

Business Study
Class XII
UNIT 1
Nature and Significance of Management

(3/4 marks questions)

1. Enumerate any three functions of top level Management?
Ans.: (I) Determining objectives Top-level Management sets objectives for the organization. For ex. objective can be set that in the following year the sale of the company has to cross Rs.1000 crore.
(II) Determining Policies: - Only at this level policies related to the realization of objectives are formed. For ex. It can be a sales policy of a company to just make cash sales.
(III) Assembling Resources: - Needed resources are assembled for the realization of an objective like capital, raw-material, fixed assets, etc.
2. Enumerate any three functions of middle level Management
Ans.: (I) Interpreting Policies: - At this level, policies formed by top level mgt. are interpreted. Like the marketing managers introduces his salesman to the sales policy of the company that at no cost credit sales will be made.
(II) Appointing Employees: - Every departmental manager appoints employees to fulfill the activities of his department.
(III) Issuing Instructions: - Departmental managers direct their subordinates about what to do and how they have to do. Needed resources are made available to the subordinates so that they can do the assigned jobs intermittently.
3. State any three functions of lower level Management?
Ans.: (I) Submitting Workers Grievances: - Lower level Management is in direct contact with the workmen employees. They submit serious problems of workers to middle level management otherwise they sort out the ordinary problems themselves.
(II) Ensuring safety of workers: - Probability to accidents can be annulled by building fences around machines.
(III) Inviting suggestions: - They invite suggestions from their subordinates as to how the quality of work can be improved.
4. Write short note on Management as 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- profession like-body of specialized knowledge and techniques. formalized methods of acquiring training and experience, priority to the feeling of service but the other characteristic like representative profession association and code of conduct have still not developed adequately. Its recognition as a profession will increase in accordance with the pace of its development

Q5 Differentiate between Efficiency & Effectiveness:

Ans.: **Efficiency** refers to the relationship between inputs and outputs. If we produce more from the given inputs, our efficiency is increased. Or if we produce the same from less input, again our efficiency is increased. And it is only possible when a manager avoids the wastage of scarce resources.

Effectiveness refers to the successful consummation of activities so that organizational goals are achieved. When a manager attains goals, we say he/she is effective. It means effectiveness is adjudged merely on the basis of the attainment of goals irrespective of the fact how much cost is incurred in their fulfillment.

5. Explain in brief, “Management” as a group of people having managerial responsibility for an enterprise?

Ans. : In the context of Management, the word “group” is used in two different contexts; firstly. It refers to the group of people who are actually doing the work and are being managed and secondly, to the group of people who are actually perform the activity of Management i.e. the managers. In this discussion by ‘group’ we simply to the group of people who perform the work of mgt. acc. to this description of mgt, the activity of Management is not carried out by any 1 person but rather it is collectivity carried out by a group of persons.

6. Explain in brief ‘Management’ as an activity?

Ans.. A few Management experts have defined Management as an ‘activity.’ The word activity implies doing something, for ex. Reading, writing, Running, swimming etc, are all activities. In the same manner, it can also be said that Management is not a person or a group of persons, rather Management is an activity therefore, the activity of Management aims to get a specific task accomplished.

7. Explain in brief. “Management” as a process.

Ans.: a process means a definite system of functioning. This appears to be true so far as Management is concerned because a manager, at whatever level of Management he may happen to be, has to perform the function of Management in a sequence, i.e. planning, organizing, staffing directing and controlling.

(5/6marks questions)

Q 1 .What is meant by management? Explain any four characteristics.

Ans. Management is the process of conducting a set of functions (planning, organizing, staffing, directing and controlling) to get the work done in an efficient and effective manner.

Characteristics of Management:- following are the main features of Management:

- (i) Management is goal oriented Process:- No goal in the hand no need of management. In other words, we need management when we have some goals to be achieved. A manager on the basis of his knowledge and experiences tries to achieve the goals which are already decided.
- (ii) Management is all pervasive- Anything minus management is nothing or zero. Here by anything we mean all types of activities- business and non-business. If we deduct management out of these activities, the result will be failure or zero.

- (iii) Management is a group activity- it means that it is not a single person who consummates all the activities of an organization but it is always a group of persons. Hence management is a group effort.
- (iv) Management is an Intangible force- Management is that power which cannot be seen. It can only be felt. If any organization is heading toward higher levels of achievement, it signifies an existence of good management & vice – versa.

(iv).2 ‘Anything minus Management is zero’. Explain the importance of management in the light of this statement.

Ans..Not only in the field of business but in other field also, has management come to occupy an important place. In this reference, it is said that anything minus management is nothing. The following facts clearly highlight the ***importance of management***.

- (i) Management helps in achieving Group goals: it is the most important characteristics of management that it is goal oriented activity. A manager achieves these goals by giving proper direction to the efforts of all individuals.
- (ii) Management increases efficiency: a manager increases efficiency through optimum utilization of all the resources, such as Man, Machine, Material and money.
- (iii) Management creates a Dynamic Organization: to face the changing environment many changes need to be made in the organization as well. But people resist changes,. Manager creates a favorable 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 etc, in the form of personal objectives. A manager motivates and leads his team in such a manner that individual members are able to achieve personal goals while contributing to the overall organization objectives.
- (v) Management helps in the Development of Society- 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 pollution, to make available good quality products at a reasonable price, etc.

(iv).3. “Management is a science like physics or chemistry”. Do you agree with this statement? Give reasons in support of your Ans.wer.

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) Systematized Body of Knowledge: it is necessary for science to be a systematized body of knowledge. Management is also a systematized body of knowledge because it has its own theory and principle which are developed by the management experts after years of research.
- (ii) Principle Based on Experiments: after applying this characteristics of science to mgt, we find that development of mgt, took year for the collection of facts, their analysis and experiment .
- (iii) Universal validity- scientific principal are based on truth and they can be applied at every time and every situation. In the field of management and principles of management are considered to be based on truth and they too can be applied anywhere and in every situation.

Conclusion- the subject matter of management is human being who is an intelligent and sensitive being and whose behavior 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 pure science but it should be described as an Applied Science.

(iii).4. Test the fact that “Management is an Art”?

Whether Management is an art or not will be known by the application of the characteristic of art in mgt., description of which is as under.

(i) **Existence of theoretical knowledge:** - Art is always based on certain theory of knowledge. On the basis of this knowledge one can understand how a particular work can be accomplished. In this context Management is an art as a lot of literature available in various areas of Management

(ii) **Personalized Application:** - The use of available the theoretical knowledge is found in varying degree different person. For ex- 2 teacher, to players will always differ in performing their jobs. Management processes the features of art too there are various principles of management as developed by management experts. Managers apply there principles differently depending on their levels of knowledge.

(iii) **Based on practice and creativity:-** just as art can the embellished with the help Of practice in the same way managerial skills also improves with practice. Every manager has a desire to become a complete expert in this field. They can Fulfill his desire by continuous practice.

The above analysis clearly establishes that management possesses all the characteristic of art and on this very base it has been accepted as on art.

(iii).5. Discuss the functions of Management in brief? Following are the functions of Management.-

(a) **Planning** – It refers to thinking before hand. Under this it is decided- what is to be done? How it is to be done when it is be done and by whom it is be done

(b) **Organizing**- it refers to harmonious adjustment of various elements to achieve common objectives. It involves determining activities needed to achieve the objectives, grouping these activities into depts., assigning such group of activities to managers & defining the interrelationship among various posts so that ambiguity in performance of duties can be eliminated.

(c) **Staffing**- It refers to filling & keeping filled the posts with people. It ensures that competent persons are appointed. The chief activities undertaken in it are recruitment, selection, training, promotion, trAns.fers, etc.

Q. 6 What do you mean by coordination? Discuss its nature.

Ans..Coordination is a process to establish harmony among the different activities of an organization, so that the desired objectives can be achieved.

Nature of coordination: Definitions of coordination present the following facts about its nature.

(1) **Coordination integrates group effort:** the need for coordination is felt when group effort is needed for the accomplishment of an objective. In short, it can be said that coordination is related to group effort and not individual effort.

(2) **Coordination ensures unity of action:** the nature of coordination is of creating unity in action. It meAns. during coordination process an effort is made to create unity among the various activities of an organization.

- (3) Coordination is a continuous process: it is not a job which can be performed once and for all, but its need is felt at every step.
 - (4) Coordination is an all-pervasive function: Pervasiveness refers to that truth which is applicable to all spheres (business and non-business organizations). Like making of time-table in an educational institution is an apt example of establishing coordination.
 - (5) Coordination is a deliberate function: 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).
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