

ANSWERS

Chapter I – Nature and Significance of Management (total marks allotted=1+2+8=11+practical)

SECTION-A

1. What is Efficiency?

Ans:- **Efficiency** means doing the task correctly and with minimum cost.

2. What is Effectiveness concerned with?

Ans:- It is concerned with the end result.

3. Give an example for top level management.

Ans:- Chairman, the chief executive officer, chief operating officer, president and vice-president (**any one**)

4. Give an example for middle level management.

Ans:- **Production Manager** is an example for middle level management.

5. Give an example for supervisory level management.

Ans:- **Foremen, supervisors** is an example for supervisory level management.

6. Which of the following is not a function of management

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

Ans:- **(c) Cooperating**

7. Management is

- (a) an art (b) a science (c) both art and science (d) neither

Ans:- **(c) both art and science**

8. The following is not an objective of management

- (a) earning of profits (b) growth of the organization
(c) providing employment (d) policy making

Ans:- **(d) policy making**

9. Policy formulation is the function of

- (a) Top level management (b) Middle level management
(c) Operational management (d) All of the above

Ans:- **(a) Top level management**

10. Coordination is

- (a) Function of management (b) The essence of management
(c) An objective of management (d) None of the above

Ans:- **(b) The essence of management**

SECTION-B

1. Define Management.

Ans:- According to **Harold Koontz and Heinz Weihrich** "Management is the process of designing and maintaining an environment in which individuals, working together in groups, efficiently accomplish selected aims."

2.State any two Organizational Objectives of Management.

Ans:- Two Organizational Objectives of Management are

(i)Survival: Survival is basic objectives of Management.

(ii) Profit:*Earning of profits is another Organizational Objectives of Management*

3.Define Coordination.

Ans:-According to **McFarland** “ Coordination is the process whereby an executive develops an orderly pattern of group efforts among his subordinates and secures unity of action in the pursuit of common purpose.”

4.Justify the importance of coordination by any two factors.

Ans:-Two Importance of coordination are

(i) Growth in size: For organisational efficiency, it is important to harmonise individual goals and organisational goals through coordination.

(ii) Specialisation: Some coordination is required by an independent person to reconcile the differences in approach, interest or opinion of the specialists.

SECTION-C

1.Explain the Objectives of Management.

Ans:- **(i)Organisational Objectives:** These are survival, profit and growth.

(a)Survival: The basic objectives of any business is survival. Management must strive to ensure the survival of the organisation. In order to survive, an organisation must earn enough revenues to cover costs.

(b)Profit: Mere survival is not enough for business. Management has to ensure that the organisation makes a profit. Profit is essential for covering costs and risks of the business.

(c)Growth: A business needs to add to its prospects in the long run, for this it is important for the business to grow.

(ii) Social objectives: It involves the creation of benefit for society. As a part of society, every organisation whether it is business or non-business, has a social obligation to fulfill. This includes using environmental friendly methods of production, giving employment opportunities to the disadvantaged sections of society and providing basic amenities like schools and crèches to employees.

(iii)Personal objectives: Organisations are made up of people who have different personalities, backgrounds, experiences and objectives. These vary from financial needs such as competitive salaries and perks, social needs such as peer recognition and higher level needs such as personal growth and development.

2.Give any four grounds to say Management is important. (importance of Management)

Ans:-Four importance of management are

(i) Management helps in achieving group goals: Management is required not for itself but for achieving the goals of the organisation. The task of a manager is to give a common direction to the individual effort in achieving the overall goal of the

organisation.

(ii) **Management increases efficiency:** The aim of a manager is to reduce costs and increase productivity through better planning, organising, directing, staffing and controlling the activities of the organisation.

(iii) **Management creates a dynamic organisation:** All organisations have to function in an environment which is constantly changing. It is generally seen that individuals in an organisation resist change as it often means moving from a familiar, secure environment into a newer and more challenging one.

(iv) **Management helps in achieving 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 organisational objective.

SECTION-D

1..Explain the characteristics of Management.

Ans:- The important characteristics of Management are

(i)Management is a goal-oriented process: An organisation has a set of basic goals which are the basic reason for its existence. These should be simple and clearly stated. Different organisations have different goals

(ii) **Management is all pervasive:** The activities involved in managing an enterprise are common to all organisations whether economic, social or political.

(iii) **Management is multidimensional:** Management is a complex activity that has three main dimensions. These are:

(a) Management of work: All organisations exist for the performance of some work. In a factory, a product is manufactured, in a garment store a customer's need is satisfied and in a hospital a patient is treated. Management translates this work in terms of goals to be achieved and assigns the means to achieve it.

(B)Management of people: Human resources or people are an organisation's greatest asset. Despite all developments in technology "getting work done through people" is still a major task for the manager.

C)Management of operations: No matter what the organisation, it has some basic product or service to provide in order to survive. This requires a production process which entails the flow of input material and the technology for transforming this input into the desired output for consumption.

IV. Management is a continuous process: The process of management is a series of continuous, composite, but separate functions (planning, organising, directing, staffing and controlling). These functions are simultaneously performed by all managers all the time.

V. Management is a group activity: An organisation is a collection of diverse individuals with different needs. Every member of the group has a different purpose for joining the organisation but as members of the organisation they work towards fulfilling the common organisational goal.

VI. Management is a dynamic function: Management is a dynamic function and has to adapt itself to the changing environment.

VII. Management is an intangible force: Management is an intangible force that cannot be seen but its presence can be felt in the way the organisation functions.

2..“Management as an art and a science are not mutually exclusive, but complement to each other”-

Ans:- **Management as an art:-** What is art? Art is the skillful and personal application of existing knowledge to achieve desired results. It can be acquired through study, observation and experience. Since art is concerned with personal application of knowledge some kind of ingenuity and creativity is required to practice the basic principles learnt. The basic features of an art are as follows:

(i) **Existence of theoretical knowledge:** (ii) **Personalised application:** (iii) **Based on practice and creativity:**

Management can be said to be an art since it satisfies the following criteria:

(i) A successful manager practices the art of management in the day-to-day job of managing an enterprise based on study, observation and experience. There is a lot of literature available in various areas of management like marketing, finance and human resources which the manager has to specialise in. There is existence of theoretical knowledge.

(ii) There are various theories of management, as propounded by many management thinkers, which prescribe certain universal principles. A manager applies these scientific methods and body of knowledge to a given situation, an issue or a problem, in his own unique manner.

(iii) A manager applies this acquired knowledge in a personalised and skillful manner in the light of the realities of a given situation. He is involved in the activities of the organisation, studies critical situations and formulates his own theories for use in a given situation.

Management as a science:- The basic features of science are as follows:

(i) **Systematised body of knowledge**(ii) **Principles based on experimentation:** (iii) **Universal validity:**

Based on the above features, we can say that management has some characteristics of science.

(i) Management has a systematised body of knowledge. It has its own theory and principles that have developed over a period of time, but it also draws on other disciplines such as Economics, Sociology, Psychology and Mathematics. Like all other organised activity, management has its own vocabulary of terms and concepts.

(ii) The principles of management have evolved over a period of time based on repeated experimentation and observation in different types of organisations. However, since management deals with human beings and human behaviour, the outcomes of these experiments are not capable of being accurately predicted or replicated. Therefore, management can be called an inexact science.

(iii) Since the principles of management are not as exact as the principles of science, their application and use is not universal. They have to be modified according to a given

situation. However, they provide managers with certain standardised techniques that can be used in different situations. These principles are also used for training and development of managers.

Management as an art and a science are therefore not mutually exclusive, but complement each other.

3..Define Coordination. Explain the characteristics of Coordination.

Ans:- According to **McFarland** “ Coordination is the process whereby an executive develops an orderly pattern of group efforts among his subordinates and secures unity of action in the pursuit of common purpose.”

characteristics of Coordination are as follows:-

- (i) **Coordination integrates group efforts:** Coordination unifies unrelated or diverse interests into purposeful work activity. It gives a common focus to group effort to ensure that performance is as it was planned and scheduled.
- (ii) **Coordination ensures unity of action:** The purpose of coordination is to secure unity of action in the realisation of a common purpose. It acts as the binding force between departments and ensures that all action is aimed at achieving the goals of the organisation.
- (iii) **Coordination is a continuous process:** Coordination is not a one-time function but a continuous process. It begins at the 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. It integrates the efforts of different departments and different levels.
- (v) **Coordination is the responsibility of all managers:** Coordination is the function of every manager in the organisation.
- (vi) **Coordination is a deliberate function:** A manager has to coordinate the efforts of different people in a conscious and deliberate manner.

4.‘Management is a series of continuous interrelated functions’- Comment.

Ans: Management is described as the process of planning, organising, directing and controlling the efforts of organisational members and of using organisational resources to achieve specific goals.

(i)Planning is the function of determining in advance what is to be done and who is to do it. This implies setting goals in advance and developing a way of achieving them efficiently and effectively Planning cannot prevent problems, but it can predict them and prepare contingency plans to deal with them if and when they occur.

(ii)Organising is the management function of assigning duties, grouping tasks, establishing authority and allocating resources required to carry out a specific plan. Once a specific plan has been established for the accomplishment of an organisational goal, the organising function examines the activities and resources required to implement the plan. It determines what activities and resources are required. It decides who will do a particular task, where it will be done, and when it will be done.

(iii)Staffing simply stated, is finding the right people for the right job. A very important aspect of management is to make sure that the right people with the right qualifications

are available at the right places and times to accomplish the goals of the organisation. This is also known as the human resource function and it involves activities such as recruitment, selection, placement and training of personnel

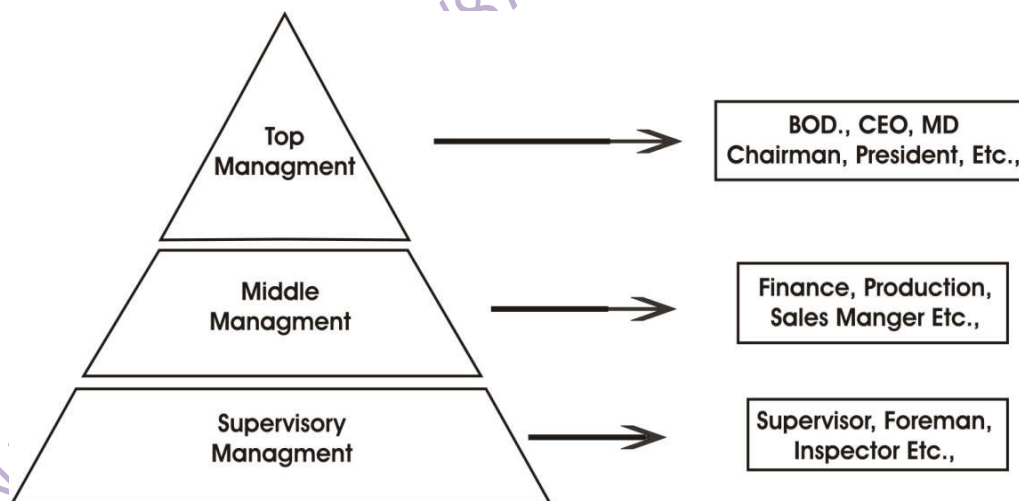
(iv) Directing involves leading, influencing and motivating employees to perform the tasks assigned to them. This requires establishing an atmosphere that encourages employees to do their best. Motivation and leadership are two key components of direction. Directing also involves communicating effectively as well as supervising employees at work.

(v) Controlling is the management function of monitoring organisational performance towards the attainment of organisational goals. The task of controlling involves establishing standards of performance, measuring current performance, comparing this with established standards and taking corrective action where any deviation is found.

The various functions of a manager are usually discussed in the order given above, suggesting that a manager first plans, then organises, puts staff in position, then directs, and finally controls. In reality, managers are rarely able to carry out these functions in isolation. **The activities of a manager are interrelated and it is often difficult to pinpoint where one ended and the other began.**

SECTION-E (Practical oriented questions)

1. Assuming that you are the manager of an organization, draw the neat diagram of different Levels of Management to specify that authority responsibility relationships create different levels of management.



Note:-As per blue prints four marks (section-C) questions not asked in this chapter. This section included only for tests and midterm exams.

Prepared by
Aruna Kumar
PRINCIPAL

GOVT INDEPENDENT GIRLS PU COLLEGE-SAGAR
CELL NO:-9448628462/8722242205

ARUNA KUMAR 9448628462/8722242205/arunrpet@gmail.com