**

**21.** Identify the characteristic of management which states that the activities involved in managing an enterprise are common to all organisations whether economic, social or political. Also state two other characteristics of management.  
**(2021 C)**

**22.** Mita has a successful ice cream business at Bikaner, namely 'Smart navours' ice creams are utterly delicious. She makes ice creams from fresh milk and the same are available in a wide range of flavours and packs. She sets viable business objectives and works with the same in mind in order to ensure that the customers will come back for purchasing. Having the first mover advantage, her business was doing well. To earn higher profits, she started cutting costs. This would sometimes lead to delay in delivery and the ice cream was not reaching the market in time. Over a period of time, the demand for her ice cream declined and because of it, the competitors entered the market. She lost some of her market share to competitors. At the beginning of summer season, she got back to back order for supply of 4,000 ice cream packs of different flavours for special occasions. To ensure that the task was completed and orders delivered in time she hired additional workers. She was, thus able to produce and deliver the ice cream packs but at a high production cost. While completing activities and finishing the given task for achieving goals, Mita realised that she was ignoring one of the important aspects of management.

Identify the aspect of management that has been ignored by Mita. Also explain the same with the help of an example.

**(Delhi 2019)**

**SA II (4 marks)**

**23.** Define 'Management. Explain how management is a multidimensional activity.  
**(AI 2019)**

**24.** Explain any four points of importance of management.  
**(Delhi 2016, 2014 C)**

**25.** Mega Ltd. was manufacturing water-heaters. In the first year of its operations, the revenue earned by the company was just sufficient to meet it's costs. To increase the revenue, the company analysed the reasons of less revenues. After analysis, the company decided

(i) To reduce the labour cost by shifting the manufacturing unit to a backward area where labour was available at a very low rate.

(ii) To start manufacturing solar water-heaters and reduce the production of electric water-heater slowly. This will not only help in covering the risks, but also help in meeting other objectives too.

(a) Identify and explain the objectives of management discussed above.

(b) State any two values which the company wanted to communicate to the society.  
**(AI 2014)**

**LA (5 marks)**

26. Management seeks to achieve various objectives. Explain these objectives.  
(Foreign 2019)

## 1.2 Management as Science, Art and Profession

### MCQ

27. 'Management has its own vocabulary of terms and concepts. Managers need to communicate with one another with the help of a common vocabulary for the better understanding of their work situation'.

Which characteristic of 'Management as a Science' is highlighted in the above statement?

- (a) Principles based on experimentation
- (b) Systematised body of knowledge
- (c) Universal validity
- (d) Personalised application

(2023)

28. Which of the following features of science is fully satisfied by management?

- (a) Systematised body of knowledge
- (b) Principles based on experimentation
- (c) Universal validity
- (d) Based on practice and creativity

(Term-1, 2021-22)

29. Ram Murty, a Professor of Management conducted a class on 'Management principles' and explained to his students the significance of Management Principles. In the next class, the Professor asked his students to play roles of different managers. He gave them various situations and asked them to think like managers and provide solutions to the problems given in these situations. Each student applied the principles of management to the given situation in his own personalised manner, depending upon his creativity.

The nature of management highlighted in the above case is:

- (a) Management as a Science
- (b) Management as an Art
- (c) Management both as an Art and as a Science
- (d) Management as a Profession

(Term-1, 2021-22)

**30.** Rani is working as a Chief Executive Officer (CEO) in 'Alpha Ltd. Vipul is working as a Production Manager in the same organisation though he does not possess any specific degree for this post. Pratap is also working in this organisation and constantly interacts with the workers and explains to them the plans drawn by middle level management and spends a lot of time correcting the work of Divesh, who is a new worker, and motivating him.

In spite of not possessing any specific degree, Vipul is working as a Production Manager in 'Alpha Ltd.' This reflects that management does not strictly meet one of the following criteria of a profession.

Identify the criterion/feature:

- |                                    |                             |
|------------------------------------|-----------------------------|
| (a) Well-defined body of knowledge | (b) Restricted entry        |
| (c) Service motive                 | (d) Ethical code of conduct |
- (Term-1, 2021-22)**

**31.** Which of the following features of a profession is fully satisfied by Management?

- |                      |                                    |
|----------------------|------------------------------------|
| (a) Service motive   | (b) Well defined body of knowledge |
| (c) Restricted entry | (d) Ethical code of conduct        |
- (Term-1, 2021-22)**

**SA I (3 marks)**

**32.** 'Science is a systematised body of knowledge that explains certain general truths or the operation of general laws: In the light of this statement, describe management as science.

**(Delhi 2019)**

**33.** Management is a complex activity that has three main dimensions. Explain these dimensions.

**(Delhi 2019)**

**SA II (4 marks)**

**34.** Is management a profession? Explain.  
**(2020 C)**

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

**(NCERT, AI 2019)**

36. Explain the features of management that do not establish it as a profession.  
(AI 2016)

ET (6 marks)

37. Aman, Ahmad and Ally are partners in a firm engaged in the distribution of dairy products in Maharashtra state. Aman is a holder of Senior Secondary School Certificate from Central Board of Secondary Education with Business Studies as one of his elective subjects. Ahmad had done his post-graduation in History and Ally in dairy farming. One day, there was a serious discussion between Ahmad and Ally regarding the nature of management, Ahmad argued that management was a profession. Where as Ally argued against it saying that the legal and medical profession are the only professions because they fulfill all the conditions of profession. Aman on the basis of his knowledge of business studies explained the nature of management as a profession to Ahmad and Ally. Explain, how Aman would have satisfied both Ahmad and Ally?

(Delhi 2015)

### 1.3 Levels of Management

#### MCQ

38. Which level of management is responsible for coordinating the activities of different departments according to overall objectives of the organisation?

- |                       |  |
|-----------------------|--|
| (a) Top level         | (b) Middle level                       |
| (c) Supervisory level | (d) Both middle and supervisory levels |

(Term-1, 2021-22)

**Direction for Q. (39 to 43):** Rani is working as a Chief Executive Officer (CEO) in 'Alpha Ltd.' Vipul is working as a Production Manager in the same organisation though he does not possess any specific degree for this post. Pratap is also working in this organisation and constantly interacts with the workers and explains to them the plans drawn by middle level management and spends a lot of time correcting the work of Divesh, who is a new worker, and motivating him.

(Term-1, 2021-22)

39. Identify the function that Rani would not have to perform as a Chief Executive Officer:

- (a) Integrating diverse elements and coordinating activities of different departments to achieve overall objectives.
- (b) Ensuring that wastage is minimised and safety standards are maintained.

(c) Analysing business environment and its implication for survival of organisation.

(d) Formulating overall organisational goals and strategies for their achievement.

**40.** Identify the level of management at which Vipul is working:

(a) Top level

(c) Middle level

(b) Operational level

(d) Supervisory level.

**41.** At which level of management is Pratap working?

(a) Top level

(b) Middle level

(c) Supervisory level

(d) At both top and middle level

**42.** As a Production Manager, identify the function that Vipul would not perform:

(a) Ensure that his department has the necessary number of personnel.

(b) Interpret the policies framed by the Chief Executive Officer, Rani.

(c) Motivate the employees of his department to achieve the desired objectives.

(d) Interacting with the actual workforce.

**43.** Identify the function that Pratap would have to perform in addition to those mentioned in the above case.

(a) Maintaining quality of output and safety standards

(b) Implementing the plans and strategies developed by Rani

(c) Cooperate with other departments for smooth functioning of the organisation

(d) Ensuring that his department has the necessary number of personnel

**VSA (1 mark)**

**44.** Which level managers are responsible for coordination? State.

(AI 2015 C)

**SA II (4 marks)**

**45.** Ashutosh Goenka was working in 'Axe Ltd., a company manufacturing air purifier. He found that the profits had started declining from the last six months. Profit has an implication for the survival of the firm, so he analysed the business environment to find out the reasons for this decline.

- (a) Identify the level of management at which Ashutosh Goenka was working.
- (b) State three other functions being performed by Ashutosh Goenka.

(Delhi 2017)

### 1.5 Coordination-Concept and Importance

#### MCQ

46. 'Coordination integrates the efforts of different departments and at different levels!

Identify the characteristic of coordination highlighted in the above statement.

- (a) Coordination ensures unity of action
- (b) Coordination is an all pervasive function
- (c) Coordination is a deliberate function
- (d) Coordination is the responsibility of all managers

(2023)

47. 'It acts as the binding force between departments and ensures that all actions are aimed at achieving the goals of the organisation: The statement highlights the following characteristic of coordination:

- (a) Coordination is an all pervasive function.
- (b) Coordination is the responsibility of all managers.
- (c) Coordination is a continuous process.
- (d) Coordination ensures unity of action.

(Term-1, 2021-22)

48. '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:

- (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  
(Term-1, 2021-22)

49. The process of management which synchronises the activities of different departments in an orderly manner is:

- |              |                   |
|--------------|-------------------|
| (a) Planning | (c) Controlling   |
| (b) Staffing | (d) Coordination. |
- (2021 C)

VSA (1 mark)

50. What is meant by 'coordination' in management?  
(Delhi 2015, AI 2015)

51. How does coordination integrates group efforts? State.  
(Delhi 2015 C)

SA I (3 marks)

52. 'Coordination is needed at all levels of management and is the responsibility of all managers. Explain.  
(Delhi 2019)

53. Explain any three reasons, which clarify that management is gaining importance day by day.

(Delhi 2019)

LA (5 marks)

54. Explain any five characteristics of coordination.  
(2020 C)

OR

What is meant by coordination? State it's any four features.  
(2018)

55. 'Co-ordination is the orderly arrangement of group efforts to provide unity of action in the pursuit of common purpose. In the light of this statement, explain any five points of importance of coordination.

(Foreign 2019)

## CBSE Sample Questions

### 1.1 Management-Concept, Objectives and Importance

#### MCQ

1. Identify the reason which makes management important in the light of the fact that it is generally seen that individuals in an organisation resist change, as a change often means moving from a familiar, secure environment into a newer and a more challenging one.

- (a) Management helps in achieving group goals
- (b) Management creates a dynamic organisation
- (c) Management increases efficiency
- (d) Management helps in the development of society

**(2022-23)**

2. Alo a mobility platform is in the process of laying off 400-500 employees in a move aimed at driving cost efficiency. Which objective of management will the firm not be able to achieve by carrying out this process.

- (a) Efficiency
- (b) Social
- (c) Profit
- (d) Survival

**(2022-23)**

3. Identify the dimension of the characteristic of management-"it is multidimensional", which specifies that the task of management is to make the strengths of human resources effective and their weaknesses irrelevant towards achieving the organisation's objectives.

- (a) Management of work
- (b) Management of people
- (c) Management of operations
- (d) Management of goals

**(Term-1, 2021-22)**

4. The Topper group is looking to make a foray into manufacturing of semiconductors and it has set up a business to seize the business opportunity and add to its prospects in the long run. The company has already pivoted into a number of new projects like electronics, 5G network equipment, as well as semiconductors. Which economic objective of management does the business seek to fulfill?

- (a) Survival
- (b) Growth
- (c) Profit
- (d) Efficiency

**(Term-1, 2021-22)**

5. Ravi joined a marketing firm as a Sales manager. On his first day in the company, during the orientation programme, the CEO of the company told Ravi that he will have to simultaneously perform the functions of management (planning, organising, staffing, directing, controlling) all the time. Which characteristic of management was the CEO referring to?

- (a) Management is a continuous process
- (b) Management is all pervasive
- (c) Management is multidimensional
- (d) Management is goal oriented

**(Term-1, 2021-22)**

6. Name the process of working with and through others to effectively achieve organisational objectives by efficiently using limited resources in a changing environment.

- |                |                 |
|----------------|-----------------|
| (a) Management | (b) Planning    |
| (c) Organising | (d) Controlling |

**(2020-21)**

## **1.2 Management as Science, Art and Profession**

### **MCQ**

7. "What distinguishes a successful manager from a less successful one, is the ability to put the principles into practice". Which aspect of the nature of management is highlighted in the above statement?

- (a) Management as a science
- (b) Management as an art
- (c) Management as a profession
- (d) Management is an intangible force

**(Term-1, 2021-22)**

8. Unlike professions such as medicine or law which require a practising doctor or lawyer to possess valid degrees, nowhere in the world is it mandatory for a manager to possess any such professional degree. Identify the characteristic of the profession being discussed above which is not being strictly met by management.

- (a) Well defined body of knowledge
- (b) Restricted Entry

(c) Professional Association

(d) Ethical code of conduct

**(Term-1, 2021-22)**

9. "Any one can be called a manager irrespective of the educational qualification possessed."

Identify the characteristic of the profession that Management does not fulfil in the statement being discussed above.

(a) Ethical code of Conduct

(b) Professional Association

(c) Restricted Entry

(d) Service Motive

**(2020-21)**

### **1.3 Levels of Management**

#### **MCQ**

10. Which level of management is responsible for the welfare and survival of the organisation?

(a) Top level of management

(b) Middle level of management

(c) Supervisory level

(d) Both (b) and (c)

**(Term-1, 2021-22)**

11. Silico Ltd. has appointed the former Consulting executive of Shri Shakti Ltd. Rajan Bahl as it's Vice President. What will be his basic task?

(a) To integrate diverse elements and coordinate activities of different departments.

(b) To carry out plans formulated by top managers.

(c) To oversee the efforts of the workforce.

(d) Help to maintain quality of output.

**(Term-1, 2021-22)**

#### **SA I (3 marks)**

12. Identify the level of management whose basic task is to integrate diverse elements and coordinate the activities of different departments according to the overall objectives of the organisation. State any two functions of the level of management identified. **(2020-21)**

## 1.4 Management Functions - Planning, Organising, Staffing, Directing and Controlling

### MCQ

13. \_\_\_\_\_ provides a rational approach for setting objectives and developing appropriate courses of action for achieving predetermined objectives.

- (a) Directing
- (b) Staffing
- (c) Planning
- (d) Controlling

(Term-1, 2021-22)

14. "Grouping similar nature jobs into larger units called departments" is the step in the process of one of the functions of management. Identify the function of management.

- (a) Planning
- (b) Organising
- (c) Directing
- (d) Staffing

(Term-1, 2021-22)

## 1.5 Coordination-Concept and Importance

### MCQ

15. "A manager in a conscious manner has to ensure that even where members of a department willingly cooperate, coordination gives direction to the willing spirit."

The characteristic of coordination being highlighted above is:

- (a) Coordination is the responsibility of all managers.
- (b) Coordination is a deliberate function.
- (c) Coordination integrates group efforts.
- (d) Coordination is a continuous process

(Term-1, 2021-22)

16. The production department at Karishma Ltd, a firm manufacturing readymade garments for men has an objective to increase production by 10% but the Sales department does not approve of the increase in production, till changes are brought about in the product to incorporate latest fashion. These kinds of conflicts bring to light the following importance of the force that can help to accomplish the linking of activities of various departments:

- (a) Growth in size
- (b) Functional differentiation

(c) Specialisation  
(Term-I, 2021-22)

(d) Efficiency

17. 'Even where members of a department willingly cooperate and work, a manager has to coordinate the efforts of different people in a conscious manner.' Identify the characteristic of coordination discussed above.

- (a) Coordination ensures unity of action
  - (b) Coordination is a deliberate function
  - (c) Coordination is a continuous process
  - (d) Coordination is an all pervasive function
- (2020-21)

**SA I (3 marks)**

18. Top management plans for the entire organisation. According to these plans, the organisational 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 realised 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 organisation.  
(2022-23)

## ANSWERS

### Previous Years' CBSE Board Questions

1. (d) : Both the statements are true.
2. (d): Growth
3. (c): "Management is the process of designing and maintaining an environment in which individuals, working together in groups, efficiently accomplish selected aims.

Definition given by Harold Koontz and Heinz Weihrich.

4. (b): Effectiveness means completing a given work in the required time with a focus on the end results, whereas efficiency means completing a task with the minimum possible cost and resources. As the business was able to produce goods with fewer resources but could not achieve the target on time, so it was efficient but not effective.
5. (b): The importance of management that is being discussed in the question is that management helps in achieving the group goals of the organisation. This is because management gives a common direction to all the efforts made by different individuals and helps in combining them to achieve the group goals.
6. (b): The objective of management being met by 'SORT-IT Ltd.' is personnel related.
7. (b): Delegation is a pre-requisite for efficient working of an organisation. Since, Ashok will be able to concentrate on high priority areas, it will lead to effective management.
8. (a): Organisational objectives
9. (d): Management is a dynamic function
10. (b): Social objective
11. (a): Management is a continuous process.
12. Money and persons are two input resources that are required by management to complete a task effectively and efficiently.
13. The term 'process' here refers to the sequence of managerial activities such as planning, organising, staffing, directing and controlling.
14. Efficiency is concerned with optimal use of resources and producing results at reasonable cost and in stipulated time.

- 15.** Effectiveness in management means selecting the right task, completing activities and achieving goals, which is useful to the organisation.
- 16.** Management helps in the development of society by providing good quality products and services, rendering employment opportunities, providing fair remuneration etc., that brings prosperity to the society.
- 17.** Management helps employees in achieving personal objectives by motivating and leading in such a way that the individual members are able to achieve personal goals while contributing to the overall organisational objectives.
- 18.** Management of people means dealing with employees as individuals with diverse needs and behaviour as well as dealing with individuals as an important member of a team which works for the organisation.
- 19.** Management of work refers to translating work in terms of goals to be achieved and providing the resources and motivation to achieve them.
- 20.** The characteristics of management highlighted in the given statement is — 'Management is all pervasive'. It indicates that all kinds of organisation benefit from good management practices.
- 21.** Management is all pervasive.

Other characteristics of management:

- (i) It is a goal-oriented process as it strives to achieve organisational goals.
- (ii) It is multidimensional as it involves management of work, people and operations.
- (iii) It is a continuous process as it involves an ongoing series of functions.
- (iv) It is a group activity as it unites individual effort in a common direction.
- (v) It is a dynamic function as it adapts itself to the changing environment.
- (vi) It is an intangible force as it cannot be seen but its presence can be felt in the way the organisation functions.

**22.** The aspect of management that is being ignored by Mita is 'efficiency. This is because efficiency involves completing the task with the minimum possible cost and resources. Here, as she was required to hire more workers to complete the task on time, she ignored the aspect of efficiency and only focused on effectiveness. For example, if more workers are hired  $\Rightarrow$  task gets completed on time, then this is effective, but if more workers are hired then the cost increases in the form of increased salary, then it is not efficient. Similarly, if a task is carried out with the same number of workers  $\Rightarrow$  Less cost, then it is efficient, but if the

task is carried out with the same number of workers and there is a delay in completion of work then it is not effective.

**23.** Management is a process of designing and maintaining an environment in which individual working together in groups efficiently to accomplish selected aim. Management is a broad concept. Also, management includes dimensions such as management of work, management of people and management of operation. Manager of any organisation needs to manage people working in the organisation, work or task being performed in organisation and also, he / she needs to manage the operation of the organisation so, management considered as multidimensional activity.

**24.** Importance of management:

(a) Helps in achieving group goals: Management helps in achieving group goals by providing a common direction to the individual efforts.

(b) Increased efficiency: Better utilisation of human and non-human resources leads to improve productivity and less wastage. Better planning and it's implementation with effective coordination and control leads to excellence in performances.

(c) Helps in achieving personal objectives : Management helps individuals to achieve their personal objectives, while contributing to the overall organisational objectives.

(d) Creates a dynamic organisation Management establish a sound and dynamic organisation, which adapts to the changing environment. It encourages the spirit of cooperation, fellow-feeling and mutual understanding among the workers.

**25.** (a) The objectives of the management referred here are:

(i) Organisational objectives: This refers to reducing manpower cost by the top management by shifting the manufacturing to a backward area where cost of labour is very low. This would help to make the company profitable.

(ii) Social objectives: The management is able to meet its social objectives in two ways :-

(I) It is able to provide employment in a backward area which will improve the economic and social condition of the local population.

(II) The company's decision to phase out electric water heater with solar water heater is very environment friendly as it would save a lot of electricity.

(b) Values The company has communicated with it's actions are inclusiveness and partnership. With the shifting of manufacturing to backward area, there shall

be 'inclusive' economic and social growth in the area. Thus, the company is forging a partnership with the society and sharing economic benefits.

**26.** The objectives of management are as follows:

(i) Organisational/Economic : Organisational activities involve optimal utilisation of the material and human resources available. The following are the objectives involved:

(a) Survival: The overall revenue must be adequate to cover the costs.

(b) Profit Profits must be earned such that the risks and costs are covered.

(c) Growth: To continue in the long run, an organisation should focus on growth in terms of sales, production, number of employees, etc.

(ii) Social objectives: Social obligations such as adoption of environment-friendly production methods, contribution to social causes such as imparting education to children and providing employment to the unemployed, etc., should be considered.

(iii) Personal objectives: The personal objectives of the individuals (financial objectives as well as social objectives) must be accommodated.

**27. (b):** Systematised body of knowledge.

**28. (a)** The systematised body of knowledge is the feature of science which is fully satisfied by the management.

**29. (b)** The nature of management that is being highlighted in the given case is "Management is an Art",

**30. (b)** Management as a profession does not fulfill restricted entry criteria.

**31. (b)** The feature of profession that is fully satisfied by management is the existence of well defined body of knowledge.

**32.** 'Science is a systematised body of knowledge that explains certain general truths or the operations of general laws! The features which describe management as science are:

(i) Systematic body of knowledge: Management has its own body of theories and principles that were developed over the years. In addition, it has it's own vocabulary.

(ii) Theories based on experimentation: The principles of management have developed over the years based on repeated observations and experiments. However, as management deals with human behavior, no exact cause- and-effect relationship can be established.

(iii) Universal validity: Theories and principles of management are valid universally to a great extent. They can be used to impart basic knowledge and managerial skills to budding managers.

**33.** Management is a complex activity that has three main dimensions. The following are the three main dimensions of management:

(i) Managing the work: With management, the work of an organisation is interpreted in terms of the objectives and goals achieved owing to the work. Management also

specifies the guidelines regarding how these objectives can be achieved.

(ii) Managing the people : Managing the people implies dealing with the employees both as individuals and as a group such that their strengths are utilised and their weaknesses are identified.

(iii) Managing the operations: The production process where the inputs are transformed into a product or a service requires continuous management in order to ensure the utilisation of the resources efficiently and effectively.

**34.** Any body of knowledge that qualifies to become a profession must fulfill the following characteristics:

(i) Well defined body of knowledge

(ii) Restricted entry

(iii) Professional association

(iv) Ethical code of conduct

(v) Service motive

**35.** Management is a process that converts resources into results. It is a set of practices that makes organisational goals a reality, effectively and efficiently.

The important features of management that establishes it as an art are:

(a) Existence of theoretical knowledge - Like art, faculty of management has adequate theoretical knowledge. This is taught in business schools and practiced by managers. This theoretical knowledge though based on observation and experience needs constant updation.

(b) Individual Application A manager applies the theoretical knowledge according to the given situation. He/she utilises creativity and initiative which makes the project a success.

(c) The Managerial skills - They improve with practice. Like the practitioners of different arts, managers improve their skills with experience and develop their

own style of management. They apply their insight to adapt to the dynamic business environment. On comparing the features of art with management we find all the features of art are present in management, so we can call management as an art of getting the things done by others.

**36.** The important features that do not establish management as a profession are:

(a) Though management has a body of knowledge based on observation of human behaviour, this knowledge is not universal and can only be applied with fair amount of modification.

(b) Most profession have restricted entry such as doctors have to study medicine and lawyers have to study law. However, any one can become a manager irrespective of his/her education. Though, these days people study in business schools and get a degree of MBA or a diploma, these are desirable but not essential to becoming a manager.

(c) Professional Association: Most professions are affiliated to professional association which regulate entry and issue certificate of practice. Even though there are various management associations, it is not mandatory for managers to join them. Also, there is no code of conduct that is binding on the practicing managers.

**37.** Aman would have explained the following features of management as profession:

(i) Well defined body of knowledge: Each professional as a lawyer or a doctor is required to gain specialised knowledge of the profession. Similarly, practice of management also requires specialised knowledge, which can be gained by reading books or attending courses in various institutes.

(ii) Professional Association: All profession is affiliated to a professional association which regulates entry, enforces a code of conduct. There are several associations of practising managers in India (like All India Management Association) and many managers are it's members.

(iii) Service Motive: The basic motive of a profession is to serve the client's interests. Management helps the organisation in achieving it's goals, but the products and services of an organisation are for the customers benefit. Thus, management can be called a proper profession.

**38.** (a) Top level management is responsible for coordinating the activities of different departments according to overall objectives of the organisation.

**39.** (b): Rani doesn't have to do this function as she is in Top level management.

**40.** (c) Vipul is working in the middle level management.

41. (c): Pratap is working at lower level management.
42. (d): Vipul as a production manager will not interact with the actual workforce as it's the job of the supervisory level.
43. (a): Pratap as a lower level manager will ensure that quality is maximised and safety standards are maintained.
44. Top level management consists of CEO, Directors, MD, etc. who undertake overall decisions of the organisation are responsible for coordination.
45. (a) He has been working at the top level in the management hierarchy.
- (b) The basic task of the top management is to:
- (i) Integrate diverse elements and coordinate the activities of different departments according to the overall objectives of the organisation.
  - (ii) They are responsible for the welfare and survival of the organisation.
  - (iii) They formulate overall organisational goals and strategies for their achievement.
  - (iv) They are responsible for all the activities of the business and for its impact on the society.
46. (b) Coordination is an all pervasive.
47. (d) Coordination enables Unity of Action in the organisation.
48. (d): The characteristic of Coordination discussed above is 'Coordination is all pervasive'.
49. (d): Coordination
50. Coordination is the process by which a manager synchronises the activities of different departments towards the achievement of organisational goals.
51. Coordination integrates group efforts by giving a common focus to group objectives. This ensures that the performance is as per plans of the organisation.
52. Yes, Coordination is indeed the essence of management. By Coordination, we mean a path through which the group functions are linked up. It binds the people of the organisation and their activities to ensure a smooth functioning of the work. It is that force which unites the working and efforts of the people of the organisation towards the common objective of the organisation. Coordination links the interrelated management functions. It is found at every level of management. It begins right from the stage of planning where goals and objectives are set for the organisation. Coordination is then required between the stage of planning and staffing so that right kind of people are hired for the

execution of the plan. Next, the functions of directing and controlling must also be coordinated with each other so as to realise the achievement of desired goals. Hence, we see that coordination is intrinsic and imperative for management. It is the 'essence' of management.

**53.** The points which clarify that management is gaining importance day by day are explained as follows:

(i) Achievement of goals: Management helps in the achievement of goals such that the efforts of all the individuals are organised and directed towards the common goals of the organisation.

(ii) Increases efficiency: An increase in efficiency implies minimising the costs and increasing the productivity through the optimum utilisation of resources. As management helps in optimum utilisation of resources, it helps in increasing efficiency.

(iii) Creates dynamic organisation: Management helps an organisation to adapt the changes in external factors such as political, social, environmental and economical changes.

**54.** Co-ordination is the force that binds all the other functions of management. It is the common thread that runs through all activities such as purchase, production, sales and finance to ensure continuity in the working of the organisation. Features of coordination are:

(i) Coordination integrates group efforts: It unifies unrelated interests in to purposeful work activity.

(ii) Coordination ensures unity of action: The purpose of coordination is to secure unity of action in the realisation of a common purpose.

(iii) Coordination is a continuous dynamic process: It is not a one time function but a continuous process. It begins at planning stage and continues till controlling.

(iv) Coordination is an all pervasive function: Coordination is required at all levels of management due to the interdependent nature of activities of various departments.

**55.** 'Co-ordination is the orderly arrangement of group efforts to provide unity of action in the pursuit of common purpose. Its importance are:

(i) Harmonised goals: Coordination synchronises the personal goals of the individuals and the overall goals of the organisation.

(ii) Allotted work: Coordination integrates the opinions and thoughts of various specialists and departments of an organisation so as to avoid diversion and conflict among them.

(iii) Interdependence of divisions: As an organisation has various independent departments such as production, sales and finance, coordination is needed to synchronise their activities for the achievement of the common goals.

(iv) Specialisation Division of main activities into various sub-activities and allotment of tasks based upon the area of expertise to different individuals. Every person performs the task to the best of his/her potential, without considering total work to be done. Coordination ensures the accomplishment of the overall goal and taking benefits of specialisation.

(v) Size of Organisation: Coordination ensures a proper environment is available for all so as each one can fully contribute to his/her maximum towards the achievement of organisational goals.

### CBSE Sample Questions

1. (b): Management creates a dynamic environment.
2. (b): Social
3. (b): Management of people
4. (b): Growth
5. (a): Management is a continuous process.
6. (a): Management
7. (b): Management as an art
8. (b): Restricted entry
9. (c): Restricted entry
10. (a): Top level of management
11. (a): To integrate diverse elements and coordinate activities of different departments.
12. Level of management - Top level management

Functions of top-level management are:

(i) The top-level managers are responsible for the welfare and survival of the organisation.

(ii) They analyse the business environment and its implications for the survival of the firm.

**13. (c): Planning**

**14. (b): Organising**

**15. (b): Coordination is a deliberate function.**

**16. (b): Functional differentiation**

**17. (b): Coordination is a deliberate function**

**18.** The process highlighted above is coordination. The process by which a manager synchronises the activities of different departments is known as coordination. Coordination is the force that binds all the other functions of management. It is the common thread that runs through all activities. It is implicit and inherent in all functions of an organisation.