

QUESTION BANK

BUSINESS STUDIES

CLASS XII 2016-17

CHAPTER 1

NATURE AND SIGNIFICANCE OF MANAGEMENT

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| 1 | Why is it said that management is a goal-oriented process? | 1 |
| 2 | Management helps in development of society." How? | 1 |
| 3 | Why is it said that 'management is all pervasive'? | 1 |
| 4 | "Management creates a dynamic organisation." How ? | 1 |
| 5 | List any two organisational objectives of management | 1 |
| 6 | Zodiac Ltd.'s target is to produce 10,000 shirts per month at a cost of Rs. 100 per shirt. The Production Manager achieved this target at a cost of Rs. 90 per shirt. Do you think the 'Production Manager' is effective .Give one reason in support of your answer. | 1 |
| 7 | List any two social objectives of management | 1 |
| 8 | Louis Philip Ltd.'s target is to produce 10,000 shirts per month at a cost of Rs. 150 per shirt. The Production Manager could achieve this target at a cost of Rs. 160 per shirt. Do you think the Production Manager is 'effective' ? Give reason in support of your answer | 1 |
| 9 | Zodiac Ltd. 's target is to produce 20,000 shirts per month at a cost of Rs. 150 per shirt. The Production Manager could achieve this target at a cost of Rs. 170 per shirt. Do you think the Production Manager is 'efficient' '? Give reason in support of your answer. | 1 |
| 10 | 'Management is multi-dimensional'. Enumerate any two dimensions of management. | 1 |
| 11 | Managerial activities are performed in all types of organizations, in all departments and at all levels. Which management character is highlighted here ? | 1 |
| 12 | Your grandfather has retired as the Director of a manufacturing company. At which level of management was he working ? Different type of functions are performed at this level. State any one function | 1 |
| 13 | What is meant by management | 1 |
| 14 | What is meant by 'Effectiveness' in management? | 1 |
| 15 | Your grandfather has retired from an organisation in which he is responsible for implementing the plans developed by the top management. At which level of management was he working ? State one more function performed at this level. | 1 |
| 16 | Your grandfather has retired from an organisation in which he is responsible for overseeing the efforts of the workforce. At which level of management was he working ? State one more function performed at this level. | 1 |
| 17 | What should an organisation do to achieve the basic objective of 'survival' ? | 1 |
| 18 | 'The management principles can be applied to all types of activities.' Which characteristic of management is highlighted by this statement ? | 1 |

19	'The activities involved in managing an enterprise are common to all organisations whether social or political'. Which characteristic of management is highlighted by this statement ?	1
20	Name the process of designing and maintaining an environment in which individuals working together in groups efficiently accomplish selected aims.	1
21	'In an organisation employees are happy and satisfied, there is no chaos and the effect of management is noticeable'. Which characteristic of management is highlighted by this statement.	1
22	Name the process of Working with and through others to effectively achieve organisational objectives by efficiently using its limited resources in the changing environment.	1
23	'Survival, profit and growth are essential targets of any business'. Which objective of management is referred here	1
24	'Every organisation whether it is business or non-business should use environmental friendly methods of production, give employment opportunities and provide basic amenities like schools and creches to employees'. Name the objective of management indicated here.	1
25	Identify the nature of management when it is said to be a systematised body of knowledge that explains certain general truths.	1
26	Identify the nature of management when it is practised as personal application of existing knowledge to achieve desired results	1
27	Explain the word 'Management' in brief.	
28	Define Management.	3
29	State two main objectives of management.	3
30	"Management is intangible." Comment.	3
31	"Management influences behaviour." Explain.	3
32	'Management is an intangible force.' Why ?	3
33	Give the meaning of terms — 'efficient utilisation of resources' and 'effectiveness' used in management. Explain briefly the nature and characteristics of management.	3
34	Explain briefly any five features of management.	3
35	Name any two important characteristics of management.	3
36	"Lack of proper management results in wastage of time, money and effort." Do you agree with this statement ? Give reasons in support of your answer.	5
37	"Management is the art of getting things done through other people". Explain the importance of management in the light of the statement.	5
38	How is management essential for the successful running of an enterprise ?	5
39	Briefly explain the importance of management.	5
40	Explain the significance of management in running of a modern enterprise.	5
41	"In the absence of management, the productive resources will remain resources and shall never become production". Explain the importance of management in the light of the above statement.	5
42	Explain how management 'increases efficiency' and 'helps in the development of society'.	5

CHAPTER 2

PRINCIPLES OF MANAGEMENT

1	Henri Fayol was a mining engineer and management theorist. What do you say ?	1
2	Principle of discipline suggests that people and materials must be in suitable places at appropriate time for maximum efficiency. Do you agree?	1
3	Which principle of Fayol leads to specialization	1
4	What does the principle of 'Initiative' indicate ?	1
5	Why did Fayol introduce the concept of 'Gang Plank' in the principle of 'Scalar-Chain' ?	1
6	State the principle of 'Order'.	1
7	What is meant by Fayol's principle of 'Esprit de corps'?	1
8	Give the meaning of 'Mental Revolution' as suggested by F.W. Taylor.	1
9	Which principle suggests that there should be one and only one boss for every individual employee ?	1
10	Management should promote a team spirit of unity and harmony among employees. Which principle suggests this ?	1
11	According to Fayol, one principle refers to the right to give orders and obtain obedience whereas other refers to the corollary of authority. Mention their names.	1
12	It refers to obedience to organisational rules and employment agreement which are necessary for the working of the organisation. Which principle is referred here ?	1
13	Which principle suggests that the interests of an organisation should take priority over the interests of any one individual employee ?	1
14	The concentration of decision-making authority is called centralisation whereas its dispersal among more than one person is known as what ?	1
15	'Employee turnover should be minimised to maintain organisational efficiency'. Mention the principle which indicates it.	1
16	Taking the first step in self-motivation is one of the traits of an intelligent person. Which principle does it indicate ?	1
17	Illustrate the principle of 'stability of tenure' through a suitable example.	3
18	Fayol points out the danger and costs of unnecessary labour turnover in one of his 'principles'. Name and explain the principle.	3
19	Illustrate the principle of initiative through a suitable example.	3
20	It has been observed that the 'prevailing situation' in an organisation is due to the violation of the principle of 'order'. What might have been your observations ?	3
21	What is meant by principle of order ?	3
22	Explain the principles of 'discipline' and 'Esprit de Corps'	3
23	Explain the principle of discipline	3
24	Explain the principles of (a) stability of tenure of personnel (b) equity.	4
25	Distinguish between the principles of 'unity of direction' and 'unity of command' on the basis of (a) meaning (b) aim.	4
26	Which principle of management is violated if an employee is asked to receive orders from	4

- twosuperiors ? Explain the principle with a suitable example.
- 27 How is the Principle of 'Unity of Command' useful to management ? Explain briefly 4
- 28 An organisation follows the principles of management. What are the adverse effects of 4
each of the following principles of management on the organisation ?
(i) Unity of command
(ii) Order
(iii) Stability of tenure of personnels
- 29 An organisation follows the principles of management. What are the positive effects of 4
each of the following principles of management on the organisation ?
(1) Unity of direction,
(ii) Esprit de corps
(iii) Subordination of individual interests to general interests.
- 30 Explain the principle of management given by Fayol with examples : Centralisation and 4
decentralization.
- 31 Explain the following principles of management :(a) Equity. (b) Remuneration of 4
employees.
- 32 In your school, you observe that books are kept in office, chinks in the library and office 4
records in the staff room.How will that affect the achievement of school objectives ?
Which aspect of management is lacking here and why ? As a manager, what steps will you
take to rectify the short comings?
- 33 Mohan, a manager expects his subordinates to adapt to the new environments and 4
working conditions without giving them time to settle down. Which principle of
management is being overlooked and why?
- 34 The subordinates in a company receive orders regarding their work from different 4
operative heads for the same task. Which principle of management is being overlooked
and why?
- 35 Mohan, a manager expects his subordinates to work for the happiness and pleasure of 4
being in the organization . Which principle of management is being overlooked and why ?
- 36 Mohan, the manager of a business undertaking, is very lax with his fellow employees and 4
subordinates.He does not give them parameters or rules for reporting to work and
completion of assignments. Which principle of management is being overlooked and why ?
- 37 Mohan, a manager, very often speaks to people at all levels, passing on instructions 4
regarding his department and also the other departments. Which principle of management
is being overlooked andwhy ?
- 38 Mohan, a manager, neither has a system of keeping his equipment or people at a 4
prescribed place. Which principle of management is being overlooked and why ?
- 39 Mohan, a manager, expects his colleagues to get work out of subordinates without giving 4
them any powers. Which principle of management is being overlooked and why ?
- 40 Mohan, a manager, expects his colleagues to get work out of subordinates and yet has a 4
differential treatment for each person. Which principle of management is being overlooked
and why ?
- 41 Which principle of management envisages that each group of activities having the same 4
objectives must have one head and one plan ? Explain the principle with a suitable
example.
- 42 Hina and Harish are typists in a company having same educational qualifications. Hina is 4
getting Rs.3,000 per month and Harish Rs. 4,000 per month as salary for the same working

	hours. Which principle of management is violated in this case ? Name and explain the principle.	
43	The Production Manager of Bharat Ltd. instructs a salesman to go slow in selling the product, whereas the Marketing Manager is insisting on fast selling to achieve the target. Which principle of management is being violated in this case ? State any one of the consequences of violation of this principle.	4
44	Explain Fayol's principles of 'Scalar-chain' and 'Discipline' with the help of examples.	5
45	What role do the time and motion studies play in setting the standard task ?	4
46	How do the techniques of Time Study and Motion Study help in improving workers' efficiency ?	5
47	Give three objectives of standardisation of work.	5
48	Explain by giving any five reasons why proper understanding of management principles is necessary'?	5
49	(1) Name and explain the principle of management which requires judicious application of penalties by the management. (ii) Name and explain the technique of scientific management which helps in establishing interchangeability of manufactured parts and products.	5
50	(i) Name and explain the principle of management in which workers should be encouraged to develop and carry out their plans for improvements in the organisation. (ii) Name and explain the technique of scientific management which helps in eliminating unnecessary diversity of products and thus results in saving cost.	5
51	Which technique of Taylor suggests that each work should be supervised by specialists? Name two specialists also.	5
52	Taylor advocated separation of planning and execution functions. Which technique of scientific management was suggested to achieve it ? Also explain it.	5
53	Explain the technique of scientific management that is the extension of 'Principle of Division of Work and Specialisation'.	5
54	Explain the technique of scientific management which separates the planning and execution work.	5
55	Explain functional foremanship as a technique of scientific management. Illustrate it with the help of a diagram.	5
56	What is the basic difference between 'unity of command' and 'functional foremanship' ?	5
57	Taylor's techniques of management are universally applicable. Do you agree ? Give any four reasons in support of your answer.	5
58	Mention briefly the techniques of Taylor's scientific management	5
59	How do the techniques of scientific management improve productivity of workers ?	5
60	Explain any five techniques which facilitate application of the principles of scientific management.	5
61	Discuss the following techniques of Scientific Management of Work Study : (a) Time Study (b) Motion Study (c) Fatigue Study (d) Method Study (e) Simplification and standardisation of work.	5
62	Explain any five techniques of 'Scientific Management'.	5
63	Explain any two techniques of Taylor's Scientific Management.	5

CHAPTER-3 BUSINESS ENVIRONMENT

1	Globalisation means integrating our economy with world economy. Do you agree ?	1
2	Mention any change initiated by the Government of India since 1991.	1
3	Give two changes introduced in Industrial Policy of July 1991.	1
4	“Huge fiscal deficit, heavy internal debt, low GNP growth rate, overall low production were some elements of June 1991 crises situation which led the Government of India to announce economic reforms”. Do you agree ?	1
5	Government of India is seriously thinking to allow oil marketing public sector undertakings to fix their own price for petrol and diesel. Which economic reform is the reason of this change in government’s policy’!	1
6	Which process aims at giving greater role to the private sector in the nation building process and a reduced role to the public sector ?	1
7	When was New Industrial Policy introduced ? What was the main motive behind it ‘	
8	Briefly explain the following (i) Liberalisation (ii) Privatisation (m) Globalisation	3
9	Explain any five economic changes initiated by the Government of India since 1991	3
10	Fiscal reforms, monetary reforms and capital market reforms are some of the changes initiated by the Government of India since 1991.’ Discuss.	5
11	Explain ‘New Industrial Policy’ and ‘New Trade Policy’ as economic changes initiated by the Government of India since 1991.	5
12	Explain the ‘Fiscal Reforms’ and ‘Monetary Reforms’ as economic changes initiated by the Government of India since 1991	5
13	Explain, ‘Capital Market Reforms’ and ‘Monetary Reforms’ as economic changes initiated by Government of India since 1991.	5
14	What economic changes were initiated by the Government under the Industrial Policy, 1991?	5

CHAPTER- 4 **PLANNING**

1	Mention the first step in the planning process.	1
2	What is the next step after selecting an alternative course of action	1
3	Implementing the plan is that step in planning process where other managerial functions also comes into the picture. Explain with an example.	1
4	State first two steps in the process of planning	1
5	What is meant by ‘selecting an alternative’ as a step in the planning process ?	1
6	What is meant by ‘follow-up action’ as the step involved in the planning process	1
7	Which step in the planning process takes assumptions about the future as the base material upon which plans are to be drawn ?	1
8	Each course will have many variables which have to be weighed against each other. Mention step in planning which ensures this	1
9	To see whether plans are being implemented and activities are performed according to schedule is also a part of the planning process. Which step in planning is referred here	1
10	Describe the steps in planning process	3
11	Enumerate the various steps in the process of planning.	3
12	Why are derivative plans formulated ? Justify with a suitable example	3

13	Explain briefly the meaning of supportive plans with the help of a suitable example.	3
14	Explain briefly the meaning of 'Planning Premises' with the help of a suitable example.	3
15	Why are the planning premises required in the process of planning '?	3
16	State the meaning of planning and briefly discuss the steps in planning.Explain the steps involved in the planning process.	5
17	Describe the steps in planning process	5
18	What are the steps taken by management in the planning process ?	5
19	Policies are guides to managerial action and decisions in the implementation of strategy. Support with an example.	3
20	Give one difference between Policy and Procedure.	1
21	What is meant by 'Policy' as a type of Plan ?	1
22	Define 'objectives' as types of plans	1
23	A company needs a detailed plan for its new project 'Construction of a Shopping Mall'. What type of plan is it '?	1
24	It is a comprehensive plan for accomplishing an organisatiOn's objectives. Mention it.	1
25	Rules and methods are one and the same thing. Do you agree	3
26	How are policies and strategies connected with each other ?	3
27	Policies and procedures are interlinked with each other. How ?	3
28	Name the type of plan which is time hound and linked with measurable outcome	1
29	Name the type of plan which provides the prescribed ways in which a task has to be performedconsidering the objective. '	1
30	What do you mean by 'Procedure' 'Define 'Strategy'.	3
31	What kind of strategic decisions are taken by business organisations ?	3
32	Explain 'Objective' and 'Strategy' as types of plan.	4
33	Distinguish between : policies and objectives.	4
34	Distinguish between : rules and methods.	4
35	Explain 'Method' and 'Rule' as types of plans.	4
36	Distinguish between : policie s and procedures.	4
37	What is meant by 'policy' as a type of 'plan'?	3
38	Explain, in brief, the meaning of 'policy' and 'rule' as types of plans and give any four distinction between them.	6
39	Define 'Rule'. Why are rules considered to be plans?	3
40	Differentiate between 'Policy' and 'Rule' as types of Plans	3
41	Explain 'Procedure' ' and Programme' as types of plans.	3
42	Explain 'method' and 'rule' as types of plan.	3

CHAPTER- 5

ORGANISING

1	Which is the first step in the process of organizing?	1
2	Name the function of management which coordinates the physical, financial and human resources and establishes productive relations among them for achievement of specific goals.	1
3	'Identifying and dividing the work' is the first step in the process of one of the functions of management. Identify the function.	1
4	One category of organizational structure includes Functional structure. Mention the other one.	1
5	Divisional structure is more suitable for the firms having several products and each product has distinct features. Do you agree ?	1
6	Enumerate different types of organisational structures.	1
7	'It is formed by grouping together the entire work to be done into major functional departments'. Name it	1
8	Define 'Organising' as a structure'.	3
9	Define organising 'as a process' and 'as a structure'.	3
10	In what kind of organisation is functional structure more suitable and why ?	3
11	Explain the meaning of functional organisational structure.	3
12	In what kind of organisation is divisional structure more suitable and why ?	3
13	What does the term 'span of management' refer to ?	3
14	Explain the meaning of divisional organisational structure.	3
15	Draw a diagram depicting a divisional structure.	3
16	Define the term 'Organisational Structure' and enumerate any three considerations to be kept in mind while building an organisational structure.	3
17	Define the term 'Functional Structure' of an organisation and enumerate any three merits of this form of organizational structure.	3
18	Give considerations to be kept in mind while building an organisation structure	5
19	Aman Ltd. is manufacturing toys and has Production, Sales, Purchase and Finance Departments. Which type of organisation structure would you suggest to them ? State any three advantages of this organizational structure.	5
20	Sahil Ltd. is manufacturing shoes and have production, marketing, finance and personnel departments in the organisation. Name the type of organisational structure Sahil Ltd. is following. State any three advantages of this organisational structure	5
21	Explain when and why the need is felt for having a framework, within which managerial and operating tasks are performed to accomplish desired goals. Name this 'framework' also.	5
22	'It promotes control and coordination within a department because of similarity in the tasks being performed.'Which type of organisational structure is referred here and in what kind of organisation it is suitable ?	5
23	Distinguish between functional structure and divisional structure.	5
24	Explain two types of organisational structures	5
25	What is meant by 'Functional Structure' of an organisation ? Explain any two of its	5

advantages and two limitations.

- 26 With the help of a diagram, give the meaning of 'Divisional Structure'. Explain any three advantages of this structure. 3
- 27 What is meant by 'Divisional Structure' of an organisation? For which type of business enterprises is this structure most suitable? State any four advantages of this form of organisational structure. 3
- 28 Explain the term Organisational Structure. Distinguish between Functional and Divisional structure on the following bases: (1) Formation (ii) Managerial development (iii) Responsibility (iv) Suitability 3
- 29 On the basis of flow of communication, differentiate between formal and informal organisation. 3
- 30 Informal organisation is deliberately planned and created by management. Why do people not agree to this? 3
- 31 Give any one benefit of informal organisation 1
- 32 Name the type of organisation in which
(i) Friendly relationship exists among the members.
(ii) Official relationship exists among the members. 1
- 33 What is formal organisation structure? How is it different from informal organisation on the basis of flow of authority? 5
- 34 "Authority can be delegated but not responsibility". Is this statement correct or wrong? 1
- 35 Authority flows upwards but responsibility flows downwards". Is this statement correct? 1
- 36 On the basis of delegation, compare authority, responsibility and accountability. / achieve their respective targets. Is the marketing manager responsible? Briefly explain the relevant principle in support of your answer. 5
- 37 The directors of Narmada Ltd., an organisation manufacturing computers have asked their marketing manager to achieve a target sale of 100 computers per day. The marketing manager has delegated the task to his deputy sales managers working under him. The deputy sales managers could not achieve the target. Is the marketing manager responsible for the failure of his deputy sales manager? Explain in brief, the relevant principle in support of your answer 5
- 38 The production manager asked the foreman to achieve a target production of 200 units (scooters) per day. But he does not give him the authority to requisition tools and materials from the store department. Can the production manager blame the foreman if he is not able to achieve the desired target? Explain briefly the principle relating to the situation 5
- 39 The directors of Kamal Limited, an organisation manufacturing computers, wants to double the sales and have given this responsibility to their sales manager. The sales manager has no authority either to increase the sales expenses or appoint new salesman. Hence, he could not achieve this target. Is the sales manager responsible for not achieving the target? Explain in brief, the relevant principle in support of your answer. 5
- 40 The directors of Alfa Ltd., an organisation manufacturing computers, have asked their production manager to achieve a target production of 150 computers per day. The production manager has asked his foreman to achieve this target, but he did not give him the authority for the requisition of tools and materials from the stores department. The foreman could not achieve the desired target. Can the directors blame the production manager and can the production manager blame his foreman for not achieving the target? Explain in brief, the relevant principles relating to this situation in support of your answer. 5

41	Name the third element of delegation after authority and responsibility. Also explain it.	5
42	Explain briefly the elements of delegation. Can responsibility be delegated ? Explain with an example	5
43	'Delegation is the entrustment of responsibility and authority to another and the creation of accountability for performance.' In the light of this statement identify and explain the essential elements of delegation.	5
44	Explain the elements of delegation of authority.	3
45	Delegation of authority has three important elements. Explain the elements	3
46	"How well one delegates, determines how well he manages." In the light of this statement, explain any four points of importance of delegation	3
47	Scope of decentralisation of authority is wider than delegation. Why ?	3
48	`It refers to the systematic delegation of authority from top management to the lower level managers. Mention it.	3
49	Decentralisation diminishes the amount of direct supervision exercised by a superior over the activities of subordinates. State the importance of decentralisation referred here.	3
50	Does decentralisation motivate employees and promotes initiative and creativity ? Distinguish between 'delegation' and 'decentralisation of authority' on the basis of (a) purpose involved and (b) withdrawal of authority.	3
51	Distinguish between delegation of authority and decentralisation on the basis of concept, number of persons involved, objective and keeping a watch on the use of authority.	3
52	Explain the term 'Delegation'. Distinguish between 'Delegation' and 'Decentralisation' on the basis of (a) scope, (b) significance, (c) control and (d) essentiality	3
53	Define 'delegation' and differentiate it with 'decentralisation'. Any three points. Distinguish between delegation and decentralisation of authority on the following bases : (1) Nature (ii) Purpose (m) Freedom of action (iv) Level of authority	3
54	Explain, through a suitable example, how a delegated authority may be extended to decentralised authority	3
55	"The concept of decentralisation is related to the concept of delegation". Explain this statement in brief.	3
56	Why is delegation of authority, essential but not decentralisation ?	1
57	In large organisation, why is decentralisation considered almost essential ?	1
58	Explain by giving any three reasons why decentralisation is important in an organisation.	1
59	It refers to systematic effort to delegate all authority to the lowest level except that which can be exercised at central points. Name it and explain its two importance.	3
60	"If we delegate the authority, we multiply it by two; if we decentralise it, we multiply it by many". How ?	3
61	What is meant by decentralisation of authority ? How is it different from delegation of authority ?	3
62	"The concepts of centralisation and decentralisation are related to the concept of delegation". Explain.	3
63	Decentralisation is extending delegation to the lowest level. Comment.	3
64	What is meant by 'decentralisation' ? State any four points why decentralisation is important.	3

CHAPTER-6

STAFFING

1	It is described as the managerial function of filling and keeping filled the positions in the organisation Which function of management is referred here ?	1
2	What is meant by staffing ? How staffing is a line as well as staff function ?	3
3	What is the meaning and nature of staffing.	3
4	What is the importance of staffing function in today's environment ?	3
5	Give four reasons why staffing is needed in an organisation	4
6	`There is no need of human resource planning as so many people are available in the market these days`. Do you agree with this statement ? Give reasons.	
7	Give any two sources of internal recruitment.	1
8	Give one limitation of external source of recruitment.	
9	Name two websites which are commonly visited both by the prospective employees and the organisations searching for suitable people.	1
10	Give any one advantage of internal sources of recruitment.	1
11	Give any one advantage of external sources of recruitment.	1
12	Give any one limitation of internal sources of recruitment	1
13	A company gets applications on and off even without declaring any vacancy. However as and when the vacancy arises, the company makes use of such applications. Name the source of recruitment used by the company.	1
14	Why is it said that recruitment is a positive step in the process of staffing ?	1
15	It seeks to attract suitable applicants to apply for available jobs. Give the term.	1
16	Promotion is a vertical shifting of employees. How does it affect the employees ?	3
17	Transfer is practically a horizontal movement of employees. Do you agree ?	3
18	These are run by the Government as a source of recruitment for unskilled and skilled operative jobs. What is being referred here ?	1
19	Give one reason behind the need of training.	1
20	Mention one benefit of training to the employee.	1
21	State the importance of training in an organisation.	1
22	State the benefits of employee's training.	3
23	A newly appointed personnel manager is of the view that there is no benefit of training the workers. Do you agree with his views ? Give reasons to support your answer.	3
24	State any four reasons why training is needed in any organisation	4
25	State the factors which give rise to the need for training of employees.	4
26	Explain the term 'Training'. Why is training needed in an organisation ? Give any four reasons.	4
27	Training is a life long necessity both for the employees as well as for the organisation. Justify the statement by giving three arguments each in favour of the employees and the organisation. -	4
28	Why is the employees' training necessary in an organisation ? Explain in brief, any six reasons	6

CHAPTER-7

DIRECTING

1	Mention one benefit of directing.	1
2	What is meant by directing '?	2
3	Give any two elements of directing	1
4	Explain in one sentence how direction is a pervasive function of management.	1
5	Explain in one sentence how direction initiates action in management.	1
6	Explain in one sentence how direction is an executive function of management	1
7	It is concerned with instructing, guiding and inspiring people in the organisation to achieve its objectives.Name it.	1
8	Every manager from top executive to superior performs the function of directing. Which characteristic of directing is referred here ?	1
9	Directing is the process around which all performance of an organisation revolves. Do you agree ? Give any four points in support of your answer.	5
10	'Direction is the function of all managers of the organisation.' Do you agree with this statement? Give any three reasons in support of your answer.	5
11	Give any three elements of directing.	3
12	What are the elements of directing '?	3
13	Define the term 'Directing'.	3
14	Explain the characteristics of Directing.	3
15	Enumerate any two features of directing.	2
16	'Directing is the least important function of management.' Do you agree with this statement ? Give any two reasons in support of your answer.	3
17	What is meant by 'Directing' as as function of management ? Describe any four points of its importance.	5
18	State any three points of importance of directing.	3
19	'Directing is not at all required in an organisation.' Do you agree ? Give two reasons in support of your answer.	3
20	Explain any four reasons why directing is an important function of management	5
21	Explain the principles of directing.	5
22	'Good and effective directing should be based upon certain principles'. Explain any three principles of Directing.	3
23	'Directing is the heart of the management process.' Do you agree ? Give any four reasons in support of your answer	3
24	To create a desire among employees to perform to the best of their abilities is an important aspect of directing. Explain how it contributes to the success of an organisation.	3
25	It takes place throughout the life of the organisation irrespective of people occupying managerial positions. Mention the characteristic of directing highlighted here and also explain two more characteristics	4
26	Directing facilitates introduction of needed changes in the organisation. Give one example to support this statement.	3

- 27 State the principle of directing highlighted in the following statements . 3
 (i) For some people money can act as powerful motivator while for others promotion may act as effective motivator. (ii) Directing should convey clear instructions to create total understanding to subordinates. (iii) It should bring out untapped energies of employees for the efficiency of organisation.
- 28 Explain briefly the meaning and elements of direction. 3
- 29 "Every action in the organisation is initiated through directing." Explain any four points of importance of directing in the light of this statement. 4
- 30 Give the meaning of 'Directing' as a function of management and any four points of its importance. 4

MOTIVATION

- 31 How does co-partnership stock option motivate employees ? 1
- 32 Give some examples of perquisites offered to employees. 1
- 33 Give one example of employee recognition. 1
- 34 "Motivation is defined as a process of stimulating people to action to accomplish desired goals". Is this statement true ? 1
- 35 Define Motivation. 1
- 36 Mention one benefit of motivation. 1
- 37 It refers to the way in which urges, drives, desires, aspirations, strivings or needs direct, control and explain the behaviour of human beings. Which element of directing is indicated here ? 1
- 38 Motivation produces goal-directed behaviour. Support the statement by giving an example. 1
- 39 Motivation can be either positive or negative. Give two examples of negative motivation. 3
- 40 Which need in the hierarchy theory of motivation refers to affection, acceptance and friendship ? 3
- 41 It is an incentive offered over and above the wages/salary to the employees. Name the type of financial incentive referred here 3
- 42 Which kind of needs of an individual are satisfied by status given to their job 1
- 43 State the characteristics which helps to develop better organisational climate. 1
- 44 State one negative aspect of job security as an incentive 1
- 45 'Motivation can be positive or negative'. Comment with examples. 3
- 46 Why is motivation taken as a complex process ? 3
- 47 Establish the importance of motivation in modern organisation by giving three suitable reasons. 3
- 48 'Effectiveness of motivation contributes to the success of an organisation'. How ? Explain giving any four points. 6
- 49 Why is it important to motivate employees in an organisation ? Give any three reasons. 3
- 50 Motivation system can remove deficiencies like bad working conditions, inadequate rewards, lack of recognition, etc. Which importance of motivation is being targeted here ? Explain two more points of its importance 6
- 51 State any three types of needs which govern human motivation. 3
- 52 Explain Maslow's hierarchy of needs and its importance in the motivation process. Also give its assumptions. 6

53	“Maslow's need hierarchy is considered fundamental to understanding of motivation." In the light of this statement, explain ‘motivation’ and Maslow’s need hieracrchy in motivation.	6
54	Explain any three assumptions of Maslow’s need hierachy theory.	3
55	Discuss Maslow’s Need Hierarchy theory of motivation	3
56	What is meant by ‘Motivation’ ? Explain Maslow’s need hierarchy theory of motivation	3
57	What is meant by ‘Esteem needs’ and ‘Self-actualisation needs’ in relation to motivation of the employees ‘?	3
58	Show the process of motivation through diagram.	3
59	Explain the process of motivation.	3
60	How does motivation improve the efficiency of workers in an organisation ? Give any three points. Define the terms ‘motive’, ‘motivation’ and ‘motivators’.	6
61	Define the terms “Monetary Incentive" and “Non-monetary Incentive”. Enumerate various financial and non-financial incentives used to motivate people to improve performance	3
62	Define the term ‘Non-monetary incentive’.	3
63	Enumerate any four non-monetary incentives	3
64	Distinguish between ‘monetary’ and ‘non-monetary’ incentives.	4
65	Define compensation of employees. What is the objective of a compensation system ?	4
66	What is meant by Need Hierarchy ?	4
67	Ayasha Ltd. assured their employees that inspite of recession, no worker will be retrenched from thejob. (i) Name and explain the type of incentive offered to the employees. (ii) Explain one more incentive of the same category	3
68	Name the incentive which refers to ‘give more autonomy and powers to subordinates’ and how are peopleaffected by this incentive ?	3
69	“It is only ‘Motivation’ through which the managers can inspire their subordinates to give their best to the organisation.” In the light of this statement, explain any four points of importance of motivation.	3
70	Explain ‘Assignment of Challenging Jobs’, ‘Recognition’ and ‘Knowledge of results’ as Non-Monetary Incentives.	4

LEADERSHIP

71	Leader plays a key role in introducing required changes in the organisation. How ?	1
72	State any one feature of leadership.	1
73	Are the terms ‘leader’ and ‘manager’ synonymous?	1
74	‘A good leader does not wait for opportunities but creates them’. Which quality of a good leader is highlighted by this statement.	1
75	It is defined as a process of influencing other people to work willingly for group objectives. Mention this element of directing.	1
76	Courage, will power,judgement, flexibility, knowledge and integrity’. What is‘being indicated here ?	1
77	Leader should not wait for opportunities to come to his way, rather he should grab the opportunity and use it to the advantage of the organisation. Which quality of leader is being referred here ?	1
78	Define the term ‘leadership’.	3
79	How are managerial and leadership qualities interrelated ?	3
80	“All managers are leaders, but all leaders are not managers.” Do you agree with this	3

	statement ? Give any three reasons in support of your answer.	
81	Differentiate between managership and leadership.	3
82	“Leadership is required only for less efficient subordinates.” Do you agree ? Give any three reasons in support of your answer	3
83	What are the qualities of a good leader ?	3
84	Effectiveness of leadership depends on the qualities of the leader.’ Explain any four such qualities of a leader.	3
85	State any three factors that influence the effectiveness of a leader.	3
86	To be a successful leader, one must possess some qualities. State any three such qualities of a "leader	3
87	“Efficiency and productivity depend upon the quality of leadership.” Do you agree with this statement ? Give any three reasons in support of your answer.	5
88	Explain briefly the importance of leadership in management.	3
89	‘Leadership is an essential element of directing.’ State any three reasons why it is essential ?	3
90	“Leadership is considered as the most important element of directing.” In the light of this statement, explain any four points of importance of leadership.	
91	Explain the concept of ‘Motivation’ and ‘Leadership’	5
92	Which quality of leader is indicated by the following statements : (1) He should not only be a good speaker but a good listener, teacher, counsellor and persuader. (ii) He should be firm after he is convinced about a fact. (iii), He should understand people and maintain good human relations with them.	6
93	Give seven influence strategies adopted by managers for performing leadership roles identified by David Kipnis.	6
94	Describe the concept of Authoritative leadership and state its features. in which situations, it should not be used ?	6

COMMUNICATION

95	In which kind of communication network, a subordinate is allowed to communicate with his immediate superior as well as his superior’s superior ?	1
96	Which one is the most popular network in organisations under Grapevine network and what does it mean ?	3
97	It means some obstruction or hindrance to communication. Give its two examples. Define ‘Formal Communication.’	3
98	What is meant by ‘Informal Communication’ ?	3
99	Define Communication.	1
100	What is informal communication ? How is it different from formal communication on the basis of natural relationship among the members and speed of communication ?	5
101	Show the process of communication through diagram.	3
102	State any four characteristics of the process of communication.	3
103	Explain the communication network and how it works ?	3
104	Explain the term ‘Communication Network’.	3
105	Enumerate various types/forms of communication network among members of five-person work group. Explain in brief advantages and disadvantages of formal communication.	5
106	“Managerial functions cannot be carried out without an efficient system of communication.” Do you agree ? Give any three reasons in support of your answer.	5
107	Explain the importance of communication in about 60 words.	5
108	Write a note on downward communication and upward communication.	5

109	What do you mean by 'Noise'. How does it interfere in communication process ?	3
110	What do you mean by grapevine ? Explain two types of grapevine along with the diagram.	3
111	Explain different networks of grapevine communications ?	3
112	Mohan and Sohan are friends working in Surya Ltd. as Production and Sales Manager respectively. In an interdepartmental meeting, Sohan informed Mohan about a change in the marketing policy of the company. (a) Identify the type of communication used in the above example. (b) Name and explain any two networks of the type of communication identified in part (a).	3
113	Name the type of formal communication in which the persons of two departments, one at a higher position and another at lower, communicate with each other. Also state the problem which may arise in this type of communication.	5
114	Name the type of written communication in which two departmental heads communicate with each other. Why is this type of communication required ?	4
115	Amit and Mikki are working in the same organisation but in different departments. One day at lunch time Mikki informed Amit that due to computerisation. many people are going to be retrenched soon from the organisation. Name, which type of communication is this. State any two limitations of this type of communication.	3
116	Name the type of formal communication illustrated through following examples (i) Application for grant of leave (ii) Sending notice to employees to attend a meeting (iii) A production manager may contact marketing manager to discuss about schedule of product delivery, product design, quality, etc.	3
117	'informal communication supplements the formal communication in many ways.' How	3
118	Informal communication often carries rumours and distorted facts, even then it is required in all the organisations with formal communication. Explain, Why	3
119	"Informal communication is better than formal communication." Give three reasons in favour of the statement.	3
120	Define the term 'communication' and explain its importance in a business enterprises.	3
121	"Managerial functions cannot be carried out without an efficient system of communication." Do you agree with this statement ? Give any four reasons in support of your answer.	3
122	"Effectiveness of a manager depends on his ability to communicate effectively." Explain how ?	3
123	Explain the different types of formal communication according to the direction of flow.	5
124	Explain any four factors which are likely to disrupt effective communication.	5
125	Explain any three barriers to communication	5
126	Explain 'Credibility of Source' as a barrier to effective communication	5
127	Explain 'Selective Reception' as a barrier to effective communication	5
128	Explain 'Complex Organisational Structures' as a barrier to effective communication.	5
129	There are some barriers in communication which are concerned with organisational structure and rules and regulations. State any three such barriers.	5
130	There are some barriers in communication which are concerned with the state of mind of both the sender and the receiver. State any three such barriers	5
131	Give the name of the barrier mentioned through the following statements : (1) These are concerned with problems and obstructions in the process of encoding and decoding of message into words or impressions. (ii) A worried person cannot communicate properly and an angry receiver cannot understand the real meaning of message. (m) Factors relating to organisation structure, authority relationships, rules and regulations may act as barriers.	5

(iv) Personal factors of both sender and receiver may exert influence on effective communication.