



# Assignment

## Business Studies

Class : XII

Summer Vacations Assignment

1. Mr Rakesh Kathuria is the owner of "Kathuria Sports Store". He has divided his business into four departments. All departmental managers have been instructed to comply with certain general guidelines while discharging their functions. By doing so, they will definitely achieve better performance. All managers complied with this instruction.  
Identify the concept of management mentioned in the above paragraph.
2. Marketing manager of 'Guru Kripa Ltd.' has set sales targets of his Sales Executives. But he did not give them the authority to grant rebate and credit facility to the customers, which are so essential on various occasions. Consequently sales executives failed to achieve their targets.  
Identify the principle of management ignored in this case.
3. Manager of "Sargodha Ltd. " has enforced the following concepts of management in his company.  
Identify the same:
  - (i) To find out the best method of doing work.
  - (ii) Creating the spirit of cooperation in place of competition between managers and workers.
4. Production manager of Aggarwal Pvt. Ltd. ' took special care of the interest and ability of his subordinates while distributing work among them. He was of the firm opinion that a worker should be given one work again and again so that he may become expert in it. One day he took round of his department and noticed that the workers were not doing their job quickly. On enquiry, he learnt that the workers worked non-stop and that was the main cause of their slow speed. He immediately issued an order that during their working hours, the workers will have an interval to take rest.  
In the above paragraph a principle and a technique of management have been discussed. Identify the same.
5. In a manufacturing company as many as 100 labourers are working in the production department. Eight specialists have been appointed to look after their work to issue command to them and to listen to their complaints. They give advice to the labourers on different issues relating to their work.
  - (i) What technique of scientific management is being followed here?
  - (ii) Which principle of management is being ignored in this case?
6. Mr Raj Singh set up 'Raj Gharana Private Limited'. The objective of the company was to make the people of the city a modern venue for functions available. Mr Raj Singh became the Managing Director of the company. He prepared a list of all the activities to be performed in the company. All the activities were divided into four main parts. On the basis of these main parts four departments were set up; namely, finance, marketing, production and human resource development. The appointments of managers were made in these departments. Each departmental manager was repeatedly given certain specific activities to do so that he may become a specialist of his specific field.  
Which principle of management has been discussed in the paragraph given above?
7. Mr Manish Sisodia is working on the post of Production Supervisor in Molta Limited'. There are 45 workers working under him. He pays a special attention to motivate his workers. To this end, he made a plan in consultation with his departmental head. The plan was like this: 'The standardised work of a day is 10 units. The workers who complete the

standardised work or more shall get 150 per unit and those doing work less than the standardised work shall be given ? 40 per unit. For example, the worker doing the production of 11 units shall be paid  $11 \times 50 = \text{₹}550$  while the worker completing 9 units of production shall get  $9 \times 40 = 360$  only. In this way the former worker shall get ₹190 more for doing more production of 2 units.' According to Mr Sisodiya, considering this difference of remuneration, the shirking workers shall be motivated to do more work. The implementation of this plan in the company yielded positive results.

Identify and explain the concept of management described in the paragraph given above.

Ans. Here the 'Scientific Management Technique-Differential Wage System' expounded by Taylor has been described. It refers to that Scientific Management Technique which differentiates between the efficient and inefficient workers.

8. "Haryana Handloom Ltd." manufactures bedsheets. Noticing its popularity in the market, the company decided to manufacture curtain cloth also. The decision was executed with immediate effect. But the company did not increase the manpower to the desired extent. Company wanted the existing staff to manage the work for sometime, by working overtime. The result was that on the one hand, the new product of the company failed to keep its hold on the market and on the other hand, due to over-work efficiency of the employees declined. On several occasions it was observed that a subordinate was getting instructions from two or more officers. Managers too had started giving simple and easy work to their known employees and complex and difficult work to other employees. Company was now ignoring rules completely. Quoting the lines, identify those three principles of management that have been ignored here.
9. Mr Sanjeev Sharma is the Chief Executive Officer (CEO) of "Gujarat Sales Limited". Production Manager of his company is going to get the repair work of a part of his factory done, on a large scale. As such, company will not be able to produce some of the products for some time. It will have to sell only those goods which are lying in stock. Considering it, the production manager has asked the sales executives to slow down the pace of sales. On the other hand, since the sales manager has set high targets of sales, he has been insisting on the sales executives to speed up the sales.
  - (a) Which principle of management is being ignored by the company in the above paragraph?
  - (b) Write down any one consequence of the violation of the principle mentioned in (a) above.
  - (c) Which concept of management is being ignored by the company in this case?
10. Dr R. K. Miglani, the owner of "Miglani Nursing Home" is a renowned Surgeon. Twenty doctors, forty nurses and sixty attendants are working in the nursing home. Everyday, several successful operations are conducted here. Miss Partigya Sharma, a student of Class-XII has been preparing her project on this nursing home. She is permitted to visit the nursing home once in a week. During the course of her visit, she observed a unique thing. That is whenever she visited the nursing home old faces were not visible. Instead she found new faces. On scrutiny, it transpired that the behaviour of its administrator was very strict. People come here, serve for a few days and go away.

In the above paragraph, which principle of management has been ignored. Write two consequences of its ignoring.
11. There are three departments, Arts, Science and Commerce in a college. Dr Sahil Budhiraja is the head of all the three departments. He is an M.Com., Ph.D. Dr Rekha Sood is the Principal of the college. She always keeps this in mind that whatever message she is to convey to the teachers should be routed through the medium of head of the department. All teachers have also been instructed that they too should communicate with the Principal through the medium of head of the department. Thus there is a pre-defined arrangement of

communication in the college. Dr Budhiraja is looking after three departments of different nature. He is not able to control them properly. Principal is also not satisfied with his performance. Identify and explain two principles of management mentioned in the above paragraph. Quote the lines of the identified principles.

12. 'Rc/hat Medicine Ltd.' has never given any importance to the suggestions of its employees. Every person holding managerial position in the company considers himself wiser than the other. They neither help anybody nor get help from anybody. Last year, Mrs Sonali Chauhan was appointed Chief Manager of the company against a vacant post. She was an MBA from IIM Lucknow and had also five-year experience of the same post. Immediately after taking charge she decided to deal with both the problems of the company. She convened a meeting of all the employees and said, "Employees of all levels (managerial and non-managerial) are free to give their suggestions. Besides, the one who gives the best suggestion will be awarded a prize. In addition, she advised them to discard ego and extend help in each others work. We will have to give it the shape of a movement. Those who participate in this movement will be promoted at the earliest. " This address had a positive effect on the employees. Both the problems ' of the company disappeared very soon. Kurnari Sonali proved to be a good leader. Identify by quoting lines, the two principles of management mentioned in the above paragraph and give their meaning.
13. "Uttaranchal Fairdeal Limited" is a famous services providing company. Mr Chandan Pushkar is its Managing Director. He continuously motivates his Research and Development Department that new and latest methods of doing work be explored. Provision has also been made to give reward to those employees who will participate in a particular exploration. He also believes that two groups working on managerial and non-managerial posts are similar to two wheels of an organisational vehicle. If this vehicle (organisation) is to be driven in a right way then both the wheels should be properly aligned. Mr Pushkar is a successful leader. Among his employees, he has instilled the feeling that no decision will be taken without consulting the subordinates. To excel, the other companies in this field, is the main motive of Mr Pushkar. Paying attention to training is the secret of the company. Identify by quoting the lines four principles of scientific management as mentioned in the above paragraph.
14. Devender and Rakhi both are friends. Both have completed their MBA course. Currently, they are employed, at equal level, in a multi-national company. Devender is Deputy Manager in "Kidswear Division" and Rakhi is Deputy Manager in "Ladieswear Division ". Mr Raghu Parsad is their boss. In order to please his boss, Devender always plays the role of "Yes Man". On the other hand, Rakhi says "Yes" only for reasonable matters. She unhesitatingly refuses any wrong action of her boss. At the end of year, when the performance of both of them was evaluated, then Rakhi s performance stood better then that of Devender. In spite of all this Mr Parsad decided to promote Devender. Behind this decision, the consideration of the boss was: being a lady, Rakhi will not be able to take as yet the responsibility of a higher post. So, let her stay where she is at present.
  - (a) Identify which Principle of Management has been violated by the company.
  - (b) Quoting the lines, identify those values which have been ignored in the above paragraph.
15. Mr Sham Sunder has recently been appointed General Manager of "Om Auto Parts Ltd. " Immediately after appointment, he undertook a round of the factory. He found that stationery is not at its specific place in the office nor are the employees available at their proper place. He realized that everything there was in a state of chaos.
  - (i) What principle of management is being violated here? Clarify.
  - (ii) What affect this situation will have on the objective of the company?
  - (iii) What suggestion will you give for improving this situation?

16. Mr Radha Krishan Kher is the Production Manager of "Krishna Milk Products Pvt. Ltd. " He is producing several milk products. Various alternatives are available for producing each product. It is the endeavour of Mr Kher that best and cheap alternative be adopted in production. He has made a special arrangement in his department. According to it, a proper place will be earmarked for everything used in the production department. He has also directed the employees of the department that everything should be available at its decided place. There is a provision for awarding punishment to those who ignore this direction. All activities of Mr Kher's department are closely related to each other. To maintain balance among them he makes special efforts so that there is no obstruction in production.
- (i) Which technique of scientific management is being practised by the company in the above paragraph.
  - (ii) Quoting the lines, identify that function of the management which is called Essence of Management.
  - (iii) Which principle of Henry Fayol is being followed by the company.
17. Mr Suksham. Khan is the CEO of "Perfect Shoes Limited". Before joining this company, he used to work as Management Expert. The peculiarity of Mr Khan is that he observes very minutely every small or big activity. Likewise, he gives equal importance to what is said by every junior or senior person.
- He is not satisfied with the performance of the production department. This department discharges the functions of both production and stock. Both the activities of the department are in a state of chaos. Mr Khan took personal interest to scrutinise this dismal state of affair. He found that shoes of several sizes were being made. Some of the sizes were not needed. As a consequence, there was wastage of material, machines and manpower. It was the biggest weakness of the department.
- During the survey of production department, Mr Khan also noticed that many persons while doing work were making certain movements that were least needed. It slowed down the pace of production.
- Mr Khan was an experienced management expert. He knows that to utilise cent-percent production capacity of the employees they need be provided healthy and clean environment. He therefore, paid special attention to this aspect. Besides, he believes that whether male or female, they must be given equal facilities, equal rights and equal opportunities for promotion.
- (a) By which technique of scientific management wastages occurring in production department can be prevented?
  - (b) Highlight the technique of scientific management used to enhance the pace of work in production department.
  - (c) Which principle of management is being followed here? Quote the lines.
  - (d) What value is being offered by the company to the employees?
20. Mr Ankur Tripathi and some of his friends after completing their MBA course, established a company under the name and title of 'Rashtriyahit Limited'. The company manufactured LED Bulbs. It was the keen desire of Mr Tripathi true the name (Rashtriyahit) of his company, hi order to achieve his main objective, he concentrated on these points: to make employment opportunities available, to protect the environment from pollution and to sell good quality products at a reasonable price.
- To begin with Mr Tripathi and his friends concentrated on price fixation. For this purpose, they tried to find out as to what would be the labour cost per unit. They also wanted to know about the number of labourers that luould be needed to achieve a given target of production. In order to well organise their company they formulated some rules. It was absolutely essential for each and every employee of the company to stick to these rules. It was also notified that those persons who gave suggestions regarding better performance of the company will

be given a hearty welcome.

Identify and give meaning of the following facts mentioned in the above paragraph by quoting the lines.

- (a) Any single point regarding importance of management.
- (b) One technique of scientific management.
- (c) Two principles given by Henry Fayol.

21. The Government of a country is worried about its slow economic growth. For this problem to be solved the Government prepared a team of 10 management specialists. After a month's investigations, the team of specialists submitted its report. In the report it was said that the main reason for the slow economic growth was establishing no new industries. And the reason for this was the inability of the businessmen to arrange finance easily. The team of the specialists suggested that there was a need for immediate measures of Economic Reforms to be taken.

To which type of Economic Reforms is the above stated case related?

22. The top officials of a country's Government held a meeting in order to speed up the business growth. In the meeting it was decided that there was a need for granting several exemptions to the Business Units already established. Similarly, they felt that with a view to setting up new Business Units the youngmen needed to be encouraged. Also it was emphasised in the meeting that the entry of Multi-national companies needed to be simplified. Besides, priority was given to relaxing restrictions imposed on Import Business. The main reason for the Government to think like this was to speed up the economic growth.

Identify the likely impact of the Government's policy on business described in the paragraph given above.

23. Mr Ajay Oswal is a Senior Manager in Ajay Winners Limited'. For some time since past he has been observing that the Government is making changes in its business policy quite fast, sometimes in its import-export policy, sometimes in the interest rates and at other times in the tax rates, changes are being done. In order to overcome these changes, he too is making necessary changes in his business plans. Also, he is observing that wherever changes are not taking place, success is slipping out of the hands of those businessmen. In view of such a situation his sensitivity towards the changes going on in the business environment has increased all the more.

On the basis of the paragraph given above identify the impact taking place on business and industry because of the changes being made in the policy of the Government.

24. No country is capable enough to produce all the goods and services itself required for its use. Almost all the countries have certain goods and services in surplus and in certain others, deficiency. In this way all of them feel the necessity for exporting the goods and services in surplus and those of deficiency, to import. In order to solve this problem several countries have zeroed in the complexities of Import-Export business. Consequently, balance is getting established in the demand and supply of goods and services.

Identify the concept of Business Environment described in the paragraph above and explain its meaning.

25. In India there is a very ancient tradition of sending greetings to each other on the festivals like Diwali, Eid, Christmas, Gurburb etc. For example, as soon as the festival of Diwali approaches near, a heavy sale of 'Greeting Cards' begins in the market. On these occasions, the printing industry earns a big profit. But for the last few years the place of 'Greeting Cards' has been taken over by internet and mobile. This instruction has had a negative impact on the printing industry.

Identify the dimensions of business environment described in the paragraph given above.

26. Mr Raj Sinha is working as the General Manager of 'Rajeshwari Kitchen King Limited'. He remains alive to the changes taking place in the business environment. He is of the view that if plans are made in accordance with the proper study of the different factors of business environment, one can be free from care for some time. But he finds his approach proving to be wrong. He realizes that there is always a change taking place in some or the other factors of business environment. Not only this, but one can find even one factor undergoing a change repeatedly, such a situation creates a hurdle in the growth of business. Which particular feature of business environment has been highlighted in the paragraph given above?
27. Mrs Sadhna Kidwai is the Divisional Manager of the Export Division of 'Swad Tea Limited'. 'For some time since past a restriction has been imposed on Export of tea. It is evident that the company's Export business depends on the Government's Policy. Recently there has been a change of Government in the centre. As soon as the new Government took over, it removed, the restriction imposed on the Export of tea. With the coming of this news the Division under Mrs Kidwai heaved a sigh of relief.
- (a) The change of Government is having its impact on the two dimensions of Business Environment. Identify them.
- (b) Identify one of the characteristics of 'Business Environment' described.
28. Mr Upendra Porewal, the Production Manager of 'Classic Class One Pvt. Ltd. ' is successfully running his department. He has a special attachment to his subordinates. He has created such an environment that no one becomes a hurdle in anybody's work. But all of them are ever ready to help one another. Mr Porewal has been observing a change in market for the last few days. In the past they used to produce any goods according to their will and with a little bit of effort could sell them. But now there is a change. Now they have to produce goods as desired by the people. Therefore, it may be said that now the place of company's will has been taken over by the consumer's will. When Mr Porewal investigated to know the reason for this change, he came to know that on account of positive policies of the Government, running the business had become easy. Due to this, several new people had entered the business. Consequently, competition had increased and now the control of the market had slipped out of the hands of producers into the hands of consumers.
- (a) Identify the concept of management described here and write about its meaning.
- (b) Identify the impact of the positive policies of the Government on business.
29. The data collected by the different Government departments showed that the speed of the economic growth of the country was slow. The Government was worried over such a situation. On investigation it was revealed that the people were disillusioned with industry. In order to attract the attention of the people towards industry, the Government finished the compulsion of obtaining license for several types of industry. The restriction imposed on transporting goods from one place to another were removed. The producers were given freedom to fix prices of goods and services. Similarly, the Government simplified the policy of Import and Export also. Within a few days the positive results of such an approach became evident.
- Identify the concept of Business Environment described here and explain its meaning.
30. The Government has been watching for some time that the performance of industry in the Public Sector is not coming up to the level of standardisation. Several efforts have been put in. But because of no improvement in it, the Government decided to increase the role of Private Sector in some of the industries of Public Sector. This would bring about improvement in the level of performance. The reason for the Government to make this decision was that the different departments of an industrial unit in the Public Sector do not work with, coordination with one another. The situation in the Private Sector is entirely opposite to it.
- (a) Which concept of Business Environment has been described in the above case?

Identify it.

- (b) Identify the concept of Management which shows the failure of Public Sector.
31. For the last few years Companies in India are looking at Organised Retailing as a good opportunity. In accordance with this view several companies have planned to enter this environment. The Government too is fully supporting this approach. The main reason for the attraction of companies to this approach is the increase in the income of people. Besides, there has taken place a big change in the Buying Attitude of the people for the last few years. Now people want better quality products, even if they have to pay more money for them. The Organised Retailing is competent to fulfill this desire of the people. Identify the different Dimensions of business environment described in the paragraph given above by quoting the relevant lines.
32. The court issued the order that for vehicles to be smokeless was most essential and that any one violating this order shall have to pay a heavy fine. Abiding by this order was necessary for the health of people. Making this strict order of the court as the base, 'Gyan Motors Limited' resolved to manufacture such vehicles by using modern technology as should not produce any smoke at all. The government also announced to provide help in several ways to set up such industrial units. Identify the three Dimensions of Business Environment described in the paragraph above by quoting the relevant lines.
33. Mr Vikravi Singh Churuwala is working as the General Manager - GM of 'Jaipur Hotels Limited' (JHL). Keeping a watch over the Business Environment is included in his routine. For the last few days Mr Churuwala has been observing that the Government is taking a special interest in the Tourism Industry. The receipt of Foreign Exchange and Employment Promotion are its two reasons. On the basis of this news he decided to set up hotels at several tourist places. The JHL established 50 hotels before other companies considered this issue. Very soon, this Brand-JHL became well known in the market. Behind the fame of this company another reason was that this company was giving its employees not only the responsibility but also the authorities of completion of work. Consequently, the employees felt good. The environment being to their liking now they had started meeting their immediate managers with the latest ideas. Their suggestions were being taken respectfully by the company.
- (a) Identify the importance of Business Environment described here by quoting the relevant lines.
- (b) Identify two more concepts of management being used in the company.
34. The Managing Director of 'CHD Construction Limited, Delhi' Mr Praveen Kaushik got the information from a Business Magazine that the Government was worried about Rural Development. With this aim in mind, the Government has announced to give several exemptions for setting up industrial units in the rural area. Mr Kaushik presented this matter in the meeting of the Board of Directors. In the meeting this proposal was granted approval. The Chairperson of the Board of Director said that through such a decision the company will get a lot of profit and the rural area employment. After a few days, Mr Kaushik read another news in the Business Magazine that the construction companies had been earning a lot of profit for the last many years. Now attracted by the profit in this business several Multi-national Companies were going to enter the market. Mr Kaushik, once again, presented this information before the meeting of the Board of Directors. In the meeting it was decided that in order to face this situation they should concentrate on quality and advertisement. By doing so, on the one hand, they would be able to compete with full force and on the other hand, the society will get better services.
- (a) Which points of the importance of Business Environment have been talked about in the paragraphs given above? Identify them by quoting the relevant lines.

- (b) Which two values are being provided to the society by the company?
35. Often it is observed that some political parties of a country are in favour of giving a lot of freedom to business while some are apposed to this view. When General Elections are approaching in a country the impact of this approach of the political parties can be seen on the Share Market. For example, General Elections are about to take place in a country, and the general view of the people is that the political party having a positive approach to business will come into power. As a consequence of this news the rates of shares in the Share Market will rising.
- In the paragraph given above of one particular feature and two Dimensions of Business Environment have been described. Identify them.
36. Mr Raju Sahu, the Managing Director of 'Shivarn Motors Limited' pays more attention to the Department of Research and Development than other Departments of his company. This was the reason that the company made such engines which consumed half of the quantity of diesel consumed by ordinary engines. The company launched its product with the new engine, a three-wheeler, in the market. The people bought it briskly. The company earned a huge profit from the sale of this product. The new engine had its control not only on the consumption of less diesel but on the emission of smoke also.
- (i) Identify and explain the Dimension of Business Environment described in the paragraph given above.
- (ii) State the importance of Business Environment for business by quoting the relevant lines.
- (iii) State the two values given by the company to the society.
37. 'Kolkata Rice Foods Limited' is a well known rice producing company. The sales have been falling down right from the beginning of the year. The Managing Director Mr Dhiru Bhai Aggarwal is worried about this situation. With a view to find out the solution of this problem, he made a team of four persons. In this team one Manager, one Deputy Manager, one Supervisor and one Senior Worker were included. After the survey, he told the following four reasons for the falling down of the company's sales.
- (i) On account of increase in Export Duty made by the Government, the foreign demand has gone down.
- (ii) On account of the availability of several eatable substitutes the attention of people has been diverted from rice.
- (iii) Some other rice producing companies have set up Imported Machines with which they are producing better quality.
- (iv) The export has been affected on account of bitterness created in the relations with one of the chief rice importing countries.
- When this report reached the Managing Director, he arrived at the conclusion that all these changes had taken place so fast that they had not been able to guess or to cope with them in time.
- (a) Identify the Dimensions of Business Environment discussed in the above case by quoting the relevant lines.
- (b) Which point of importance of Business Environment has the Managing Director admitted his inability to make a guess of?
- (c) Which value is this case providing to the employees?
38. 'Indore Cattle Feeds Limited' is a well known company of its area. For the last few days differences have cropped up between the management and workers. The workers are demanding more bonus. This matter has aggravated so much that the attention of both the parties has been diverted from production to the division of profit. Consequently, the profits of the company began to fall down.
- In order to assess the situation of company's rapidly falling down of profits, a team of

specialists in management was invited. After investigations, besides Management-Workers' differences, one more fact was revealed. That fact was that the Purchase Manager of the company was purchasing the raw material from another company run by his own son at a price more than the market rate. Consequently, increase in cost of production and reduction in profits had taken place.

When the news of deteriorating environment of the company was leaked out, the customers felt disappointed. Consequently, many customers left the company and some of them were thinking on these lines.

However, the pleasing factor for the company is this that a big company in competition with it has closed its business because of heavy losses. It has advertised in a newspaper also for the sale of factory.

- (a) Which technique of scientific management will be suitable and why for the company to rise above this current situation?
  - (b) Which principle of management given by Henry Fayol is being ignored by the company? Explain by quoting the relevant lines.
  - (c) Which factors of Business Environment are affecting the company? Identify the type and factors of Business Environment. [2 + 2 + 2]
39. Identify the Dimension of Business Environment relating to the statements given below:
- (i) The increasing interest of the urban people in health and fitness.
  - (ii) With the increase in the income of the people the increase in their demand of certain commodities.
  - (iii) Discrimination in the remunerations of men and women doing the similar type of work.
  - (iv) Opposition of certain political parties to the Foreign Direct Investment in Organised Retailing.
  - (v) The Adverse impact on the Cotton Cloth Industry with the coming up of the clothes made of synthetic thread in the market.
  - (vi) Ban imposed by the Government on the sale of a product in vogue on account of the failure of its samples. [6]
40. 'Singhal Printers Limited' is a famous company of Printing Industry. Its main business is to print the Greeting Cards of Deepavali, Eid, Christmas, Gurpurb and other festivals. The Greeting Cards of this company are well known throughout India. The Government made such changes in its Tax Policy recently which have had a positive impact on the Printing Industry. One negative factor noticed with regard to this Industry is that now people have started preferring internet and mobile to Greeting Cards on festivals and other occasions. Similarly, it has also been noticed that in Printing Industry only those companies are earning profits which have adopted modern technology.
- Recently, the new Central Government of the country decided to establish Industrial Estate in the name of 'Printing Club' for the development of this industry. Also a decision to simplify the process of Industrial Disputes of Printing Industry in the country was taken. The Managing Director of 'Singhal Printers Limited' made a thorough study of the business environment. He arrived at the conclusion that the business environment is a group of not one but several factors. All these factors affect business in some or the other form. Business has no control over them. Business has to mould itself in accordance with them. The companies which follow this principle stay in the market for a long time and the remaining ones disappear from the market gradually.
- (a) Identify the different dimensions of business environment described in the paragraphs given above by quoting the relevant lines.
  - (b) Which particular feature of business environment is being hinted/referred to here?

41. A meeting of the managers of all the Managerial Levels of 'Paul Limited' was held. The CEO of the company performed the role of the Chairperson of the meeting. In the meeting there was a discussion on the issue of what percentage of Return in the following year should the company expect on its Investment made. All the Managers present in the meeting gave their respective suggestions supported by reasons. At the end, it was resolved that the company would like to get 22% Return on its investment.
- In the meeting of the company there was a discussion on a particular plan. Identify it.
42. The personnel Manager of 'Speedy Courier Pvt. Ltd. ' adopted a special process for the selection of employees in his company. Its main stages were as under:
- (i) Preliminary Screening
  - (ii) Selection Tests
  - (iii) Employment Interview
  - (iv) Medical Examination
  - (v) Job Offer
- On the basis of the 'Repeated Use' identify the type of plan described above and explain its meaning.
43. The General Manager of a company asked all the Departmental Managers to prepare the budget of their respective departments for the year 2014-15. After receiving the budget of all the departments, a master budget was made. In the year 2015-16 this process was repeated again. Again, at first the departmental budget and then the master budget was prepared.
- On the basis of the 'Repeated Use' identify the type of plan described in the paragraph above and explain its meaning.
44. The Managing Director of a company called a meeting of the Managers of all the Departments. The issues taken for discussion in the meeting were as given below:
- (i) Which source of recruitment of employees should be preferred: Internal or External?
  - (ii) How should the employees be promoted: on the basis of Performance or Age?
  - (iii) On what basis should the employees be transferred ?
- Identify the type of plan described in the paragraph given above.
45. The Production Manager of a company asked the supervisors working under him to observe the performance of every worker carefully and report to him which of them required the training to be given to them. All the supervisors did the same and the Production Manager received the list of those workers who were in need of training. Now the Production Manager was thinking about who would give the training? when the training would be given ? what the duration of training would be and where the training would be given ?
- Identify the type of plan described in the paragraph given above.
46. The Sales Policy of a company is that the customers can buy goods both ways on cash and on credit. Taking advantage of this policy of the company, several customers bought goods on credit. But now they were not making timely payment. The sales manager at first wrote to them about the delay in payment. When he got no reply from them, he sent them a telephonic message. Even then, several of them gave no importance to the message. The sales manager of the company, after waiting for sometime, sent one of his representatives personally to them. Some of the customers did make the payment, but some of them were still evading it. The company decided to take a legal action against such customers.
- Identify the type of plan described in the paragraph given above.
47. A company gave its Sales Executives the directive that they could sell the goods on credit. Also it told them very clearly to inform the customers that if upto one month they did not make the payment, after the completion of this period, they would have to pay interest for the whole period at the rate of 10% per annum.

In the paragraph given above two types of plans has been mentioned. Identify them, quoting the relevant lines.

48. The Managing Director of Purskar Gift Center Pvt. Ltd., Mr Stanley Anthony, called a meeting of all the Departmental Managers in the beginning of the year. In the meeting a discussion on the budget of the following year took place. All of them promised that exactly after one week they would present their respective budgets. After one week once again the meeting was held and all of them presented their respective budgets. After a little cutting and clipping, Mr Anthony gave his approval of all the budgets. All became very happy. All of them had set for themselves very big objectives. Looking at the objectives one could say that if they were realised, the company would be most enriched. But it so happened that thinking of so much possible profit, all the managers became so satisfied that they forgot to put in some special efforts for its realisation. At the end of the year the result obtained was such as no one had thought of, in other words, there was a heavy loss.
- (a) Identify the concept of Management described above.  
(b) Explain the concept identified in the point 'a'.
49. The Production Manager of a company received the complaint that the quality of the goods was not good. After investigation, it came to light that the machines had become very old. That is why they were unable to achieve standardised quality. The Production Manager developed several options by way of solution to this problem. For example, getting the machines repaired, purchasing new local machines, purchasing new imported machines, if possible taking machines on rent, getting some goods manufactured by the other companies, etc. were the options before the Production Manager. The CEO of the company wanted the list of options to be smaller, so that a thorough study could be made of them. In order to make the list of optional ways smaller; he decided to give up all those options which required the investment of more than ? Ten Crore.
- (a) Identify the concept described in the paragraph given above.  
(b) What do you understand from the fact of company fixing the maximum investment limit on options?
50. Once there used to be a big shop by the name of 'Dulhan Saree Pvt. Ltd. ' in the city. But now several competing companies have entered the market. As a result, there is a big fall in the sales of the company. In order to overcome this problem, the Managing Director of the company got the market survey done. On the basis of this survey, he arrived at the conclusion that the competing companies were concentrating on reducing the prices. But he thought that instead of concentrating on the prices they could succeed in the competition by focusing their attention on the quality. Therefore now they would have to aim at attracting customers who preferred quality. To make it possible, they would sell only Designer Sarees made of the modern cloth. Besides, they would use their efforts to have variety and decoration. The Managing Director also estimated the extra expenditure of ' Eight Crore to translate the scheme into reality.
- (a) Identify the type of plan described in the paragraph given above.  
(b) Identify the steps taken by the company, by quoting the relevant lines, to implement the plan. [4]
51. The Production Manager of 'Jaishree Chemicals Limited', Mr Chandresh Goyal, has fixed several standards for his Department. These standards are related to Quantity, Method of Working, Quantity, Cost and Time. For example, he has fixed the standard that a worker shall follow a particular method of working to produce ten units daily. This is a standard related to Quantity and Method of Working.
- One of the employees of Production Department, Mr Sawan Mai, wants to give his performance better than others. He hopes that instead ten units, he produce fourteen units in a day, but to achieve this objective, he will have to follow a separate method of working. He

speaks of his desire to his supervisor. The supervisor refuses him to do so by saying that the work should be done in accordance with the prefixed standards.

Answer the following questions on the basis of paragraphs given above.

- (a) Which concept of scientific management has been implemented here by the production manager.
- (b) Which two limitations of planning have been mentioned here? Identify them.
- (c) Which two values are being violated here?
52. Mrs Neeraj Dhariwal, the Managing Director of 'Parshu Foods Limited' held a meeting with the Sales Manager in order to fix the target of sales for the following year. For this purpose she studied the sales trend of the previous five years. She came to know that the company's sales were increasing at the rate of 30% every year. For this she did the market survey also. From this she learnt that the biggest competing company which was running in loss, was planning to leave this business and enter some other business. Taking it for granted that the company would definitely enter some other business, Mrs Dhariwal doubled the target from the previous year. All the Departmental Managers were directed to make their respective preparations to achieve this target. The sales manager kept a close watch over the sales rate of his company and the activities of the competing company. After some time, he felt that the competing company was not leaving its current business, but was planning for improvement in it. The Managing Director called an urgent meeting of all the Departmental Managers so as to make changes in his plans.
- Identify the different stages of planning process described in the paragraph given above. Quote the relevant lines to do so.
53. 'Mrs Renu Natrajan', the Principal of 'Prince Public School' appointed Mr Sansar Chand as the coach for football team which was to play the final match in the State-Level Tournament. During training the coach inspired the players to make up their mind to win the match in all circumstances. Also he stressed that they had to win the match with the difference of at least five goals from the losing team. He explained special methods to the players for playing both offensive and defensive game. Also he told them how after beating the opponents, football would be passed from one player to the other until it reached the goal box of the opposite team. At the end of the training, the coach warned all the players against misbehaving with any of the players of the opposite team, otherwise, they could be punished.
- (a) Identify the concept of the planning functions of management described in the paragraph given above.
- (b) Explain the four types of concept identified in point 'a' by quoting the relevant lines.
54. The manager of 'Jhunjhunuwala Big Retail Shop', Mr Prem Kamboj fixed the target that in the following year the sales will be boosted from 1100 crore to 200 crore. Also he ensured that for the achievement of the target, finance and man-power will be easily arranged. Mr Kamboj was still planning for this target when he had to go on a long leave all of a sudden. Now the responsibility to do so fell on the shoulders of the Deputy Manager, Mrs Janki Panday. Now the further activity was taken over by her. The problem before her was how to achieve the sales target fixed by Mr Kamboj. For this, she thought of several options. For example, she thought that whether more attention should be given to advertisement; whether the prices of the products should be reduced; whether more attention should be paid to packing; whether the quality of goods should be improved; whether the customers should be given better After-Sale-Service and whether the credit facility for purchase should be given. After deliberating over all the options deeply, she arrived at the conclusion that the target could easily be achieved by concentrating more on advertisement. She did the same. She continuously kept a watch over this whether the desired results were obtained. At the end of the year the results obtained were favourable.
- (a) Identify the management function described in the paragraph above.

- (b) Write about the process of function of management identified in the point 'a' by quoting the relevant lines.
55. Some friends joined together and set up a multi-product company. Their company makes four different products. Three products of the company have been successfully launched in market. But the company has not succeeded to launch the fourth product in market. What sort of organisational structure, in your view, might have been adopted by the company?
56. Miss Bindu is working as the Production Manager in a company. She divided the work among her subordinates in accordance with their interest and ability. Not only this, she even gave them all the authorities to take decisions relating to their work. At the end of the first month of the year, it was found that Mr Raj Sabharwal had not achieved his target. He was lagging far behind his target. Miss Bindu asked him to give the reason within two days why his performance was low.  
With which concept of management the conversation between Miss Bindu and Mr Raj referred to in the above paragraph is related? Identify it.
57. There are 75 persons working in the Production Department of 'Jai Prakashan Pvt. Ltd.' The Manager of this department, Mr R.P Yadav, is very punctual. He does not tolerate at all reaching the office late and leaving it early. But so far as the mutual relations of the employees are concerned, he is very liberal. All the employees of the department have been instructed that they can communicate with any one at any time irrespective of the high or low position of the employee concerned. The first speciality of Mr Yadav creates discipline and the second one makes the atmosphere pleasant.  
Identify the concept of management concerning the employees described in the paragraph given above.
58. In order to successfully realise the objectives of an organisation, first of all it is ensured which activities will have to be performed. In the list of activities, all the activities, both big and small, are included. But it is not possible to set up separate departments for all the activities. Some similar activities are put together in the same department. In this way some necessary departments are set up. The reason for doing so is to exercise control over unnecessary administrative expenses.  
Identify the concept of management under which similar activities are put together and departments are set up.
59. 'Madhuri Fashions Limited' decided that whenever a person reaches a particular age, he will be promoted. Influenced by this policy of the company, several people of other companies joined this company. But within a few days, they found that in this company communication was possible only on the basis of pre-decided relations. It was not possible for anyone to communicate freely with anyone.  
(a) Identify the policy related to the age of employees implemented by the company.  
(b) Identify the concept of organisation described here.  
(c) Point out two limitations of the concept identified in (b)
60. 'Nagia Steel Pvt. Ltd.' has divided the whole of its business into five departments. Now the Company's General Manager is telling all the employees what different jobs are to be done by them. While giving the jobs to the employees, the nature of job and the person's ability is especially being taken into account. This also has been pre-determined who will report, to whom. This makes it clear who is superior/senior and who is subordinate.  
The two stages of the process of which function of management have been discussed in the paragraph given above? Identify the function of management and its stages.
61. 'High-Tech Hospital Limited' is a famous company which provides health services. It has a great market share. Last year, in no time, several Multinational Companies arrived. This fact caused a great fall in the company's business. The whole responsibility of finding the

solution of this problem fell on the shoulders of the General Manager, Dr Raju Raghvan. Now, in order to keep himself away from the routine activities of the company, he gave some of his authorities to his departmental managers. He gave them this freedom also that if they wanted, they could give some of these authorities to their own subordinates. The departmental managers were already feeling themselves overburdened with -the workload. Therefore, they handed over some of their authorities to their subordinates. As a consequence of this, on the one hand, the General Manager got time to solve the serious problem and on the other hand, the feeling of responsibility was aroused in the subordinates. Within a few days the growth rate of the company appeared to have become fast.

Identify the concept of management described in the paragraph given above and also explain the two points of its importance spoken about here. [3]

62. Mr Raghvender Singh is working as the Chief Executive Officer-CEO in 'Palm Residency Lid. ' The business of this company is to build houses, furnished with all modern facilities. It is quite clear that the success of the company depends on the level of its advertisement. That is why this depart<sup>ne</sup>?it has been set up separately in the company. Besides, several standards have been fixed to keep a control over its quality and cost, the standard of material to be used in the construction, the standard of working conditions, the standard of construction cost and the standard of work to be done by per person per day. Realising the importance of advertisement, the CEO gave the right of spending money up to ? 5 lac to the Departmental Manager without seeking his permission. When the other departmental managers came to know of this authority, they also demanded this type of authority to spend money. Their demand was accepted happily. This decision started yielding positive results. Then the CEO again decided to give the authority of spending mon<sup>y</sup> to a limit freely to the supervisors also.
- (a) Which concept of F.W. Taylor has been described in the paragraph given above. Identify it.
  - (b) Which concept of management is referred to according to which the Advertisement Manager has been given the authority of spending money to a limit?
  - (c) Identify the concept of giving the Departmental Managers the authority similar to that of the Advertisement Manager.
  - (d) What would you call this situation when the authorities referred to in point 'C' are given to the supervisors?
63. 'Surakhshit Service Providers Limited' is a well known company for removing the routine problems of the people. This company provides all types of big or small services; namely, Health services, Complaints regarding electricity faults. Complaint about faults in electronic items, Complaint about faults in vehicles, etc. This company has opened its offices at different places. The policy of the company is that women should be preferred to be appointed as the Heads of every office. Besides, under this policy, some positions shall be reserved for handicapped women also. The head of every office shall have the full authority to take decisions concerning the activities of her office. For example, every head shall be completely free to bargain with customers regarding the fee to be realised from them.?
- (a) Which concept of management has been mentioned in the paragraph given above?
  - (b) Write about two of the advantages of the concept identified in point 'a'.
  - (c) Identify two of the values of the company.
64. 'Madan Gopal Foods Limited' is a famous company making different food materials. Mr Madan Gopal Rai is the Managing Director of the company. He is fully attached to the employees of his company. This is the very reason that before taking every decision he consults all the concerned employees. A suggestion box has also been provided in the company. It is opened once a week. The employees giving positive suggestions are rewarded. Besides, all the employees of the company also enjoy full freedom to communicate with any senior officer any time, concerning matters of both types related to their jobs or their

personal lives.

- (a) Identify the form of organisation described in the paragraph given above and write about two of its advantages.
- (b) Which values have been highlighted in this paragraph? Write about any two of them.
65. The Managing Director - MD of 'Rahi Footwear Limited', Mr Jisan Ahmed wants to expand his business. Currently, this company deals in leather shoes. Mr Ahmed called a meeting of all the four Departmental Managers. He asked all of them to express their views on the expansion of the company. One of them said that a factory should be set up to make School Bags. The other one said that a factory for making Ladies' Leather Purses should be set up. The third one suggested for setting up a factory to Manufacture Plastic Shoes. The fourth manager was in favour of a factory for making Ladies' Leather Purses. There was a discussion on all the four options in the meeting and ultimately, the option for making Ladies' Leather Purses was thought to be right. Mr Ahmed took this job in his own hands.
- Mr Ahmed purchased the factory making Ladies' Leather Purses which had already been set up and was running in a loss. Now he determined the different activities to be performed in the new business. He established five departments, so that all activities could be completed easily. Trees in a large number were planted all around the factory so as to provide protection against the bad effect of leather.
- (a) Identify the concepts of management described in the paragraph given above.
- (b) Quote the lines which help in identifying the concepts identified in the point 'a'.
- (c) Identify the values which this company wants to deliver to the society.
66. Ashutosh, Kamal and Ruby are three friends. Ashutosh has completed his studies in MBA, Kamal has done Engineering and Ruby has completed his studies in Fashion Designing. Now all of them wanted to start a business together. After surveying the market, they decided to start the business of making Designer Ladies' Suits. Now the main question before them was to determine the activities to be performed in the business and set up the departments. All the three of them prepared the list of following activities together.
- |                          |                                    |
|--------------------------|------------------------------------|
| (i) Purchasing the cloth | (ii) Purchasing the other Material |
| (iii) Production         | (iv) Stocking the Goods            |
| (v) Production Research  | (vi) Advertisement                 |
| (vii) Sale               | (viii) Financial Arrangement       |
| (ix) Correspondence      | (x) Arrangement of Employees       |
- They decided to group all the ten activities and divide them into five departments. These departments are: Purchase Department, Production Department, Finance Department, and Personnel Department.
- (a) Identify the function of management described in the above paragraph.
- (b) Quote the lines with the help of which you answered the question 'a'.
- (c) Identify the activities included in each of the departments.
67. 150 Employees are working in 'Shobh.a Handloom Pvt. Ltd.' There is the pre-defined arrangement of Responsibility, Authority and Accountability in the company. As a result, the employees have hardly any doubt about their roles in the company. But the employees of the Marketing Department of the company are always very unhappy with a problem. The problem is that several times they get orders from two officers simultaneously. The two officers giving orders are the Marketing Manager and the General Manager. In such a situation, they fail to understand to whose orders they should give priority - one is their immediate boss and the other, a top officer of the company.
- Several departments have been set up in this company; namely, Purchase, Sale, Advertisement, Production, Stock, Research, Correspondence, Accounts, Finance and Personnel. In this way, there are ten departments in all. In every department all the modern facilities are available. The company's Finance Manager says that the Administrative Expenses of the

company are rather too much. According to him, the main reason for this is the existence of so many departments in the company.

- (a) Identify the concepts of Management described in the paragraphs above.
  - (b) Which principle of Management is being violated in the company? Explain.
  - (c) How can the increasing Administrative Expenses of the company be checked? Identify this concept.
  - (d) The answer given in point 'c' is related to which function of Management?
68. Mr Raghav Nathani, Chief Executive Officer of 'GEMCO Ltd.' has got placed a notice reading: "Smoking is Prohibited" against the main wall of each hall of his factory. Every employee obeys this instruction. Human Resource Manager of the company has to appoint a few sales officers. During the course of interview an applicant was asked this question: "Notice against the wall is a part of the basic function of the management. Identify it". Answer was "It is a policy. " Selection process has reached the stage of medical examination.
- (i) Is the answer of the applicant correct?
  - (ii) What is the next step of selection process after "medical examination".
69. A "management expert" was invited by a company. He gave a lecture in the meeting of employees. Main points^ of the lecture were, "Employees should make all out efforts to increase their market value. To achieve this objective they should increase their capacity and efficiency. They should also make such endeavour as to get job satisfaction. Not only that it is equally essential that they should concentrate on minimizing the accidents". Management expert is hinting at a function of the management which is beneficial both for the enterprise and the employees. Identify it.
70. Board of Directors of 'Fairdeal Limited' has formulated a policy for Human Resource Development. According to this policy, certain standards will have to be taken in consideration prior to the appointment of persons in the company. Some of the main standards are: existing employees of the company should be motivated, selection should be riskless and should not need any induction. Identify the source of employment adopted by Fairdeal Ltd.
71. "Pushpanjali Pvt. Ltd. " is a renowned company manufacturing different kinds of gifts. Company is the need of some employees. Mr Subhash Kathuria, H.R. Manager is keen to select such persons as are well equipped with the latest knowledge. He also desires that the area of selection should be extensive.
- In your opinion which source of recruitment should be used by H.R. Manager? [1]
72. It is the custom of a company to avoid to say 'No' to any person who approaches it for a job. Rather it gets his application and tells him that as and when company required his services, he will be called. In this way, company acquires a database. Its advantage is that at the time of need a suitable applicant out of the database can be called for interview. Thus the company is saved from expenses on advertisement.
- Identify the source of recruitment referred to in the above paragraph. [1]
73. Business of "Prince Global Reach Ltd. " is spread across many countries. Company received the following information about human resource from two of these countries.
- In the first country, business of the company is far less than expected. That is why the number of employees there is much more than is necessary. But the company has also learnt that the state of slow down in business will stay for a short period only.
- In the second country, in some departments of the company number of employees is more than required whereas in some other departments the same posts are lying vacant.
- Advise the H.R. Manager of the company as to what method of recruitment he should follow in both the countries and why? [3]
74. Mr Ajay Garg is an HR. Manager of "Bharat Shoes Udyog". He undertook a study with the

sole purpose of minimising the cost of production and raising the quality of the products of his company. The findings of the study were put into practice immediately. The company succeeded in its purpose. It witnessed rapid rise in demand of its products. It had its effect on the number of employees. The company felt the need of 30 more employees. In order to meet this need Mr Garg initiated staffing process. So far, he has completed the first two steps of this process and is now at the final point of the third step.

(a) Identify the study undertaken to improve production.

(b) Identify and describe the final point of the third step of staffing process. [1+2]

75. Employees of a company working at all posts have been told about the relations among them in very clear terms. All of them know from whom to receive orders and to whom they are to report. HR Manager of the company interviewed MBA students of a management institute. He selected five of them. They were asked to join the company immediately. They did so. On joining the company, they were introduced to their superiors and subordinates. Objectives and policies of the company were also brought to their notice in a clear and distinct manner.

In the above paragraph mention has been made of the two concepts of management. Identify the same by quoting the lines.

76. Mr Krishan Gopal, Personnel Manager, of 'Sahil Kidswear Limited' is busy in making some appointments for different departments of his company. By now, he has completed the first two steps of staffing process. The third step is underway. Name of this step is "selection". It has its own lengthy process. He is currently engaged in employment interview. He has already interviewed the applicants and is now directing them to the concerned departmental managers for another interview. The objective behind directing them to the departmental managers is that they too satisfy themselves by conversing face-to-face with the applicants.

(a) Identify the first two steps of staffing process that have since been completed.

(b) Third step of "Selection" is under completion. Name the existing and next two steps.

77. Managing Director of "Rathi India Limited" convened a meeting of the employees working at all managerial levels. Two main issues were discussed in the meeting. First, how the employees should perform all those activities more efficiently which are being carried out currently. Second, how to enable the employees to take upon itself big responsibilities in future. Through the medium of the meeting, the company was seeking the possibilities of its extension. When the managing director felt satisfied that the employees were taking interest in both the issues, then he convened a meeting of board of directors to give final shape to the decision regarding extension of the company.

(i) Identify different managerial levels.

(ii) Identify and explain those concepts of managements which relate to both the issues discussed in the meeting. [4]

78. Business of "Shardha Auto Pvt. Ltd." is confined only to one state. Now it intends to extend the same to two other states. Mr Jatin Jain, the managing director of the company, is busy in making a plan to this effect. First of all, he contacted Mrs Rukmani Devi Rana, the H.R. Manager of the company. Both were of the opinion that they would require 75 more employees to extend their business to two new states. On looking at the record of the existing employees, it transpired that 8 employees were going to retire very shortly. Besides, two employees were proceeding on long-term study leave abroad for two years. Thus, company would now require 85 employees in all. Mrs Rana recommended to Mr Jatin that out of the total vacant posts, 15 be reserved for women. Mr Jain gladly accepted the proposal. Now, HR Manager was to decide as to what arrangement be made for the appointment of needed persons. She hit upon a plan. According to this plan some employees would be recruited with the help of existing employees, for some other internet would be approached and for the remaining potential employees placement agencies operating in the market would be

contacted.

- (a) Describe what function of management has been referred to in the above paragraph?
- (b) What sources of recruitment are being used by H.R. Manager? Explain briefly.
- (c) Identify the value hinted at.

79. Mr Ram Murti, the director of "Bahuguna Ispat Udyog Ltd. " is of the opinion that an employee is a prudent and sensitive resource of the organisation. As such, special attention must be paid to his emotions. This is the reason why Mr Bahuguna always formulate such plans are beneficial to both the employees and the organisation. With a view to giving a practical shape to his opinion, he has chalked out a plan. According to this plan, employees should be inspired to visit popular management institutes to acquire latest knowledge. This will enhance their performance level and prove beneficial to the organisation as well as the employees. Keeping it in view, Mr Bahuguna, contracted IIM, Ahmedabad. The latter agreed, on the undertaking that their (IIM) MBA students be allowed to visit the company so that they may get practical knowledge. Both reached an agreement.

- (i) What objective of the management has been referred to at the beginning of the above paragraph? Identify it?
- (ii) Plan of Mr Bahuguna relates to which component of management? Identify and describe the same.
- (iii) What value is being effected here? [ 1 + 2 +1 ]

80. 'Johnson Brothers Ltd.' manufactures bearings used in different machines. Mr Roshan Sodhi, Director of the company, has decided to install an imported plant inaking best quality bearing at low cost. The plant was installed. When production started with the help of new plant, he realised that he did not succeed in his objective. On scrutiny, it transpired that the employees had not understood properly the mechanism of new plant. Mr Sodhi decided to remove this shortcoming of the employees. Consequently, soon this weakness of the employees was removed. But Mr Sodhi was not yet satisfied with the performance of the employees. He once again resorted to scrutinise the matter. This time, he found that while operating the machines, the tools required by the employees were not found at their proper place. Due to this reason there had also occurred unnecessary wear and tear of machines. He also noticed many employees wandering hither and thither aimlessly instead of working at their proper place. In the meanwhile, he also received a complaint that an employee had been thrown out of service because of little deficiency in his performance and was not given any hearing to defend himself, whereas many other employees with similar nature of performance were still working in the company.

- (a) Identify and make us understand the measure adopted by Mr Sodhi to improve the skill of the employees.
- (b) Which principle of management is being violated by the company? Give the meaning of this principle.
- (c) What values are being ignored by the company? [2 + 2 +1 ]

81. Mr Anil Garg is working as Managing Director of "CLS Packaging Limited". He is not in favour of selling waste material in the market. Instead he is planning to make himself new products of this material. For this purpose, a new unit will have to be set up. Accordingly, he decided to establish this unit in an area where large number of persons are unemployed and so labour is available at cheap rate.

In order to attract workers to this new unit, a special Remuneration Scheme was introduced. As per this scheme, workers will get their remuneration on the basis of their work. There will be two rates of wages: higher wage rate and lower wage rate. A worker who will work upto a given standardised units or beyond will be paid his/her remuneration at a higher rate. On the other hand, a worker who will work less than the given standardised units will be paid his/her remuneration at a lower rate.

In order to operate this new unit, Mr Garg established a separate 'Waste Material Division. It consisted of four departments, such as, Purchase, Sales, Production and Accounts. Company required four managers to run these departments, of these, two managers were appointed from the existing business, by way of promotion; while the other two were selected out of the waiting list maintained by the company.

- (i) Which form of organisation structure is being adopted by the company?
- (ii) Identify and give the meaning of wage payment scheme adopted by the company to motivate the workers.
- (iii) What methods of recruitment have been adopted by the company?
- (iv) Identify these two values that Mr Garg has been dedicating to the society by establishing this new unit. [1+2 +1 + 1]

82. "Shiv Shakti Ltd. " keeps constant vigil over business environment and studies it. During the course of this study, he noticed a considerable fall in bank interest rate. On the basis of this information, CEO of the company, Mr Rajan Aggarwal anticipated rapid rise in demand for his products. Consequently, company decided to produce more than the normal production. Company also decided to take special care of the health and safety of the people and to keep the profits at low level while fixing the price of the products.

To achieve its objective of increase in production, company will need 50 additional workers. Similarly, company will also require some more managerial staff. Regarding appointment of the employees, it is the desire of the company to recruit such like youngmen as are fully familiar with the new and modern ideas. No matter they may have less experience. Mr Ram Oberoi, H.R. Manager of the company, arranged the requisite staff. It was brought to the notice of Mr Oberoi that some of the machine operators needed training. He set-up a training centre for this purpose. In this training centre, a trainer imparted them one-month training. Thus by adopting these measures, company achieved its objective of large-scale production.

- (a) Quoting the lines identify the component of business environment.
- (b) Quoting the lines identify the 'objective of management'.
- (c) Company will get different kinds of persons from which sources of recruitment?
- (d) Which training method is being used by company? [5]

83. "Mohindra RiceLand Limited" is known as the king of rice trade. The company has large market share. Company's internal environment is exceedingly pleasant. Chief Executive Officer of the company has delegated most of the decision-making authorities to departmental managers. For instance, all departmental managers have the authority to appoint any employee getting a salary up to 150,000 per month. They need not obtain prior permission from the CEO for this purpose. It is the practice of the company to entrust to one person the responsibility of performing identical activities. It increases the efficiency of the organisation. Since everything is positive in the company, all persons are keen to seek employment there. Some of the employees are conversing with one another as to how they got appointment in the company.

Deepak Miglani told that he applied for the job after reading an advertisement in the newspaper. He was called for interview. He was selected on this basis.

Deepak Sharma told that he was introduced by the existing finance manager.

Deepak Pathak told that he had neither seen any advertisement in the newspaper nor was he introduced to the company by any person, rather he was directly appointed on the basis of interview conducted in the University where he was about to finish his M.A. Economics (Hons.) course.

Answer the following questions on the basis of the above paragraphs.

- (a) Which factor of the organising function of the management has been referred to here?

- (b) Which principle of management has been high-lighted here? Clarify the same.
- (c) Which factor of the staffing function of the management has been referred to here?
- (d) Describe the above mentioned three methods concerning the sources of recruitment as identified vide point (c). [6]

84. Mr Vikas Goel is an H.R. Manager of "Sanduja Furniture Pvt. Ltd. " At the beginning of the new year he anticipated that the company will need new 30 additional persons to fill up different vacancies. He gave an advertisement in the newspaper inviting applications for filling up different posts. As many as 120 applications were received. The same were scrutinized. Out of these, conditions of 15 applicants were not acceptable to the company. Letters of regret, giving reasons, were sent to them. Remaining candidates were called for preliminary interview. The candidates called for were asked to fill up blank application form. Thereafter, they were given four tests.

The objective of the first test was to find out h&w much interest the applicant does take in his work.

The objective of the second test was to find out 'specialisation' of the applicant in any particular area.

Third test aimed at making sure whether the applicant was capable of learning through training or not.

The purpose of the fourth test was to find out how much capability a person has to mix-up with other persons, and whether he can influence other persons and get influenced by them.

Answer the following questions on the basis of the above information:

- (a) Quoting the lines, identify the first two steps of staffing.
  - (b) Identify different tests given to the applicants by Mr Goel. [2+4]
85. One of the employees of 'Hindustan Agriculture Implements Limited' receives an order from the Departmental Manager and passes it on to the Non-managerial Members. Because the actual work in the organisation is done by the Non-managerial Members, therefore, even a little carelessness in delivering the message can lead to a heavy loss. This employee performs the role of the Human Relations Specialist also. Identify the designation of the employee described above.
86. Kritika is posted at Lower Level Management at 'Libra Cosmetics Pvt. Ltd.' The daily sale of the company is about ₹ 50 lac only. The company has given her the responsibility that the production work of the company should continue uninterrupted. The Managing Director has asked her to focus her attention especially on the speed and quality of production. She is doing her job efficiently. Her reputation is that of a successful leader. She takes every decision after discussing it with all the concerned persons. Her subordinates are very happy with her. Identify the Leadership Style adopted by Kritika. [1]
87. One of the Newspapers had an article printed under the title: "Business Success Mantra: Motivation". Some portions of the article are as under:  
 "If an employee has a sense of fear or insecurity in his mind, that he can be removed from his job any time, he will never work wholeheartedly and this worry continues troubling him. On the other hand, if he has a feeling that his job is secure and permanent and he cannot be removed from his job easily, he will work without any worry and with an easy mind. Consequently, his efficiency increases. This is the reason why people prefer a permanent job with less salary to a temporary job with more salary." Which concept of motivation has been described in the above portion of the article? Identify. [1]
88. One of the teachers of Business Studies Class-12 delivered lecture on a Concept of Management. The main parts of the lecture were as under:  
 "The chief function of a manager is to achieve the pre-determined objectives of the organisation by organising the activities of various persons working in the organisation. By

various persons we mean human factor in production on whose efficiency the utility of non-human factors like machine, material, etc. depends. It is clear that human factor in production has an important place in the organisation. Now the important question is as to how to utilise the available ability of the human factor efficiently. The efficiency of a person depends on two factors--firstly, the level of ability to do a certain work and secondly, the willingness to do the work. As far as the first factor is concerned, it can be acquired by education and training, but the second factor can be created through a special concept of management. "

Identify the concept of Management described in the lecture given above. (1]

89. In the Annual Function of 'Sharda Club', some employees of 'Sharda Ltd.' joined. There were Managers, Supervisors, Foremen and others - all were among them. During the function, some of the people were busy talking about their personal matters while some others were sharing their company experiences. One of the foremen, Mr Bhim Rathore, had wanted to give a suggestion to the Manager of his department. But he couldn't dare doing so because of the official fear. In the party of the club, he got an opportunity. There, in the course of conversation, he gave his suggestion to the manager. The manager appreciated the suggestion very much. The manager gave an Appreciation Letter to Mr Rathore in the course of the function in order to encourage him. This gesture had a positive effect on the other employees also. What is the method of Motivation in giving the Appreciation Letter to one of the employees?
90. The Chief Executive Officer - CEO of 'Shri Ram Ltd.' sent the message to all the Departmental Managers: "With effect from today, whatever communication they have to do, they will do so in writing. " This communication reached all the departments. In the company, this order began to be followed. Within a few days the unfavourable consequences of this order became apparent. Mainly the speed of work became slow. In this context, whosoever went to the CEO to give a suggestion, he ignored all others.  
Identify two of the Barriers in the Communication stated in the paragraph given above.
91. Everyday a new problem crops up at 'BALCO Engineering Udyog Limited. ' A meeting of the managers was held regarding this situation. After a lot of discussion they arrived at this conclusion that the root-cause of all the problems was the Company's Weak Communication System. Hence, if the communication system was improved, they could be relieved of the problems to a great extent. With this aim in view, the company invited a specialist in communication system. In his lecture, he mainly asserted that it was most necessary to ascertain whether the Receiver had taken the communication in the right sense.  
Identify the solution suggested by the communication specialist in order to remove the barriers in communication.
92. In a company, the employees are connected with one another, from the highest to the lowest, in a straight hierarchy. Their order is as follows: General Manager -> Departmental Manager -> Deputy Departmental Manager -> Supervisor -> Foreman -> Workers. The communication among all of them is taking place as follows:  
The General Manager held the meeting of all the employees of the company and said, We should delete the word 'I' from our vocabulary and in its place we should substitute the word 'We'. Some of the employees of the company were explaining the company's policies to some others and were giving orders. Similarly, some employees were sending the reports of their work, while some others were busy in complaining.  
Which principle of management has been highlighted by the General Manager in his message to the employees?
93. Anvi Pvt. Ltd. ' has divided its business into four departments; namely, Marketing, Finance, Production, and Personnel. The Finance Manager has to arrange finance for the following year. With this aim, he ask the Marketing Manager of how much worth he would be able to

sell goods in the following year. The reason for asking such a question was to make an estimate of purchases and production. Similarly, he asked the Personnel Manager to prepare an estimate of the expected number of the employees and the remuneration to be paid to them. The Financial Manager shared all the information received with Mr Rawat, the senior Finance Manager. Thus, both of them jointly prepared the Cash Budget.

What type of Organisational Structure is being adopted by this company?

94. Mr A' is working as the Manager in the Marketing Department of 'Mansarovar Handloom Limited'. 'B', 'C', 'D' and 'E' are his four subordinates. All the four of them have to often communicate with their Manager Mr A' in connection with their job requirement. Besides, 'B', 'C', 'D' and 'E' have to communicate with one another also. But they cannot do any communication directly with one another. This job has to be done through Mr A'. For example, if 'B' has to send some message to 'C', he will send this message first to A' and the latter will pass it on to 'C'. According to the subordinates, this type of communication becomes a hurdle in the speed of work. They are not at all happy with this system.

Which value is being ignored here?

95. The Managing Director of 'Narula Tyre Pvt. Ltd.' held a meeting of the Departmental Managers. It was attended by all the five Departmental Managers. In the meeting the Managing Director said that besides doing their current work efficiently, they had also to make it capable of shouldering more responsibility in future. For the realisation of this objective, he invited the suggestions of all of them. He said that on the basis of suggestions of all of them the decision to do so would be taken. The Managing Director prepared a plan on the basis of the suggestions received. Out of the five managers three of them carried out the plan, but two of them did not care for it.

(a) Identify the factor of staffing described in the paragraph above.

(b) Two of the managers did not carry out the plan. On the basis of this fact, can we take it that the communication process has been incomplete? Explain.

(c) What leadership style is being referred to here?

96. Mr Sanjiv Sharma after completing his studies in M.B.A. was appointed in the Research and Development Department of 'Dimple Flour Mills Pvt. Ltd.' Soon after his appointment, the company placed a problem before him. The company said that most of its employees did not appear to be happy, and that he should do a research on this problem and give his suggestion to them. Mr Sharma interacted with hundreds of employees of the company and tried to ascertain why were they not happy. In the course of his interaction with the people he tried to know their expectations from the company. About 22% of people told him that they were happy with the company. The remaining 78% of people stated different reasons for their not being happy. About 80% out of them told that they were never consulted regarding any of the decisions of the company; every decision was imposed upon them. After doing complete analysis, Mr Sharma told the company that the people who were working as Managers would have to change their leadership style.

On the basis of the paragraph given above identify the leadership style being often used in the company, and state its meaning.

97. 'Z Limited' is a Multi-national Company. It has two Divisions: Plastic Utensils and Steel Utensils. Ankna Goyal is the Head of Plastic Division, while Sunali Rathi is the Head of Steel Division.

Ankna is in the habit of taking all the decisions all by herself. She is of the view that her subordinates cannot take a right decision. This type of her thinking has resulted in the fall of morale of the employees of her department. In order to boost the morale of the employees, she placed a proposal before the Board of Directors for the increase in their salary. The Board of Directors accepted it.

Sunali's nature is quite opposite to Ankna's. She has full faith in her subordinates. She takes

every decision after consulting her subordinates. Consequently, the morale of her employees has gone up. It has directly influenced their performance. In order to further improve the performance of his employees, he has ensured promotion to those who succeed in achieving the target fixed by him.

- (a) Identify the organisational structure adopted by the company.
  - (b) Which leadership style is being followed by both the Divisional Managers.
  - (c) On which motivators is the company focusing its attention?
  - (d) Which value is the Division of Steel Utensils delivering to its employees?
98. Kumari Ekta Bhandari is working as the Personnel Manager in 'Jaishri Limited, '. The speciality of her I company is that the financial position of all its employees is good. The CEO of Kumari Ekta asked her to suggest a Method of Motivation. He said that the method should be such as should be happily acceptable to all the employees. Ekta spoke to several employees in this connection. The thoughts of some of the employees gave the feeling that they give more importance to Individual Autonomy. One group of the company stressed that good performance should be rewarded. Another group of employees pleaded for recognising the importance of the employees in the company. On the basis of this investigation Ekta suggested to the CEO a very good method of Motivation, which made him very happy. This method was immediately implemented. Consequently, within a few days the company's growth rate appeared to have become fast.
- (a) Identify the sub-function of management described in the paragraph above.
  - (b) Which Motivation Method, in your view, might have been suggested by the Personnel Manager? Explain this Motivation Method.
  - (c) Identify the value that has been discussed here.
99. Whenever a Business Organisation is set up, the decision taken first of all is 'What is to be done, how is it to be done, when is it to be done, and who will do it?' After this the division of work is done and the different departments are set up. At the second stage, the Organisational Chart is ready. From this the information obtained is how many positions will be there at a particular level. Soon after this, the posts are filled up with people. All the employees get installed on their respective posts. But the movement in the organisation is yet to come. Just as until the referee blows the whistle, the race does not start, in the same way in order to make an organisation start its movement, a special activity is performed by the Manager. No sooner than this activity is completed, there begins the movement in the organisation. All the employees posted at different positions in the organisation start doing their respective work.
- (a) Quoting lines from the above paragraph, identify the functions of management.
  - (b) Name the function which brings movement in the organisation.
100. The Chief Executive Officer - CEO of 'Bharat Textile Limited', Mr Om Sahukar had gone to attend the marriage of one of his friend's daughter. There, he happened to meet an old friend of his, Mr Ram Tripathi, who was posted as Marketing Manager in another Textile Company. Both of them began chatting. While doing so, they came to a stage when they started sharing the secret information of their respective companies. Mr Tripathi told Mr Sahukar that some of the big customers of the latter's company were getting associated with the former's company. All of them were unhappy with the treatment given to them by the latter's company. Mr Sahukar made a note of this fact. No sooner did he reach his office than he called his P. A. and asked him to arrange an urgent meeting of all the big customers of the company. Mr Sahukar explained to his P.A. the detailed message to be sent to the customers. The P. A. prepared a brief form of the message and e-mailed it to all the big customers. Very soon, the acknowledgements of the message from the customers and the information of their attendance of the meeting started reaching the company's office.
- (a) Between which people the Formal and Informal Communication is taking place in the above paragraph?
  - (b) Identify the different stages of communication process along with some clues.
  - (c) Which value has been destroyed here?

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