



# BUSINESS STUDIES

## CLASS-XII

### VOLUME-1

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CHAPTER  
**1**

# Nature and Significance of Management

## TOPICS TO BE COVERED

- Concept and Meaning of Management
- Features/Characteristics of Management
- Objectives of Management
- Importance/Significance of Management
- Nature of Management
- Levels of Management
- Functions of Management
- Coordination: The Essence of Management

## CONCEPT AND MEANING OF MANAGEMENT

Management is a universal idea that is required in every organization, whether it is a business organization or a non-business organization such as a hospital or a school. Management is a very prominent term that has been widely used for all types of tasks, mostly for taking responsibility for various activities in any organization. Management is a required activity anywhere there is a group of individuals working in an organization.

People in organizations undertake a variety of responsibilities, yet they all work for the same goal. Management's job is to direct their efforts toward a common goal. Thus, management must ensure that activities are accomplished and goals are met with the fewest resources possible. With the increasing size and complexities of modern organizations, Management has grown in significance.

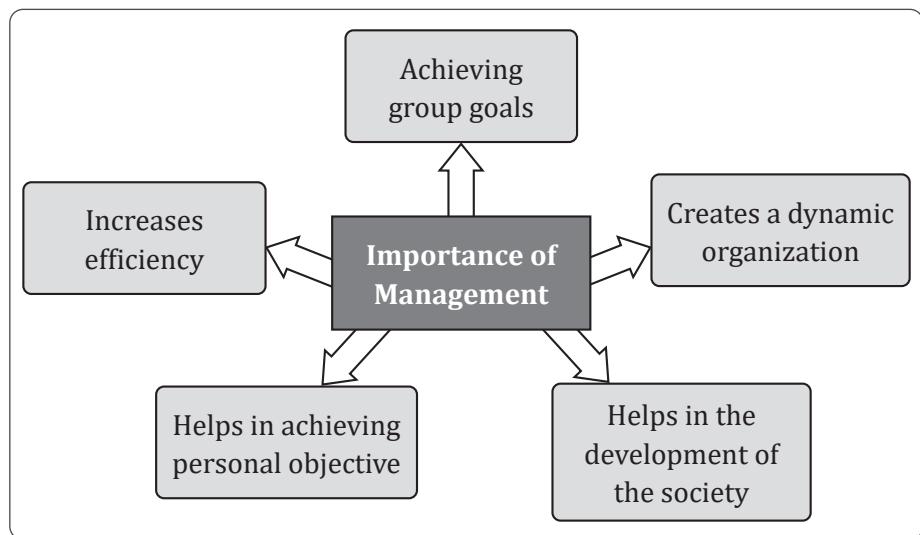
Management has thus been defined *as the process of getting things done with the aim to achieve goals effectively and efficiently.*

The definition of management consists of certain elements that comes under the concept of management:

- 1. Process:** In the definition, process refers to the fundamental functions or actions that management does in order to get things done. Management is a process that comprises a number of interrelated functions such as planning, organizing, staffing, leading, and controlling. To achieve goals, every manager performs these functions.

## IMPORTANCE/SIGNIFICANCE OF MANAGEMENT

- Management helps in achieving group goals:** Management is essential not for its own sake, but to achieve the organization's objectives. An effective management process fosters teamwork and coordination among organizational members. Managers provide a uniform path or direction to their employees' efforts in order to achieve the organization's overall goals.
- Management increases efficiency:** The management process of an organization improves its efficiency by lowering costs and enhancing productivity by making the best use of existing resources through better planning, organizing, directing, staffing, and controlling the organization's activities.
- Management creates a dynamic organisation:** Every organization operates in a dynamic environment. Individuals in an organization usually oppose change because it frequently involves transitioning from a familiar, secure environment to a newer, more challenging one. Managers of organizations must assist their people in adapting to changing environments in order to ensure the organization's survival and growth. Furthermore, management persuades employees that the changes implemented in the organization would boost their future chances.
- Management helps in achieving personal objectives:** Every individual or employee in an organization has different aims or goals that they hope to achieve while performing their duties. Management assists these people in achieving both their personal and organizational goals. Management fosters team spirit, cooperation, and dedication to collective success through encouragement and leadership.



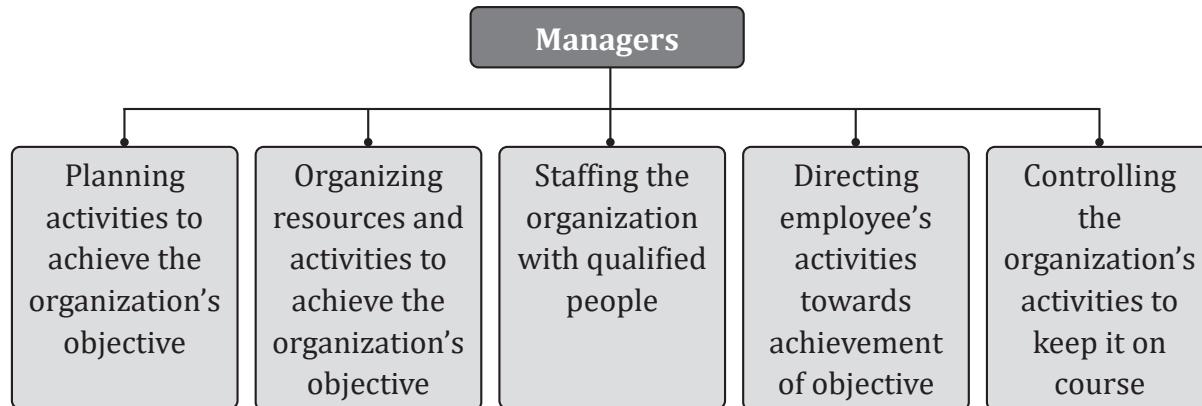
- Management helps in the development of society:**

Every organization has diverse goals for different segments of society. In the process of accomplishing all of these, management contributes to the development of the organization, and hence to the development of society. Along with the development of the organization, management also has to develop society. To do this, management assists the organization in producing high-quality products, adopting new technology, and providing employment opportunities to the most vulnerable members of society.

## NATURE OF MANAGEMENT

Management is used in several contexts. Some regard it as an activity, others as a group, yet others as a discipline, and still others as a process. Management studies have grown over time, alongside modern organizations, and are based on managers' experience and practice, as well as a set of theoretical

shortfall. Corrective actions will be conducted to assist the employees so that Akshat's firm may attain the standard performance of 500 televisions in the future by controlling shortcomings and correcting the error.



## COORDINATION: THE ESSENCE OF MANAGEMENT

### MEANING

A manager must perform five interdependent and overlapping managerial functions. All of these functions are inseparable. Thus, coordination occurs when a manager connects all of these functions. Coordination is the common thread that runs through all activities to ensure the organization's operations run smoothly. It is implicit and inherent in all organizational functions. Every manager makes a constant effort to coordinate. To produce fine music, the manager must work like a musician in an orchestra, directing the actions of his band group.

### DEFINITION OF COORDINATION

*"Coordination is balancing and keeping together the team by ensuring the suitable allocation of tasks to the various members and seeing that the tasks are performed with harmony among the members themselves."* – E.FL Brech

*"Coordination is the orderly synchronization of the efforts of subordinates to provide the proper amount, timing, and quality of execution so that their united efforts lead to the stated objectives, namely, the common purpose of the enterprise."* – Theo Haimann

### COORDINATION: THE ESSENCE OF MANAGEMENT

Coordination is the managerial function of connecting and integrating the various organizational goals and activities. It is not a distinct function, but rather the essence of management for the following reasons:

- 1. Coordination is needed to perform all the functions of management:** Coordination is required in planning between the company's overall plan and the plans of the various departments. An organization should always coordinate between the main goal and the available resources. Coordination between the authority and responsibility of each individual is required during the organizing process. Coordination is achieved in staffing by assigning the right job to the right employee based on their skills and abilities. Coordination is required in directing between orders,

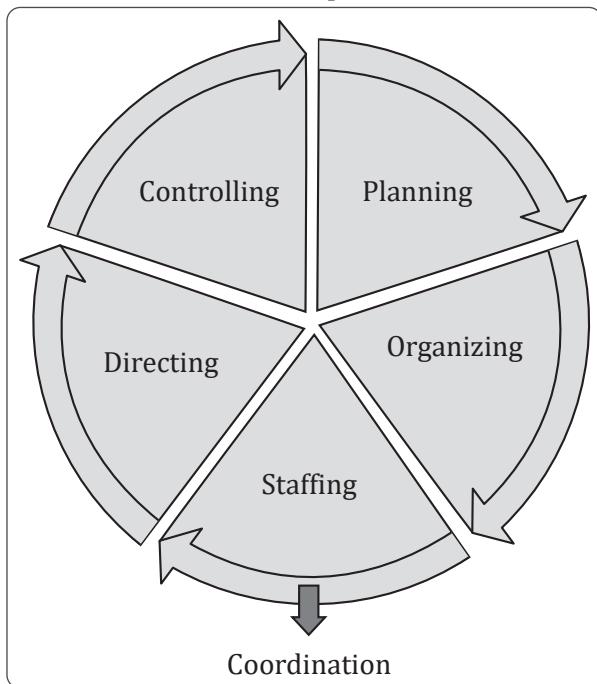
instructions, and suggestions, as well as between superiors and subordinates. Coordination is achieved during controlling by confirming that the results are close to the planned results.

**2. Coordination is needed at all levels of management:** Coordination is required at all levels of an organization, from top management to lower-level management employees, to ensure that everyone is working towards the same goals.

Coordination is essential at the highest levels of an organization to ensure that the organization's overall strategy and goals are effectively communicated to all departments and individuals.

Coordination is essential at the middle level of an organization to ensure that the plans and strategies established at the top level are carried out effectively.

Lower-level management coordination is required to ensure that day-to-day operations are carried out efficiently. Front-line coordination involves making sure that individual employees understand their roles and responsibilities and that they work together to achieve common goals.



**3. Coordination is the most important function of the organization:** Coordination is required because it ensures that all functions work in harmony to achieve the organization's goals.

For example, Without planning an organization would lack a clear direction for achieving its goals.

## NATURE/FEATURES OF COORDINATION

**1. Coordination integrates group efforts:** Coordination is an important management function that integrates group efforts toward common goals. It entails bringing together various departments, teams, and individuals within an organization and directing their efforts toward a common goal.

**2. Coordination ensures action unity:** Coordination is essential for ensuring organizational unity of action. When different departments and individuals within an organization collaborate to achieve common goals, they must coordinate their efforts to ensure that they are aligned and unified.

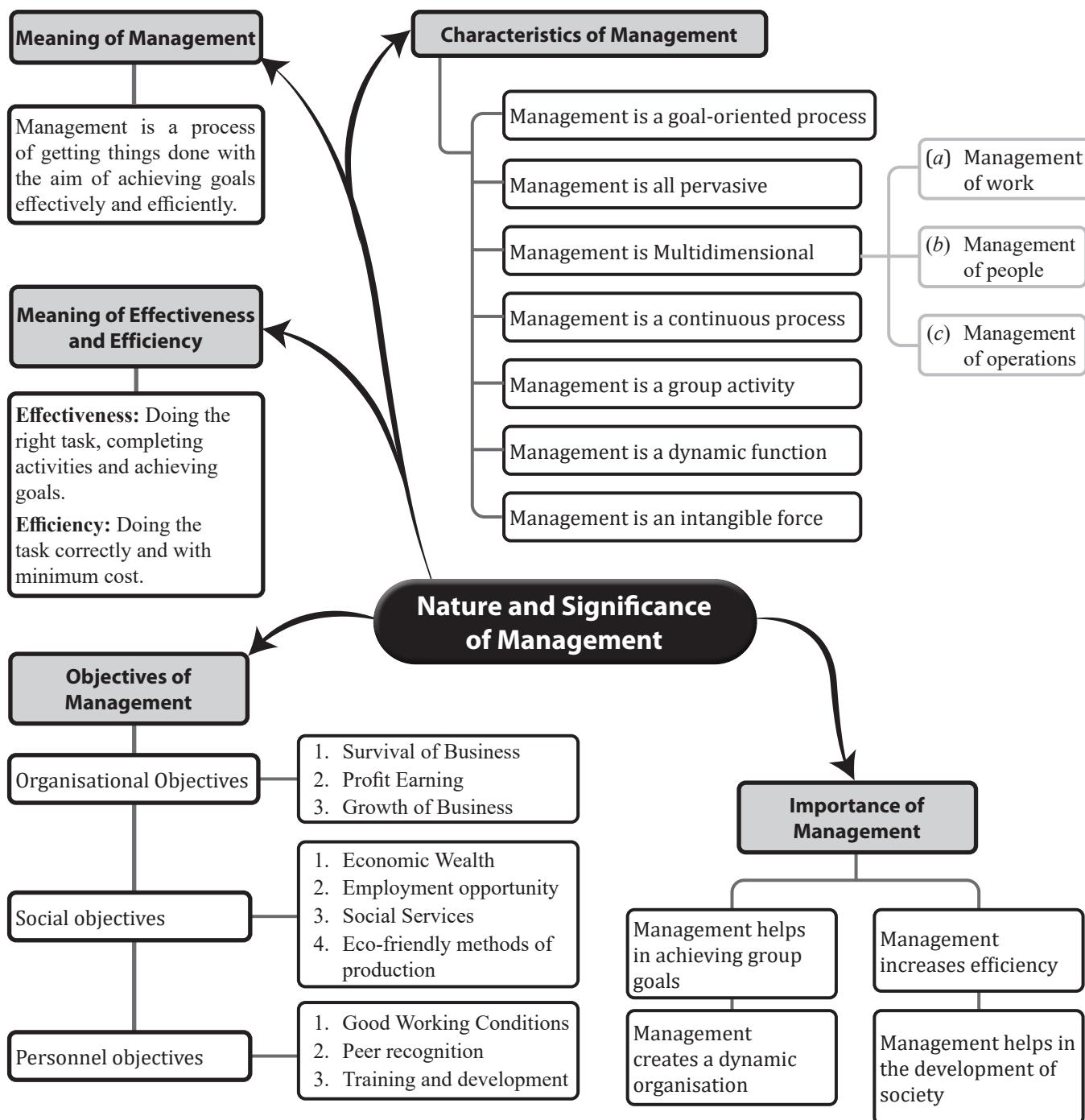
Coordination ensures that everyone in the organization works towards the same goals and objectives while adhering to the same standards and procedures.

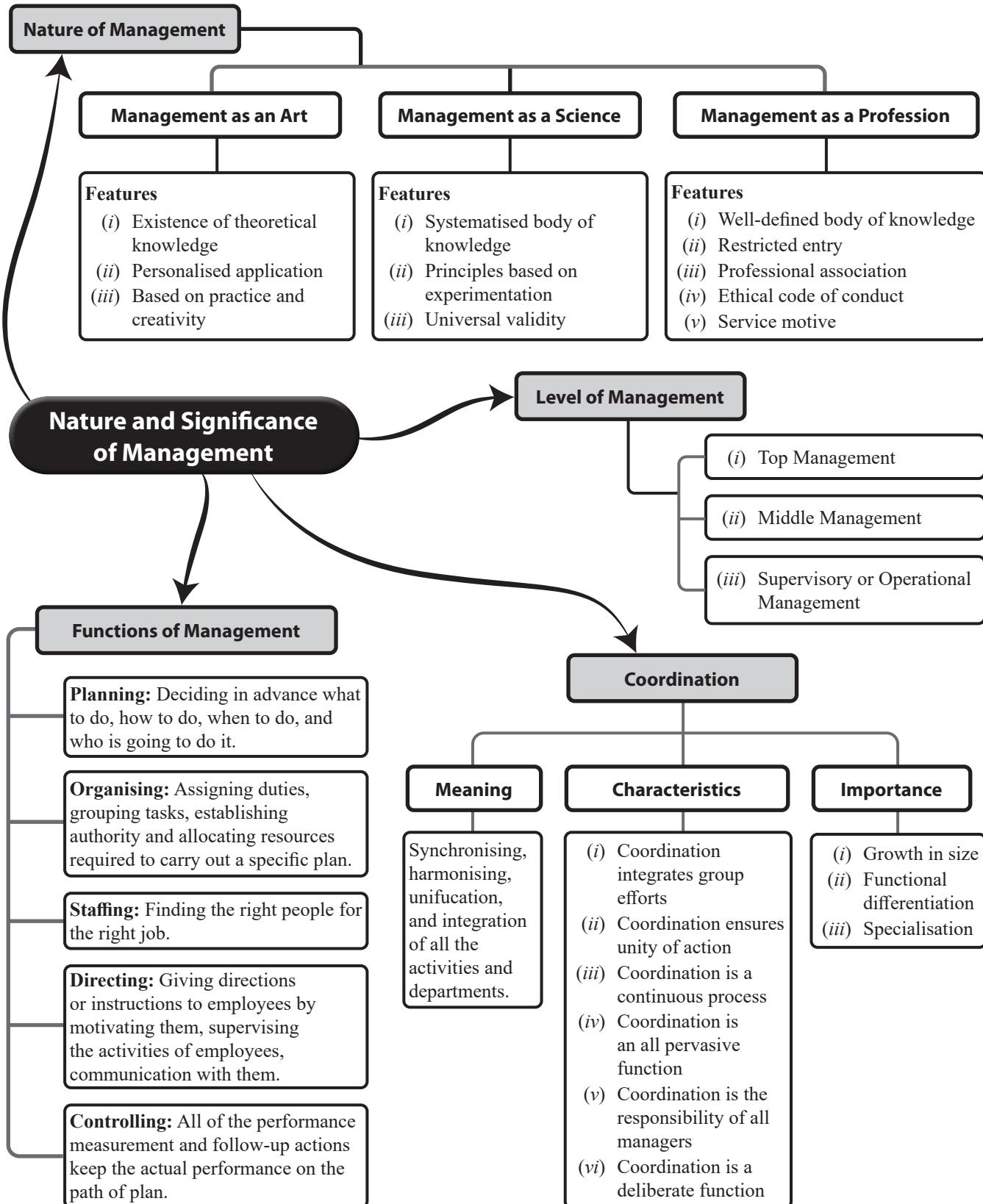
**3. Coordination is a continuous process:** Coordination is a continuous process that is required throughout an organization's lifespan. It is not a one-time task that can be completed and then discontinued. Coordination must be an ongoing process that is constantly evaluated and improved as needed.

**4. Coordination is a deliberate function:** A manager must deliberately and consciously coordinate the efforts of various people. In other words, coordination is never achieved by accident; rather, it is the result of an deliberate effort on the part of every manager.

**5. All managers are responsible for coordination:** Coordination is essential at all levels of management. It is the responsibility of all individuals in an organization to carry out their work responsibly and to collaborate to achieve organizational goals.

## MIND MAP





## MULTIPLE CHOICE QUESTIONS

- What is the management word for “doing the task at the lowest possible cost”?  
(a) Effectiveness      (b) Efficiency  
(c) Both      (d) Management
- Which level of management is responsible for setting objectives?  
(a) Top level  
(b) Middle level  
(c) Operational Management  
(d) None of the above
- The Marketing Department of ‘VOMEX Ltd.’ hopes to improve sales by 20% by offering discounts. However, because such discounts result in revenue loss, the finance department may not allow them. These types of conflicts emerge in organizations because each department performs activities independently of the others, and departmental borders are getting increasingly stiff. Determine the importance coordination to which this case is related:  
(a) Specialization  
(b) Functional differentiation  
(c) Growth in size  
(d) None of the above
- Sanjiv conveys superiors’ policies to staff and ensures that all departments work together. What level of management was he in?  
(a) Top level  
(b) Middle level  
(c) Operational Management  
(d) None of the above
- Members of a department willingly cooperate and work; coordination directs that willing spirit. Name the characteristics of coordination emphasized by the above line.  
(a) Coordination is a deliberate function  
(b) Coordination ensures action unity  
(c) Coordination integrates human efforts  
(d) Coordination aids in size growth
- Anshika employs environmentally friendly manufacturing practices. What managerial goal is she attempting to achieve?  
(a) Personal      (b) Social  
(c) Organizational      (d) Economic
- Which of the following process management sequences is correct:  
(a) Planning, Directing, Controlling, Organising, and Staffing  
(b) Organising, Planning, Staffing, Controlling, and Directing  
(c) Planning, Organising, Staffing, Directing, and Controlling  
(d) Directing, Staffing, Planning, Organising, and Controlling
- An organization’s external environment comprises different social, economic, and political variables. To be effective, an organization must adapt itself and its goals to the needs of the environment. Which feature of management is highlighted in the above statement?  
(a) Management is a goal-oriented process  
(b) Management is a group activity  
(c) It is multidimensional  
(d) It is a dynamic function
- Arijit Singh and Honey Singh sing in quite different styles. They did, however, learn the same ragas. Identify the feature of art described above?  
(a) Based on experience and creativity  
(b) Universality



(a) Both Assertion (A) and Reason (R) are True and Reason (R) is the correct explanation of Assertion (A).

(b) Both Assertion (A) and Reason (R) are True, but Reason (R) is not the correct explanation of Assertion (A).

(c) Assertion (A) is True, but Reason (R) is False.

(d) Assertion (A) is False, but Reason (R) is true.

16. Management translates the tasks to be performed into goals to be accomplished and assigns the means to accomplish them. This statement is about

(a) Management of work

(b) Management of people

(c) Management of operations

(d) All of the above

17. Which of the following is not a middle-level management designation?

(a) Operations Manager

(b) Sales Manager

(c) Chief Executive Officer

(d) Divisional Manager

18. This management function is concerned with laying the foundations for successfully carrying out the other management activities.

(a) Organising      (b) Planning

(c) Staffing      (d) Controlling

19. Coordination is regarded as the essence of management because

(a) It is a common thread that runs through all of the activities of the organization.

(b) It is implicit and inherent in all organizational functions.

(c) It is a force that binds all managerial functions

(d) All of the above

20. The Tatva group is trying to expand into semiconductor production and has established a firm to take advantage of this opportunity and improve its long-term prospects. The company has already diversified into 10 new projects, including electronics, 5G network equipment, and semiconductors. Which economic objective of management is the company seeking to accomplish?

(a) Profit      (b) Growth

(c) Survival      (d) None of the above

## SUBJECTIVE TYPE QUESTIONS

## TRUE OR FALSE

1. Divisional heads are responsible for implementing and controlling the plans and strategies formulated by top level management.
2. The process by which a manager integrates and synchronizes the activity of various departments is known as Management.
3. The main objective of any organization is to make the best use of its resources in order to gain the maximum benefit from them.

4. Within the organization, authority-responsibility relationships give rise to different functions of management.
5. The function that focuses on instructing and guiding the employee to accomplish the goals and objectives of the organisation is 'Directing'.
6. Supervisory level of management interacts with the workforce directly.
7. Effectiveness is concerned with doing the task with minimum cost.

8. Art presupposes the existence of certain theoretical knowledge.
9. The primary objective of a profession is to serve the interests of its clients by providing dedicated and committed service.
10. Coordination is a function that has to be performed deliberately by only top level management.

### SHORT TYPE QUESTIONS

1. What do you understand about management as a process?
2. What are the management's personnel objectives?
3. Name three activities carried out by "Top Level Management".
4. What are the three essential characteristics of management?
5. Azyle Ltd's goal is to create 15,000 shirts every month at a cost of ₹200 each. This aim could be met at a cost of ₹220 per shirt, according to the production manager. Do you believe the production manager is efficient? Give reasons for your response.
6. What is meant by management as an art? Explain using any three features.
7. Explain how management helps in the development of society?
8. Coordination integrates group efforts. Explain
9. Management is a multidimensional concept. Explain.
10. What is effectiveness and efficiency in management?

### LONG TYPE QUESTIONS

1. Science is a systematic body of knowledge that explains certain general facts or how general laws operate. Explain whether

management is a science in light of this statement.

2. 'Management strives to attain certain objectives which must be derived from the basic purpose of the firm'. Explain management's organizational and social objectives in light of the preceding statement.
3. Aakash is a plant superintendent of Lifco Ltd. What is the managerial level at which he works? List any four responsibilities he will have as plant supervisor in this company.
4. What is meant by 'coordination'? Explain the significance of coordination in an organization.
5. A lack of good management results in a waste of time, money, and effort'. Explain any four importance of management in response to this remark.
6. 'Management is regarded as an art by some, as science or as inexact science by others. The truth seems to be somewhere in between.' In the light of this statement, explain the true nature of management.
7. "It can be said that management has some characteristics of a profession, but it is still not a full fledged profession". Comment on whether this statement is correct or incorrect. Give three reasons to support your answer.

### CASE STUDY BASED QUESTIONS

1. Aakriti works for a private sector bank. One of her primary responsibilities is to develop the overall organizational goals and strategy of the bank. Identify and explain the management level at which she works. Also, list the other responsibilities she has at this level.
2. Because there was no consistent supply of electricity in rural areas, Bright up Power Ltd established a plant to manufacture solar lights in a remote community. The company's

Identify and explain two managerial functions that are being done here.

19. Hitesh is the Chief Executive Officer of 'Kids Garments Ltd.' Due to the festive season, Hitesh got an additional order of 10,000 garments which he had to supply within two days. Due to his goodwill in the market, he did not want to lose the order. So, he decided to achieve the target by operating on double shifts. He achieved the target and supplied the order within two days.

But due to double shifts, his cost of production was higher than the regular production cost. Identify and give the meaning of the two concepts of management discussed in the above para.

20. Captcha Ltd. is a construction firm where all employees learn different ways to deal with various problems from their seniors. The company offers both financial and non-financial rewards. This allows employees to learn and develop their skills. The organization acts as a responsible member of society and consistently produces high-quality products.

It has a good reputation in the market. The training courses are outstanding, and the personnel are continually looking for innovative ways to provide solutions in a fast changing business environment. This has aided the organization's smooth transition.

Identify and state three importance of management that are being highlighted here.



## Answers

1. (b) 2. (a) 3. (b) 4. (b) 5. (a) 6. (b) 7. (c) 8. (d) 9. (d) 10. (b)  
11. (c) 12. (c) 13. (b) 14. (a) 15. (a) 16. (a) 17. (c) 18. (b) 19. (d) 20. (b)



## Solutions

### TRUE OR FALSE

- True
- False
- True
- False
- True
- True
- False
- True
- True
- False

### SHORT TYPE ANSWERS

- Management is the process of efficiently and effectively planning, organizing, staffing, directing, and controlling the resources of the organization in order to achieve the organisation's goals.
- Personnel objectives of employees:**  
Competitive salary, career growth, recognition, free education for children of the employees etc.
- Refer functions of top level management.
- Refer to features of management.



# BUSINESS STUDIES

## CLASS-XII

### VOLUME-2

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## MULTIPLE CHOICE QUESTIONS

1. Which of the following is not a dimension of management?
  - (a) Management of work
  - (b) Management of people
  - (c) Management of operations
  - (d) Management of ideas
2. Identify the social objectives from the following.
  - (a) Providing good quality products at reasonable prices.
  - (b) Conducting business fairly and lawfully.
  - (c) Expansion of the organization.
  - (d) Both (a) and (b)
3. At which level of management, managers are responsible for maintaining the quality output and safety standards?
  - (a) Top-level management
  - (b) Middle-level management
  - (c) Lower level management
  - (d) Both (b) and (c)
4. Which of the following statements is incorrect?
  - (a) Every individual working in an organization desires a handsome salary, peer recognition, etc.
  - (b) Every organization has a set of goals to be achieved.
  - (c) Management has some social responsibilities towards society.
  - (d) None of the above
5. Why is coordination needed in large enterprises?
  - (a) To minimize their profits
  - (b) To perform their task slowly
  - (c) To bind the efforts of all individuals
  - (d) All of the above
6. What is the main focus of management?
  - (a) To complete a task efficiently and effectively
  - (b) To complete a task efficiently but not effectively
  - (c) To complete tasks effectively but not efficiently
  - (d) None of the above
7. An organization is a collection of diverse activities and different individuals. Which characteristic of management is defined by this statement?
  - (a) Intangible force
  - (b) Group activity
  - (c) Goal-oriented process
  - (d) All of these
8. **Assertion (A):** Management helps in achieving personal objectives.  
**Reason (R):** Through motivation and leadership the management helps individuals to develop team spirit, cooperation, and commitment to group success.  
**Alternatives:**
  - (a) Both Assertion (A) and Reason (R) are true and Reason (R) is the correct explanation of Assertion (A).

- (b) Both Assertion (A) and Reason (R) are true, but Reason (R) is not the correct explanation of Assertion (A).
- (c) Assertion (A) is true, but Reason (R) is false.
- (d) Assertion (A) is false, but Reason (R) is true.

9. Arnav has recently started a business to sell computers. He hired a shop in Nehru Place in New Delhi, where he assembles various components to make computers and supplies them as per order. He performs a series of composite but separate functions simultaneously and ensures that computers are delivered on time as per orders. These functions are performed by all managers at all times.

The features of management highlighted above is: **[CBSE 2020 (C)]**

- (a) Management is a continuous process
- (b) Management is pervasive
- (c) Management is dynamic
- (d) Management is a group activity

10. Management is: **[CBSE SQP 2019-20]**

- (a) A science
- (b) An art
- (c) Both (a) and (b)
- (d) Neither (a) nor (b)

11. Effectiveness relates to

- (a) Doing the right task
- (b) Completing activities
- (c) Achieving goals
- (d) All of the above

12. Management is not

- (a) Applied science
- (b) A pure science
- (c) An art
- (d) An art and science both

13. The element that aims at integrating group efforts to achieve group objectives is called \_\_\_\_\_.

- (a) Cooperation (b) Coordination
- (c) Management (d) Directing

14. Coordination is considered to be the essence of management because

- (a) It is a common thread that runs through all the activities within the organization
- (b) It is implicit and inherent in all functions of the organization
- (c) It is a force that binds all the functions of management
- (d) All of the above

15. This function of management relating to laying down the foundation for carrying out the other functions of management successfully is

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

16. The image shows which characteristics of management



- (a) Universal
- (b) Continuous Process
- (c) Multi-Dimensional
- (d) Group Activity

17. The given image shows which phenomenon of management?



- (a) Planning (b) Organizing
- (c) Directing (d) Coordination

18. The image shows which function of management?



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(a) Planning      (b) Organising  
(c) Directing      (d) Controlling

19. **Assertion (A):** Coordination serves as a binding factor between departments, ensuring that all efforts are centered on accomplishing organizational goals.

**Reason (R):** Specialists in an organization typically believe that they are solely qualified to analyze, judge, and determine based on their professional criteria.

(a) Both Assertion (A) and Reason (R) are True and Reason (R) is the correct explanation of Assertion (A).  
(b) Both Assertion (A) and Reason (R) are True and Reason (R) is not the correct explanation of Assertion (A).  
(c) Assertion (A) is True but Reason (R) is False.  
(d) Assertion (A) is False but Reason (R) is True.

20. **Assertion (A):** Satisfaction of personnel objectives is critical in any organization.

**Reason (R):** Employees are an organization's most precious resource.

(a) Both Assertion (A) and Reason (R) are True and Reason (R) is the correct explanation of Assertion (A).  
(b) Both Assertion (A) and Reason (R) are True and Reason (R) is not the correct explanation of Assertion (A).

(c) Assertion (A) is True but Reason (R) is False.  
(d) Assertion (A) is False but Reason (R) is True.

21. "The management gives a common direction to the individual effort in achieving the overall goal of the organisation"  
Which point of importance of management is highlighted in this statement?

**[CBSE Term I 2021]**

(a) Helps in achieving personal objectives  
(b) Helps in achieving group goals  
(c) Helps to increase efficiency  
(d) Helps to create a dynamic organization

22. Which of the following features of a profession is fully satisfied by management?

**[CBSE Term I 2021]**

(a) Service motive  
(b) Well defined body of knowledge  
(c) Restricted entry  
(d) Ethical code of conduct

23. 'SORT-IT Ltd.' is a leading software development company. The company is satisfying the diverse needs of its employees. Its employees are given competitive salaries and perks. They have been given a chance for their personal growth and development. For harmony in the organisation, management has to reconcile personal goals with organisational objectives.

Identify the objectives of management being met by 'SORT-IT Ltd.'

**[CBSE Term I 2021]**

(a) Social  
(b) Personnel  
(c) Organisational  
(d) Both social and personnel

24. "It acts as the binding force between departments and ensures that all actions are aimed at achieving the goals of the organisation". The statement highlights the following characteristics of coordination

**[CBSE Term I 2021]**

(a) Coordination is an all pervasive function.  
(b) Coordination is the responsibility of all managers.

(c) Coordination is a continuous process.  
 (d) Coordination ensures unity of action.

25. At times a business may concentrate on producing goods with fewer resources, but cannot achieve the targeted production. In such a case, the business is said to be  
**[CBSE Term I 2021]**

(a) effective but not efficient  
 (b) efficient but not effective  
 (c) both effective and efficient  
 (d) neither effective nor efficient

26. Which level of management is responsible for coordinating the activities of different departments according to overall objectives of the organisation? **[CBSE Term I 2021]**

(a) Top level  
 (b) Middle level  
 (c) Supervisory level  
 (d) Both middle and supervisory level

27. Ram Murty, a Professor of management conducted a class on 'management principles' and explained to his students the significance of management principles. In the next class, the Professor asked his students

to play roles of different managers. He gave them various situations and asked them to think like managers and provide solutions to the problems given in these situations.

Each student applied the principles of management to the given situation in his own personalised manner, depending upon his creativity.

The nature of management highlighted in the above case is **[CBSE Term I 2021]**

(a) management as a science  
 (b) management as an art  
 (c) management both as an art and as a science  
 (d) management as a profession

28. The objective of management which consistently creates economic value for various constituents of society is  
**[CBSE 2020 (C)]**

(a) organisational objective  
 (b) social objective  
 (c) personal objective  
 (d) Both social and personal objective

## SUBJECTIVE TYPE QUESTIONS

### 2/3 MARKS QUESTIONS

1. One of the objectives of management is to consistently create economic value for various constituents of society. Give two examples of this objective.

**[CBSE 2013 (C)]**

Or

List any two social objectives of management.  
**[CBSE All India 2011]**

2. "One of the organizational objectives of management is 'growth' of a business." How can the growth of a business be measured? Give any two examples.

**[CBSE All India 2013 (C)]**

3. Management is a complex activity that has three main dimensions. Explain these dimensions. **[CBSE Delhi 2019]**

4. Coordination is the essence of management. Comment. **[CBSE Delhi 2019]**

5. "Successful organisations do not achieve their goals by chance but by following a deliberate process". Identify the process highlighted here. **[CBSE SQP 2018-19]**

6. "Is management concerned only with doing the right task, completing activities and achieving goals without taking into consideration the cost benefit?" Give reason in support of your answer.

**[CBSE All India 2016; Foreign 2016]**

7. Why is management called an intangible force? State. **[CBSE All India (C) 2015]**
8. How does management help in achieving personal objectives? State. **[CBSE Delhi 2015]**
9. How does coordination integrate group efforts? State. **[CBSE 2015]**
10. What is meant by management of operations? **[CBSE Foreign 2014]**
11. Identify the basic characteristics of management involved in the statement. 'The activities involved in managing an organisation are common to all organisations, whether economic, social or political'. **[CBSE Delhi 2014 (C)]**
12. Name the level of management that is responsible for the welfare and survival of the organisation. **[CBSE All India 2014 (C)]**

**Or**

At which level of management, the managers are responsible for the welfare and survival of the organisation?

**[CBSE Delhi 2012; All India 2012]**
13. Enumerate the three economic objectives of management. **[CBSE SQP 2019-20]**

**Or**

State any three organisational objectives of management. **[CBSE 2012 (C)]**
14. 'Science is a systematic body of knowledge that explains certain general truths or the operation of general laws'. In the light of this statement, describe management as a science. **[CBSE Delhi 2019]**
15. Coordination is the essence of management. Comment: **[CBSE Delhi 2019]**
16. 'Art is concerned with personal application of knowledge.' In the light of this statement compare all the features of management with art and prove that it is an art. **[CBSE Delhi 2019]**
17. Explain any three points of importance of coordination. **[CBSE 2012 (C)]**

## **4/5 MARKS QUESTIONS**

1. 'Coordination is a synchronization of group efforts to achieve organizational objectives'. In the light of this statement, highlight any three features of coordination. **[CBSE All India 2011]**
2. Explain how management increases efficiency and helps in the development of society. **[CBSE All India 2012]**
3. Give the meaning of management and explain how it creates a dynamic organization and helps in the development of society. **[CBSE Delhi 2012]**
4. 'The skillful and personal application of existing knowledge to achieve desired results is called art.' In the light of this statement, describe whether management is an art or not. **[CBSE Delhi 2014 (C)]**
5. State five points, which highlight the importance of management. **[CBSE All India 2019, 13 (C)]**

**Or**

Describe any five reasons, which clarify that 'management is gaining importance day-by-day.'

**[CBSE Delhi 2019, 13]**

**Or**

Explain any four points that highlight the importance of management.

**[CBSE Foreign 2016]**

**Or**

'Success of every organization depends upon its management.' Explain any five reasons to justify the above statement.

**[CBSE Delhi 2011 (C)]**
6. Explain the features of management that do not establish it as a profession. **[CBSE All India 2016]**

**Or**

Management does not have some features of a profession. Explain those features.

**[CBSE 2012 (C)]**

**Or**

into five departments: purchasing, marketing, production, finance, and people. Persons with the necessary qualifications were appointed in all departments. Special measures were created to monitor the company's actions and ensure quality. The company had entered five states, with sales in four of them meeting expectations and one falling well short. Its reasons were investigated. Thus, the company achieved the expected success in its first year.

Identify the managerial functions based on the paragraph above by citing lines.

20. Miss Shizuka is a senior manager at Shizu Pvt. Ltd. She possesses the administrative skills of a good manager as well as leadership abilities. She runs the entire business successfully.

She allocates the work among her employees based on their abilities and interests. She not only delegated the task to them but also gave them the authority to make judgments. She focuses her efforts on preparing Employee to participate in the achievement of corporate objectives. Her company employs people from many religions and castes. Even so, she has successfully brought them together as a group.

She understands that her company's success is determined by its degree of production. This is why Miss Shizuka keeps a close eye on her department. This is the department whose success is critical to the company's long-term existence in the marketplace.

Identify and explain the features of management stated in the preceding paragraphs.



## Answers

1. (d) 2. (d) 3. (c) 4. (d) 5. (c) 6. (a) 7. (b) 8. (a) 9. (a) 10. (c)  
11. (d) 12. (b) 13. (b) 14. (d) 15. (c) 16. (d) 17. (d) 18. (a) 19. (b) 20. (a)  
21. (b) 22. (b) 23. (b) 24. (d) 25. (b) 26. (a) 27. (b) 28. (b)



## Solutions

### 2/3 MARKS ANSWERS

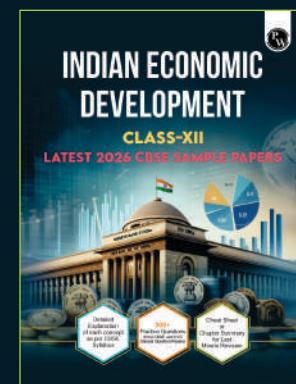
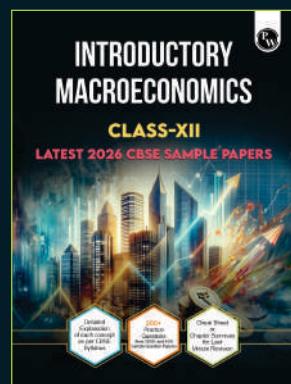
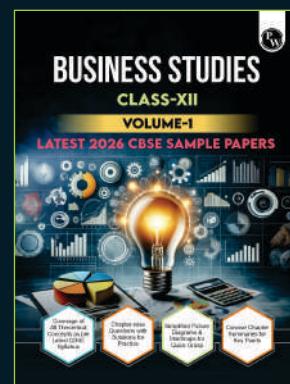
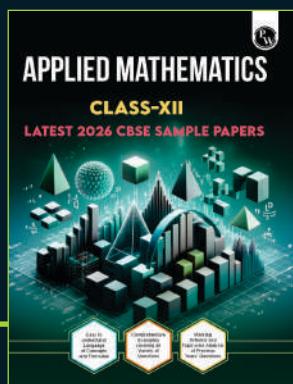
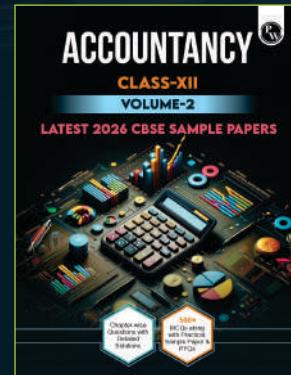
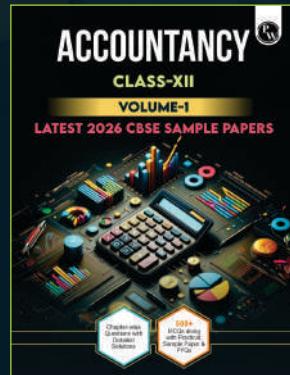
1. Two social objectives of management are as follows  
(i) Using environment-friendly methods of production.  
(ii) Giving employment opportunities to the disadvantaged sections of the society. **(1 × 2)**

2. The growth of a business can be measured  
(i) In terms of sales volume.  
(ii) Increase in the number of employees. **(1 × 2)**

3. Management is a complex activity that is concerned with people, work, and operations. It comprises of

- (i) **Management of Work:** Work management is concerned with the successful completion of numerous activities/tasks inside a company.
- (ii) **Management of People:** It relates to the management of human resources, the most significant asset for a business.
- (iii) **Management of Operations:** It refers to the activities of the production cycle that involve the flow of input

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