

**KENDRIYA VIDYALAYA NO.1, DEHU ROAD**

**SUMMER HOLIDAY HOMEWORK**

**SUBJECT – BUSINESS STUDIES**

**NATURE AND SIGNIFICANCE OF MANAGEMENT**

**Question 1:**

Josh Enterprises decides to have a meeting of all the key employees of different departments in the organisation. The main motive is to tell the employees to keep the target of 20% increase in sales as the main objective when they work throughout the year. The meeting is full of ideas regarding the employees and processes involved. Various plans are made to harness the potential of the employees and streamline the processes. However with the passage of a few days the external business environment checks the capability of the organisation to adapt to the situations. The company successfully comes out at the end of the year with flying colours.

What are the various characteristics of management you can find highlighted here? Also identify the lines in which these characteristics have been highlighted.

**Question 2:**

XYZ Ltd. is a management oriented company. Time and again all the employees learn from their seniors various ways of dealing with diverse situations. They are provided training whenever required. They are also given incentives both financial as well as non financial. The result is employees see their development in the organisation. The organisation tries to behave as a responsible constituent of society and always creates good quality products. It has a very good image in the market. The training modules are superb and the employees always try to find unique ways of providing solutions in the context of rapidly changing business environment. This has helped the organisation to adjust frequently in a very good manner. Which importance of management is highlighted here? Also identify the lines.

**Question 3:**

Gold Land Pvt. Ltd. is a wheat producing company. Daily 5000 bags of wheat weighing 10 kg each are produced here. In comparison to the previous year this year has been less number of bags produced on a per day basis. The number is around 4500 which is less than the target of 5000 set by the company. The company however has been able to reduce the costs involved in comparison to last year's spending on the production and packaging of each bag. The quality of bags has also been up to the mark.

Identify the concept of management ignored here.

**Question 4:**

A floor manager of a mall is a very good manager as he utilizes all the functions of management to minimize cost of maintenance of his area. He directs all the staff members under him to follow the targets and advises them to put their efforts in the direction of achievement of these targets. Under his guidance the employees admit that they learn a lot and are able to meet their targets. This has led to the increase in their salaries. Identify the importance of management highlighted above.

**Question 5:**

ABCD Inc. is a company which deals with providing car service at home and on road. There are different departments in this company like Human Resources, Marketing, Finance, Research & Development and Operations. The top management of the company tries its level best to synchronize the activities of different departments in the best possible manner. The result is the increased efficiency and attainment of goals. However with the passing of time the size of the company has grown and now there are many branches of this company. The synchronization has turned more important with the increase in the size of the company and the number of employees. The Departmental Heads of the company are specialists in their respective areas and the top management tries to work with them not with authority but by respecting their views on the subject. Their ego clashes are avoided to ensure smooth functioning of the organisation.

Identify the concept of management highlighted above. Write two benefits highlighted in the above paragraph of this concept.

**Question 6:**

Alpha Beta Inc. decided to go for perfect coordination in the various aspects of the company. They focus on synchronization of all the activities of the organisation. For this they know coordination will be the key. At the stage of thinking of what is to be done throughout the year they decide to take into consideration the harmony between the goals of the organisation and those of the individual departments. When they hire employees they pay them only after evaluating their worth in terms of how efficient they are. Finally when the last month of production comes they, time and again check the deviation between the set targets and the actual production done.

In the above paragraph the main focus is on coordination. However various functions of management also come into picture. You have to identify the three functions of management highlighted above in which coordination can be seen.

**Question 7:**

Saagar Ltd. believes in coordination among departments and activities. The company relies heavily on professional coordination. For this the company takes steps throughout the year. Coordination is kept in mind by all the managers regardless of the level they are working at. Throughout the year the various activities are synchronized without failure. Every department ensures that within it every

employee and operation is guided by the theme of proper coordination. Whenever an employee takes an action he consults others, whenever needed, thus properly contributing to his team. The process of coordination is just not limited to the employees. Even at the departmental level the various departments use this binding force to create perfect harmony among them so that the organisational goals can be fulfilled. All the coordination that occurs in the organisation is a result of proper training and premeditated attempts by the company to get the best results possible. . The above case represents all the characteristics of coordination. Identify the lines which represent them and also name the characteristics.

### **Question 8:**

Radio XYZ is a company which has improved its functioning by proper management. The company has been good in fixing and completing targets. The main reason for its success has been the involvement of all of the employees. The company tries to keep its targets in front of the employees so that each one of them can contribute to the completion of goals. Though their activities may be different yet they contribute to the common targets or goals of the organisation. The company has won the prize for the best organisational climate. This has been possible due to the impact of great managerial discipline which might not be visible to an outsider in the first look but he realises it when he stays in the organisation. Gradually the organisation has developed itself into a very successful company. It has produced different types of radios according to the needs of the customers. During last decade it has adapted to the requirements of the market and produced different type of radios suiting the needs of the customers. The management of three components is always significant to the company — employees, process and amount of work to be done. Controlling these three areas is always a top priority to the company. Recently a meeting was held which laid stress on the need of taking good management to all levels and departments of the organisation.

In the above case find all the characteristics of management and highlight the lines which help you identify them.

### **Question 9:**

Dheeraj, Neeraj and Suraj are three friends. They work in the same company. They are managers but they belong to three different levels of management. Every day they meet and discuss their work with each other. One day they were having a conversation.

Dheeraj said, “These days I am having a lot of problems motivating the people at Shop Floor. I have decided to purchase two new machines. I know I will have to set an example by being the best leader.”

Neeraj said, “I am having problem with knowing the exact requirement of people in my department. Different polices have to be informed to the employees so that they become aware of our company’s goals. I also have to coordinate with other departmental heads to know their requirements.”

Suraj said, “I have to decide for long term. I know I will be ultimately responsible for every activity. All the policies and strategies require a lot of planning before formulation.”

In the above case identify the different levels of management these three friends

belong to.

**Question 10:**

In a country named Wonderland acting is considered as a profession. Whosoever has to become an actor has to read books written about acting. These books tell the nuances of acting and without reading these books one can't be considered as an actor. To judge the ability of an actor an examination is conducted and then a degree is assigned to the qualified persons who can then act in films. There is also a body which provides membership to all actors. There are about thirty thousand actors in wonderland who are compulsorily members of this organisation.

What are the three features of profession highlighted here? Also identify the lines highlighting these features?

**Question 11:**

Faulty works Inc. has a very dynamic Plant Superintendent, Amit, who is fond of dealing with tough situations. He is a perfectionist who believes in doing quality management. Every week he prepares a schedule which helps in minimization of wastage of efforts and time of the department. He however is upset with the cutthroat competition among the employees which is having a negative impact on the overall production. Even after all such problems he is managing the situation very well. On 26th Feb he informs his boss that the target given to him has been achieved and with the best quality.

The best part was that still two days were remaining for the dead line to be over which was 28th Feb. However his boss was not pleased as the cost incurred by his team for the completion of project is more than the allowed limit.

In the above case find out the concepts of management violated and the concepts followed? Also tell at which level of management does Amit work?

**Question 12:**

Pricey Medicines was a world level medicine manufacturing company. However recently its fame had come down under the impact of resignations put forth by two of its departmental heads. These departmental heads were experts in their fields. One was leading the marketing department and the other was a scientist of repute who headed the manufacturing department. In the top level management meeting it was found that such departmental heads who were specialists in their areas can't be tackled by unity of command. They were egoistic as they were specialists.

After the meeting things started to change for the organisation as all the departments started to work with one single target of giving the company its lost fame. There was a combined effort which doubled the revenue of the organisation. A special regulation system of including every level manager was brought into action. Thus the overall functioning of the organisation was improved.

In this case a concept of management was missing. Identify it. Also identify its characteristics highlighted here.

**Question 13:**

Ice Air Manufacturers are the leading AC manufacturers. On meeting the record target they decided to give prize to the best worker of the year. Rajesh who is a very devoted worker wins the prize of the best worker. He is very happy. Mr. Kulkarni who is the CEO of the company gives a heart-touching speech. He tells all the workers present that the company should reach new heights this year. Their contribution will be immense. He tells them that the revenue this year should exceed cost so much so as to reduce the business risk. So that in the coming years company could show increase in the number of workers, number of products produced and also the sales turnover. The speech ends with the promise made by the labour union head that the company will get the full support from the workers.

In the above case which type of objectives are discussed by Mr. Kulkarni in the speech? What is the other term used for this category of objectives? At which level of management does Rajesh work in the company?

**Question 14:**

Shiva Computers Ltd. is a leading company in Computer Technology and IT services. The CEO of the company attributes the success of the Company to its managerial team spirit, which have helped to handle rapid changes in technologies and to transform threats into opportunities. Like any other business enterprise profits are important for survival and growth of Shiva Computers Ltd. The management of the company believes that a satisfied employee creates a satisfied customer; who in turn creates profits that lead to satisfied shareholders.

The company has a strong sense of social responsibility. It has set up many educational institutions in the field of management, engineering and computer education, in which half of the students are girls.

On the basis of the given information about Shiva Computers Ltd. answer the following

- (a) Identify and explain the objectives of the company discussed in the above para. Also quote the lines for the identified objectives.
- (b) Identify any two values which the company is trying to communicate to the society.

**Question 15:**

White Camel Sports Ltd. has recently given job to two employees. Rajesh work experience as Rajesh is a bit older and had worked in an MNC earlier. However both are paid equally. Every person in their department knows that Rajesh is more efficient than Suresh. Definitely they see a mismatch in the salaries and the efficiencies of the employees in the company. The marketing department of the same company has this year set a monthly target of 10000 units of sports items to be sold. In the month of March 6000 items were sold and the deviation was 4000 units. In the month of April 8000 units were sold and the deviation was 2000 units. Despite these deviations no effort is being made to track the performance of the company to minimize the gaps.

In the above case which two functions of management have been discussed? A very important concept of management has also been overlooked. Identify it.

**Question 16:**

Cyclone Cycles is a leading bicycle manufacturing company. The company decides to manufacture 5000 bicycles by the end of the month. The bicycle manufacturing cost is to be kept below Rs.750 per unit. The bicycles have to be manufactured at the set toughness enduring capacity at the scale of 8 out of 10. With all these parameters in mind the company kick starts its manufacturing. By the 28th of the month the company is able to achieve the manufacturing of 5050 bicycles. The toughness endurance scale is well above 8.25 out of 10. When everything seems to have gone well the manufacturing department reveals that per unit cost of each bicycle is Rs.780.

In the above case do you think that the company has been able to achieve Effectiveness? 1

**Question 17:**

Mr. Sanjeev is responsible for the welfare and survival of his organisation. After few years of gaining work experience he decides to write a book on management. In his book he broadly gives five valuable suggestions:

1. Management of a company is good if it is able to calm down the resistance of the employees. Whenever the employees find something new they tend to resist. It is in the favour of the company and the employees must be guided to accept the change and thus bring down the resistance. They must learn only change is constant.
2. Unless and until the betterment of employees is achieved management is useless. A good management helps its employees by giving them recognition, increment in salary, promotion, etc.
3. Management should earn profits but it should also produce good products. It should also involve itself in providing facilities to society without any profit motive. Further it should help to provide employment in backward areas by focusing on these areas also.
4. Management should apply all the functions of management like planning, organizing, staffing, directing and controlling. The essence of management which is coordination should be present in every function of management.
5. Management should provide common direction to its employees. They will always diverse interests and their efforts will go off the track but it is important to guide them in the required direction.

At which level of management does Sanjeev work? What will be the outcomes of these five suggestions?

**Question 18:**

In an island there is a famous ship company. Hundreds of workers work here. All of them belong to a culture where they help each other. The environment in the company is about helping each other thus leading to a great environment in the company. However the company lacks professionalism. Most of the workers are school dropouts and they hardly know how to make their work synchronized as a team. Failing of plans is common in this company.

After reading the above case find out the concept of management which is followed and its advantage. Also find out one concept of management which is violated and its outcome on the company. 4

**Question 19:**

A very innovative firm has decided to increase its sales. The company is good but they have noticed that their growth has stagnated for the last couple of years. The



top management calls for an emergency meeting. For this they have outlined a series of activities to be performed by each person. The people are told the activities they have to perform. Thus the work is divided among individuals. The efforts taken by the firm turn out to be very productive for the organisation and it gains huge profit. The newspapers and management institutes also praise the company for its high standards of management. However as time passes the size of the organisation grows and thus they think of bringing another concept of management with a lot of precision. This concept of management is not voluntary but rather based on a lot of clear cut thinking in advance. The main idea is to reduce confusion among the employees regarding any of the activities they have been assigned.

Identify the functions of management highlighted in the above lines which the company follows. Also Identify in the above lines a concept of management discussed which the company tries to bring. Find out one importance and one characteristic of this concept highlighted above. 5

**Question 20:**

Management has evolved like other disciplines. There are umpteen numbers of books of management. One can see that the various theories of management are getting absorbed in the competitive work environment. We can see students of various courses like MBA, BBA, etc. acquiring learning of the systematic knowledge in their syllabus. When these students come in the actual industry environment, not all of them are successful. Success in actual work environment depends upon the intelligent application and mastery of the basic principles of management. Today various companies are considering them as responsible components of society and have started including Corporate Social Responsibility in their main program. These companies have realised that they will be requiring support from Government and people if they want to achieve some important feats in this field.

In the above paragraph one feature is each of science, art and profession has been discussed. Identify each of them.

**Question 21:**

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 :ate 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. Whereas 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.

**Question 22:**

Kamal, Khan and Devid are partners in a firm engaged in the distribution of dairy products in Madhya Pradesh. Kamal is a holder of Senior Secondary School Certificate from Central Board of Secondary Education with Business Studies as one of his elective subjects. Khan had done his post graduation in Hindi literature and Devid in Dairy Farming. One day there was a serious discussion between Khan and Devid regarding the nature of 'Management as a Science'. Khan argued that management was not a science whereas Devid was of the opinion that Management

is a Science. Kamal intervened and corrected both Khan and Devid about the nature of Management as a Science with the help of his knowledge of Business Studies. Explain, how Kamal would have been able to satisfy both Khan and Devid?

**Question 23:**

Dinesh is a versatile manager. However due to the nature of his job most of the time of his day is occupied with planning. One day his friend who runs an advertising company calls him for a lunch. Dinesh finds his friend very busy as his friend tells him that the company he is working in is very busy these days in finding the right person for the right job. Soon Dinesh leaves after having a detailed discussion with his friend. During that lunch he learnt many things from his friend and applied the things learnt in his company the best outcome was the adaptable nature of the company that turned out to be after application of this learning. The company earned more revenue by the end of the year.

Which level of management Dinesh belongs to? What function was performed by his friend's company? Which particular characteristic of management was achieved by Dinesh for his company? Also identify the concerned lines.

**Question 24:**

Ashutosh Goenka was working in 'Axe Ltd.', a company manufacturing air purifiers. 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.

(6) State three other functions being performed by Ashutosh Goenka.

**Question 25:**

Rishitosh Mukerjee has recently joined AMV Ltd;> a company manufacturing refrigerators. He found that his department was under-staffed and other departments were not cooperating with his department for smooth functioning of the organisation. Therefore, he ensured that his department has the required number of employees and its cooperation with other departments is improved.

1. Identify the level at which Rishitosh Mukerjee was working.
2. Also, state three more functions required to be performed by Rishitosh Mukerjee at this level.

1.

**Question 26:**

Clean Sanity ware is a big company. Managing many employees at the same moment is a challenge which this company always faces. Since the company has many departments it is necessary for the company to ensure unity of action among various departments. The various departments are human resources, marketing, finance, operations and sales. The employees are always concerned about the company and are a useful resource to their organisation. Though they have diverse interests and have to perform different activities the management ensures that the efforts of the employees should be given a focus so as to achieve the organisation



goals. The different departments have their own interests but due to proper coordination the conflicts of interest in the departments is minimized to a nil. When it comes to the employees the organisation shows its concern. The career of employees is shown a developmental path through proper training modules and job enrichment. Rajeev is a manager who takes care of all the duties and responsibilities to be assigned to his employees in the department. He uses all sources to develop a proper communication with them and leaves no attempt to motivate them. This year the company has decided to give the best manager award to Rajeev for his contribution to the organisation.

Which characteristics of coordination have been highlighted in the above case? Which type of objective is fulfilled here? At which level of management does Rajeev work? Which function of management does he perform here? Also identify the lines in each case. 6

## **PRINCIPLES OF MANAGEMENT**

### **Question 1.**

Explain 'unity of command' and 'equity' as principles of general management. (CBSE, Delhi 2017)

### **Question 2.**

Sanchit, after completing his entrepreneurship course from Sweden returned to India and started a coffee shop 'AromaCoffeeCan' in a famous mall in New Delhi. The speciality of the coffee shop was the special aroma of coffee and a wide variety of flavours to choose from. Somehow, the business was neither profitable nor popular. Sanchit was keen to find out the reason. He appointed Sandhya, an MBA from a reputed college, as a Manager to find out the causes for the same.

Sandhya took feedback from the clients and found out that though they loved the special unique aroma of coffee but were not happy with the long waiting time being taken to process the order. She analysed and found out that there were many unnecessary obstructions in between which could be eliminated. She fixed a standard time for processing the order.

She also realised that there were some flavours whose demand was not enough. So, she also decided to stop the sale of such flavours. As a result with in a short period Sandhya was able to attract the customers.

Identify and explain any two techniques of scientific management used by Sandhya to solve the problem. (CBSE, Delhi 2017)

### **Question 3.**

Explain briefly 'discipline' and 'scalar chain' as principles of general management. (CBSE, Delhi 2017)

**Question 4.**

Explain 'order' and 'initiative' as principles of general management. (CBSE, Delhi 2017)

**Question 5.**

Explain briefly 'Unity of Direction' and 'Order' as principles of general management. (CBSE, OD 2017)

**Question 6.**

Explain briefly 'Initiative' and 'Esprit de Corps' as principles of general management. (CBSE, OD 2017)

**Question 7.**

Explain briefly 'Remuneration of Employees' and 'Scalar Chain' as principles of general management. (CBSE, OD 2017)

**Question 8.**

What did Taylor want to communicate through mental revolution? (CBSE, Sample Paper, 2017)

**Question 9.**

Briefly explain work study techniques that help in developing standards to be followed throughout the organization.

**Question 10.**

Nutan Tiffin Box service was started in Mumbai by the Mumbai Dabbawalas. The Dabbawalas who are the soul of entire Mumbai aim to provide prompt and efficient services by providing tasty homemade tiffin to all office goers at the right time and place. The service is uninterrupted even on the days of bad weather, political unrest and social disturbances. Recently, they have started online booking system through their website 'mydabbawala.com'. Owing to their tremendous popularity amongst the happy and satisfied customers and members, the Dabbawalas were invited as guest lecturer by top business schools. The Dabbawalas operate in a group of 25-30 people alongwith a group leader. Each group teams up with other groups in order to deliver the tiffins on time. They are not transferred on frequent basis as they have to remember the addresses of their customers. They follow certain rules while doing trade—no alcohol during working hours; no leaves without permission; wearing white caps and carrying ID cards during business hours.

Recently, on the suggestion of a few self-motivated fellow men, the dabbawalas thought out and executed a plan of providing food left in tiffins by customers to slum children. They have instructed their customers to place red sticker if food is left in the tiffin, to be fed to poor children later.

1. State any one principle of management given by Fayol and one characteristic of management mentioned in the above case.
2. Give any two values which the Dabbawalas want to communicate to society. **(CBSE, Sample Paper 2016)**

**Question 11.**

'Aapka Vidyalaya' believes in the holistic development of students and encourages team building through a mix of curricular, co-curricular and sports activities. On its Founder's Day, a stage performance had to be put up. A committee of ten prefects was constituted to plan different aspects of the function. They all decided to use recycled paper for decoration. There was a spirit of unity and harmony and all the members supported each other. With mutual trust and a sense of belonging, the programme was systematically planned and executed. Kartik, one of the prefects, realised that the group had unknowingly applied one of the principles of management while planning and executing the programme. He was so inspired by the success of this function that he asked his father to apply the same principle in his business. His father replied that he was already using this principle.

1. Identify the principle of management applied for the success of the programme.
2. State any two features of management highlighted in the above paragraph.
3. Identify any two values which 'Aapka Vidyalaya' communicated to society. **(CBSE, Delhi 2015)**

**Question 12.**

Telco Ltd. manufactures files and folders from old clothes to discourage the use of plastic files and folders. For this, they employ people from nearby villages where very less job opportunities are available. An employee, Harish, designed a plan for cost reduction but it was not welcomed by the production manager. Another employee gave some suggestions for improvements in design, but it also was not appreciated by the production manager.

1. State the principle of management that is violated in the above paragraph.
2. Identify any two values that the company wants to communicate to the society. **(CBSE, OD 2014)**

**Question 13.**

Pawan is working as a Production Manager in CFL Ltd. which manufactures CFL bulbs. There is no class-conflict between the management and workers. The working conditions are very good. The company is earning huge profits. As a policy, the management shares the profits earned with the workers because they believe in the prosperity of the employees.

1. State the principle of management described in the above paragraph.
2. Identify any two values which the company wants to communicate to society. **(CBSE, OD 2014)**

**Question 14.**

Voltech India Ltd. is manufacturing LED bulbs to save electricity. However, it is running under heavy losses. To revive from the losses, the management shifts the

unit to a backward area where labour is available at a low cost. The management also asks the workers to work overtime without any additional payments and promises to increase the wages of the workers after achieving its mission. Within a short period, the company starts earning profits because both the management and workers honour their commitments.

1. State the principle of management described in the above paragraph.
2. Identify any two values that the company wants to communicate to the society. **(CBSE, Delhi 2014)**

#### **Question 15.**

ABC Ltd. is engaged in producing electricity from domestic garbage. There is almost equal division of work and responsibilities between workers and the management. The management even takes workers into confidence before taking important decisions. All the workers are satisfied as the behaviour of the management is very good.

1. State the principle of management described in the above paragraph.
2. Identify any two values which the company wants to communicate to society. **(CBSE, Delhi 2014)**

#### **Question 16.**

The principles of Taylor and Fayol are mutually complementary. One believed that management should share the gains with the workers while the other suggested that employees' compensation should depend on the earning capacity of the company and should give them a reasonable standard of living.

Identify and explain the principles of Favol and Taylor referred to in the above paragraph. **(CBSE, Delhi 2014)**

#### **Question 17.**

The principles of Taylor and Fayol are mutually complementary. One believed that management should not close its ears to constructive suggestions made by the employees while the other suggested that a good company should have an employee suggestion system whereby suggestions which result in substantial time or cost reduction should be rewarded.

Identify and explain the principles of Taylor and Fayol referred to in the above paragraph. **(CBSE, Delhi 2014)**

#### **Question 18.**

Nikita and Salman completed their MBA and started working in a multinational company at the same level. Both of them worked hard and were happy with their employer. Salman had the habit of back-biting and wrong reporting about his colleagues to impress his boss. All the employees in the organisation knew about it. At the time of performance appraisal, the performance of Nikita was judged to be better than Salman. Even then their boss, Mohammed Sharif, decided to promote Salman stating that being a female, Nikita would not be able to handle the complications of a higher post.

1. Identify and explain the principle of management which was not followed by this, multinational company.
2. Identify the values which are being ignored quoting the lines from the above paragraph. **(CBSE, OD 2013)**

**Question 19.**

Hina and Harish are typists in a company having the same educational qualifications. Hina gets Rs.3,000 per month and Harish gets Rs.4,000 per month as salaries for the same working hours. Which principle of management is being violated in this case? Name and explain the principle. **(CBSE, Delhi 2006)**