

(Weightage Chapter 4,5 & 6 (14 Marks))

4. Planning

Que		Marks				
1	Define planning.	1				
Ans	Planning refers to thinking in advance what to do, how to do, when to do. and whom to do it.					
2	Define strategy.	1				
Ans	A strategy is a comprehensive plan to achieve the organizational objectives.					
3	Write one difference between Policies & Procedure.	1				
Ans	Policy are organization own way of tackling the problem whereas procedure are step by step way of doing a job.					
4	“No Smoking in the work shop” This statement is related to which types of plan.	1				
Ans	Rules					
5	Planning function of management is conducted at which level of management.	1				
Ans	At all the three levels					
6	“Planning is mental exercise “how?	3				
Ans	Planning is a mental exercise: i) it requires application of the mind involving foresight, intelligent imagination and sound judgement ii) it is basically an intellectual activity of thinking rather than doing, because planning determines the action to be taken iii) planning requires logical and systematic thinking rather than guess work.					
7	Explain briefly importance of planning.	3				
Ans	<table><tr><td>1. It provides Direction.</td><td>The answer for ‘What & how to do’ gives the direction of any work. In planning it is decided that what are the destinations (objectives) of the organization. It is also told to each member of the organisation that what the objectives of organization are. So each member adjust his efforts in the direction of objectives. Without planning each member will be confused and will work in different directions. So it is correct that ...</td></tr><tr><td>2. It reduces risks &</td><td>If an organization does not forecast the changes of its environment then risk and uncertainty will arise for it. Under planning, we develop premises (assumptions) about expected future changes by forecasting. We also decide in advance that how the</td></tr></table>	1. It provides Direction.	The answer for ‘What & how to do’ gives the direction of any work. In planning it is decided that what are the destinations (objectives) of the organization. It is also told to each member of the organisation that what the objectives of organization are. So each member adjust his efforts in the direction of objectives. Without planning each member will be confused and will work in different directions. So it is correct that ...	2. It reduces risks &	If an organization does not forecast the changes of its environment then risk and uncertainty will arise for it. Under planning, we develop premises (assumptions) about expected future changes by forecasting. We also decide in advance that how the	
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	uncertainties .	business will respond to these changes. The resources are also kept aside in the plan to meet such changes. So...	
	3. It reduces overlapping & wasteful activities.	If the question 'Who will do it' is unanswered then each will impose his work to others, this is called overlapping. Wasteful activities may take place if the question 'How it will be done' is un-answered. Under planning it is decided in advance that who will do particular work.. Under planning the best procedures and methods are selected on the basis of logical analysis. So...	
	4. It provides Innovative Ideas.	. Under planning best alternative is selected out of many options. All these option do not come into one manger's mind only. Planning is done by group of managers. Each one of this group has been given chance to find the some new and constructive option by using their innovative and creative thinking skill. So...	
8	Explain the limitations of Planning.		4
Ans	1. It creates Rigidity	Rigidity means absence of needed flexibility. Planners try to leave space of changes in planning according environmental changes. But it is true that at times only small/minor changes may be made in planning, big/major changes can't be made which are required. So up to a limit planning remains rigid.	
	2. It does not work in Dynamic Environment	Planning is based on forecasting and future assumptions (premises) about business environment. Business environment is itself continuously & frequently changing. Future is also uncertain. Nothing can be forecast exactly after making full efforts. So sometimes...	
	3. It reduces Creativity.	Creativity means discovering constructive & innovative (new) ways of doing various works. Planning is done by top level management.	

		Generally rest middle and low level just implement the plans. Both middle and low level managers are not allowed to deviate from plans nor are they permitted to act on their own. In this situation they stop thinking and carry out only plans as order. So...	
	4. It involves Huge Costs.	Planning is a cost consuming process because it needs lot of money, time and human physical and mental exercise. Experts are hired for collection and calculation of facts and figures, meetings are conducted for discussions, and investigation is done to find out the practicability of plans. All these activities involve costs. So...	
	5. It is Time Consuming Process.	Out of total time allotted for planning and implementation, planning takes so much of time and less time is left for implementation. All steps of planning process take lot of time. So it delays decision making. In case of emergency or need of prompt decision then we have to avoid planning. Because...	
9	Enumerate the steps involved in the planning process.		4
Ans	<p>Steps of planning are as follows:</p> <ul style="list-style-type: none"> (i) Setting up of objectives (ii) Developing premises. (iii) Identifying alternative courses of action. (iv) Evaluating alternative courses (v) Selecting an alternative. (vi) Implementation of plan. (vii) Follow up 		
10	<p>It is deciding in advance what to do and how to do. It is one of the basic managerial functions. It requires that before doing something, the manager must formulate an idea of how to work on a particular task. This function is closely connected with creativity and innovation. It seeks to bridge the gap between where we are and where we want to go and is performed at all levels of management. In spite of this the function of management referred above has a number of limitations. Explain any two such limitations.</p>		4

Ans	<i>Limitations of planning:-</i> <i>a)leads to rigidity</i> <i>b) may not work in dynamic environment</i> <i>c)reduces creativity</i> <i>d)time consuming process</i>	
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