



Business Studies

Class - XII

Chapter Assignments

Part - A

- **Nature and significance of management**
- **Principles of management**
- **Business Environment**
- **Planning**
- **Organizing**
- **Staffing**
- **Direction**
- **Controlling**

Chapter -1

NATURE AND SIGNIFICANCE OF MANAGEMENT

1 Marks Questions

1. What is meant by management of work?
2. What is management of people?
3. Which force is considered as the essence of management?
4. "Doing the task with minimum cost" name the term associated with management?
5. Management helps in development of society. How?
6. Management is an intangible force. Why?
7. Why it is said that management is a goal oriented process?
8. In order to be successful, an organization must change its goals according to the needs of the environment. Which characteristics of management are highlighted in this statement?
9. Which function of management bridges the gap between where we stand today and where we want to reach?
10. Name the function of management which establishes organization structure and establishes authority and responsibility relations?
11. In which functions of management standards are compared with actual, deviations are found out and corrective steps are taken?
12. Departmental managers are included at which level of management?
13. Survival, profit and growth are essential targets of any business' which objectives of management is referred here?
14. What happens if there is cooperation in the absence of coordination and coordination without cooperation?
15. 'Every organization whether it is business or non-business should use environmental methods of production, give employment opportunities and provide basic amenities like schools and crèches to employees' name the objective of management indicated here?
16. The activities involved in managing an enterprise are common to all organizations whether social or political' which characteristics of management is highlighted by this statement?
17. Why coordination is considered as essence of management.
18. Suppose, a company's target production is 5000 units in a year. To achieve this target the manager has to operate on double shifts due to power failure most of the time. The manager is able to produce 5000 units but at a higher production cost. According to you what is lacking in management?

3 & 4 Marks Questions

1. Name the level of management the following parts belongs to.
 - a. Purchase managers.
 - b. CEO
 - c. Superintendent.
2. What is PODSCORB?
3. How Management is an intangible force?
4. "Management is essential for successful running of an enterprise", How?
5. Father of Mr. 'Y' acts as Vice President in ABC Ltd. Name the level of Management he is working? Explain Any two functions performed by him?
6. Mr. Anil working as a 'Sales department Head in XYZ Ltd. Name the level of management he is working? Explain Any two functions performed by him?
7. Explain any 3 functions performed by operational Level?
8. State four points, which highlight the importance of management.
9. Explain how management increases efficiency and helps in the development of society?
10. Without effective management the resources will remain as resources cannot be converted into productive utilities. "Do you agree"? Give reasons.
11. Your grandfather has retired as the Director of a manufacturing company. At what level of management was he working? What functions do you think he was performing at that level? State any four functions.
12. Management is an art and Science. They are not mutually exclusive but complimentary. How?
13. What is meant by co-ordination? How it integrates group efforts and ensures unity of action. Explain.
14. Justify how coordination is:
 - a) A continuous process
 - b) An all pervasive function
 - c) A deliberate function

5 & 6 Marks Questions

1. 'Co-ordination is the essence of Management' Explain.
2. "Management is critical ingredient of a nation's growth" Comment.
3. Why Mgt is considered as Multi dimensional function?
4. "Mgt is Science as well as art". Explain this statement.
5. Megha Ltd was manufacturing water- heaters. In the first year of its operations, the revenue earned by the company was just sufficient to meet its costs. To increase the revenue, the company analyzed the reasons of less revenue. After analysis the company decided
 - i) To reduce the labor cost by shifting the manufacturing unit to a backward area where labor was available at a very low rates

ii) To start manufacturing solar water- heaters and reduce the production of electric water- heaters slowly.

This will not only help in covering the risks, but also help in meeting other objectives too.

(a) Identify and explain the objectives of management discussed above

(b) State any two values which the company wanted to communicate to the society

6. Management seeks to achieve certain objectives which must be derives from basic purpose of the business. In the light of the above statement, explain organizational and social objectives of management.
7. Success of an organization largely depends upon its management.” Explain any five reasons to justify the above statement
8. Management is a series of continuous interrelated functions. Comment.
9. Like a thread in a garland, coordination is a part of all management functions. Explain
10. The authority responsibility relationship that binds individuals as superiors and subordinates in an organization, gives rise to what?
11. A Cloth manufacturer distributes its defective product at free of cost (after getting them repaired from Nari Niketan at lower cost) to orphanage.
 1. Which values are being attested in this solution?
 2. Identify and explain objective of management highlighted in above caseA leading shoe manufacturing company is using banned animal skin to make products which are in demand and thus making large profit .Which marketing concept is ignored here . (Value Based Question)
12. X limited is not be able to use its resources efficiently .There is lot of wastage of raw material and machine hours. What kind of values is ignored by the organization and what would be its consequences. (Value Based Question)

Chapter -2

PRINCIPLES OF MANAGEMENT

1 Marks Questions

1. Why is it said that the principles of management are universal?
2. Which principle of management aims at securing the loyalty and devotion of the employees by giving them fair and just treatment?
3. Why is it said that principles of management are flexible?
4. Which principles of management promote team spirit?
5. Who was the first to identify functions of management?
6. Which principle of management suggests that a subordinate should receive orders from and be accountable to one superior?
7. Who gave the concept of scientific management?
8. State any two points which highlight the nature of principles of management.
9. Which principle of scientific management suggests the introduction of scientific investigation and analysis of management practice?
10. What is the basis of formation of scientific management?
11. Which principle of management is violated if an employee is asked to receive orders from two superiors?
12. "Workers should be encouraged to develop and carry out their plans for improvements". Identify the principle of management formulated by Fayol.
13. It has been observed that the prevailing situation in an organization is due to the violations of the principle of 'order'. What might have been your observation?
14. Which principle of management is violated when a manager grants one month medical leave to a superior with pay and only one week medical leave to an accountant?
15. Mohan a manager expects his colleagues to get work out of subordinates without giving them any powers. Which principle of management is being overlooked and why?
16. Name and explain that principle of Fayol which suggest that communication from top to bottom should follow the official lines of command?
17. Why did Fayol introduce the concept of gang plank in the principle of scalar chain?
18. Which principle of management is violated, if a subordinate is asked to receive orders from two or more superiors?
19. Which techniques of Taylor differentiates between an efficient worker and an inefficient worker
20. Why did Taylor want to communicate through mental revolution?
21. Which technique of Taylor is the extension of the principle of division of work and specialization?

3 & 4 Marks Questions

1. Explain how principles of management
 - i) Provide useful insight into reality and
 - ii) Help in thoughtful decision-makings
2. Which principle of management envisages that each group of activities having the same objective must have one head and one plan? Explain the principle with suitable example.
3. If an organization does not provide the right place for physical and human resources in the organization, which principle is violated? What are its consequences?
4. Hina & Harish are typist in a company having same educational qualification. Hina is getting Rs.3000 per month and Harish Rs. 4000 per month as salary for the same working hour. Which principle of management is violated in this case? Name and explain the principle?
5. Explain by giving any four reasons why proper understanding of management is necessary.
6. What is difference between Management Principles and techniques of Management
7. What is difference between Management Principles and values
8. Name and explain the principle of management according to which a manager should replace I with "we" in all his conversation with workers?
9. One of technique given by F.W. Taylor violates principle given by Henry Fayol. Identify that and explain.
10. One of technique given by F.W. Taylor is extension of principle given by Henry Fayol. Identify that and explain.
11. Mohan always comes 1 hour late in the office and leave half an hour before the scheduled time. No penal action is taken against him. Other employees also started coming late in the office. Management is very disturbed with this and has started scolding the employees.
 - (a) Which management principle is being violated in the given case?
 - (b) Explain the principle.
 - (c) Mention one probable adverse consequence of violation of the given principle
 - (d) State the value being ignored by employees in above case
12. Suresh is working under supervisor Ramesh. Suresh always give useful ideas which have resulted in gains for organisation but Suresh never acknowledges him and he also use to take credit for suggestions given by Ramesh. Which Principle of management is being violated and what values are ignored by Ramesh and what will be the consequences.
13. Explain differential piece rate and functional foremanship as techniques of scientific management.

5 & 6 Marks Questions

1. Identify the technique of scientific management which is described by the statement given below. Also explain the same.
 - i. When specialists supervise each worker.
 - ii. Change in the attitude of workers and management towards one another. From competition to Co-operation.
 - iii. When uniformity is introduced in materials. Machine, tools, method of works and working conditions after, due research.
2. Identify the technique of scientific management which are described by the statement given below:-
 - i. When specialists supervise each worker.
 - ii. Change in the attitude of workers and management towards one another. From competition to Co-operation
 - iii. When uniformity is introduced in materials. Machine, tools, method of works and working conditions after, due research.
3. Mohan always comes 1 hour late in the office and leave half an hour before the scheduled time. No penal action is taken against him. Other employees also started coming late in the office. Management is very disturbed with this and has started scolding the employees.
 - (a) Which management principle is being violated in the given case?
 - (b) Explain the principle.
 - (c) Mention one probable adverse consequence of violation of the given principle
 - (d) State the value being ignored by employees in above case
4. Explain the following principles of Fayol with the help of one example for each
 - i) Discipline
 - ii) Unity of command
 - iii) scalar chain
 - iv) stability of tenure of personnel
5. Explain any five techniques of scientific management.
6. Compare between Fayol and Taylor on basis of:
 - i) perspective
 - ii) expression
 - iii) Basis of formation
 - iv) unity of command
 - v) applicability
 - vi) focus
7. Principles of Taylor and Fayol are mutually complementary. One believed that the management should scientifically select the person and the work assigned should suit his/her physical and intellectual capabilities, while the other suggested that the work can be performed more efficiently if divided into specialized tasks.

Identify and explain the principles of Fayol and Taylor referred to in the above Para.

Chapter -3

Business Environment

1 Marks Questions

1. Which environment describes characteristics of the society in which the organization exists?
2. Which element / dimension of business environment involves improvement and innovations which provide new ways of producing goods and services and new methods and techniques of operating a business.
3. Which environment prohibits the advertisement of alcoholic beverages?
4. Banking sector reforms have led to easier credit terms and better services. This is an example of a key component of the "Business Environment " name this component?
5. Demand for reservation in jobs for minorities refers to an example of key component of general environment of business. Name this component.
6. It is the process by which government control over the industry is being loosened. Give the term to which this statement is trying to indicate.
7. Which process aims at giving greater role to the private sector role to the public sector?
8. Why is it said that business environment is uncertain?
9. List any four specific sources of business environment
10. List any four general sources of business environment

3 & 4 Marks Questions

1. State the characteristics of business environment.
2. State the economic reforms since 1991 or new Economics policy.
3. State dimensions of business Environment.
4. Explain any two impacts of overnment policy on business and industry.
5. The Indian corporate sector had come face to face with several challenges due to government policy changes in business and industry. Explain any four such changes.
6. When government policy changed, it laid some positive and negative impact on the business. Discuss some of them.

5 Marks Questions

1. Explain any five positive effects of liberalization and globalization on business and industry.
2. Explain any five negative effects of liberalization and globalization on business and industry in India.
3. Write the impact of changes in government policy on business and industries.
4. The court passed an order to ban polythene bags as

- i) These bags are creating many environmental problems which affect the life of people in general.
- ii) Society in general is more concerned about quality of life.
- iii) The government decided to give subsidy to jute industry to promote this business.
- iv) Innovative techniques are being developed to manufacture jute bags at low rates.
- v) Incomes are rising and people can afford to buy these bags

Identify the different dimensions of business environment by quoting the lines from the above particulars.



Chapter -4

PLANNING

1 Marks Questions

1. The planning function of management is conducted at which level of management?
2. One of the functions of management is considered as a base for all other functions. Name that Function.
3. Deciding in advance what to do and how to do is one of the basic management function. Name this function.
4. Which limitation of planning suggest that the employees stop thinking and become the blind followers of Plan?
5. A company needs a detailed plan for its new project- construction of shopping mall. What type of plan Is it ?
6. Planning is goal oriented. How?
7. In which type of plan the sequence to perform a job is determined?
8. Which plans suggest action and non-action of employees?
9. "No Smoking : the statement is related to which type of plan?
10. Mc Donald does not give its franchise to any other company which is running food business. This is related to which type of plan?
11. Name the type of plan which serve as a guide for overall business planning and define the future state of Affair which the organization strive to realize?
12. In which step of planning process the planners make prediction and assumptions regarding future?
13. Without one function of management the controlling function is not possible. Name the concerned function.
14. What is meant by 'Pervasiveness of planning'?
15. In spite of many advantages, state how planning can be detrimental?
16. To see whether plans are being implemented and activities are being performed according to schedule, is a step of planning process. Identify the step.
17. Give the meaning of method as a type of plan
18. Give the difference between policy and procedure.
19. Name the type of plan which specifies the steps to carry out different activities in a chronological order.
20. Name the type of plan which provides broad contours of an organization's business.

3 & 4 Marks Questions

1. How does planning provide direction?(Any Three)
2. Planning strangulates the initiative of the employees and compels them to work in an inflexible manner" Discuss.

3. Planning is an activity which enables a manager to look ahead and anticipate changes. Mention the Benefit of planning highlighted here.
4. Planning ensures clarity in thoughts and actions, works is carried on smoothly without interruptions. Which importance of planning is mentioned here?
5. Explain how planning reduces the risk of uncertainty?
6. It helps the manager to look into future and make a choice amount various alternative courses of Action enumerate the importance of planning indicate here.
7. Planning lays down the base for other functions of management which feature of planning is highlighted here?
8. A plan is framed it is implemented and is followed by another plan and so on. Mention the feature of Planning indicates here?
9. Which features of Planning is stressed by saying that planning is an intellectual activity of thinking Rather than doing?
10. The CEO of XYZ Ltd. an automobile enterprise dreams of his company becoming the best player in future, for which he sets the objectives, forecasts the future and develops various courses of action.
 - i) Identify the management function which is highlighted here.
 - ii) What are the various values the CEO is striving to achieve?
11. Differentiate between method and budget as type of plans.
12. Differentiate between objective and strategy as types of plan.

5 Marks Questions

1. Planning provides directions and reduces the risks of uncertainty. Explain how.
2. Planning is an important function of management. State any four reasons in favor of the statement
3. Explain any five limitation of planning.
4. Rahul, a worker, is given a target of assembling two computers per day. Due to his habit of doing thing differently, an idea struck him which would not only reduce the assembling time of computers but would also reduce the cost of production of the computers. Rahul's supervisor instead of appreciating him, ordered him to complete the work as per the methods and techniques decided earlier as nothing could be changed at that stage.
 - a. The above Para describes one of the limitations of planning. Name it and explain
5. Kanu is appointed as a factory manager in a gel pen manufacturing company. He was given a target of producing one lakh gel pens per month. He knew that the essence of management is to achieve desired results but he does not know how to ensure that the work goes on according to plans.
6. Guide him by explaining the process so that he will be able to achieve the desired results.
7. Explain objectives and strategy as a type of plan.
8. Mention two types of plans and explain each with an example.

Chapter -5

Organizing

1 Marks Questions

1. Name the function of management which co-ordinate the Physical, Financial, and Human resources and establishes productive relations among them for achievement of specific goals.
2. Enumerate any two basis of departmentation in an organization.
3. Name the organization which has the benefit of Easy to fix responsibility?
4. Name the type of organization which does not have predetermined objectives?
5. It refer to the systematic delegation of authority from top management to the lower level managers. Mention the name of it.
6. Which Function of management is concerned with building a stable frame work or structure of various parts of an enterprise?
7. Define organization as a structure.
8. Name the activity which increases the importance of the role of subordinates?
9. For which kind of enterprises functional structure is more suitable?
10. Why is it easy to fix responsibility in formal organization?
11. Give the meaning of authority as an element of delegation.
12. Give the meaning of accountability as an element of delegation.

3 & 4 Marks Questions

1. Name and explain the two steps in the process of organizing which comes after identification and division of work and departmentation.
2. Explain by giving any three reasons why organizing is considered as an important function of management.
3. Aman Ltd. is manufacturing Toys and has Production Sales, Purchase and finance Department, which type of organization structure would you suggest to them? State any three advantage of this organization structure.
4. Hindustan Ltd. is manufacturing computers, soaps and textile. Which type of organizational structure would suit the requirement of such organization? State any three advantages of this organization structure?
5. It is a System of consciously coordinated activities of two or more person towards common objectives. Mention this system of organization and explain its two features.
6. Explain when and why the need is felt for having a framework, within which managerial and operational tasks are performed to accomplish desired foals. Name this framework also

7. It is a network of personal and social relations not established or required by the formal organization but arising spontaneously as people associate with one another. Name this organization and give its three advantages.
8. The directors of Narmada Ltd. An organization manufacturing computer has asked their marketing manager to achieve a target rate of 100 computers per day. The marketing manager has delegates the task to his deputy sales manager working under him. The deputy sales managers could not achieve he target. Is the marketing manager responsible for the failure of his deputy sales manager? Explain in brief, the relevant principle in support of your answer?
9. The Director of Kamal Ltd, an organization manufacturing computer want to double the sales and given this responsibility to their sales manager. The Sales Manager has no authority either to increase sales expense or appoint new salesman. Hence, he could not achieve this target. Is the sales manager responsible for not achieving the target? Explain in brief, the relevant principal in support of your answer.
10. "If we delegate the authority, we multiply it by two if we decentralize it; we multiply it by many "how?
11. Bhuvan & Co. are running a shoe manufacturing company successfully. So they planned to expand their business activities by adding more line of products i.e., leather bags, belts and garments. Which type of structure would you recommend after expansion and why?
12. Distinguish between formal and informal organization on the basis of meaning origin, authority and flow of communication.
13. Explain any two advantages and disadvantages of informal organization.
14. Decentralisation is the key element in effective organising. Explain with the help of any four reasons.
15. Distinguish between delegation and decentralization on the basis of purpose, scope, status and nature

5 & 6 Marks Questions

1. A Fashion design house has the following main job:-
 (1) Manufacturing (2) Finance (3) Marketing (4) Personal (5) Research and Development
 Which organizational structure will you prefer for this type of a company and why?
2. Aman , Avneesh and Amrish have decided to start a business of manufacturing toys. They identify the following main activities which they have to perform:
 - Purchase of raw material
 - Purchase of machinery
 - Purchase of toys
 - Sales of toys
 - Selection of employees
 - Arrangement of finance

- Identifying the areas where they can sell their toys

In order to facilitate the work, they thought that four managers should be appointed to look after (a) production (b) finance (c) marketing (d) personnel.

- i) Identify the function of management involved in the above mention plan
- ii) Quote the lines from the above para which you to identify this function
- iii) State the steps followed in the process of this function

3. Explain the steps in the process of organizing.

4. The directors of Gunjan Ltd., organisation manufacturing colour televisions, have asked their production manager to achieve a target production of 150 televisions per day. The production manager has asked his foreman to achieve this target, but he did not give him the authority for the requisition of tools and materials from the stores department. The foreman could not achieve the desired target. Can the directors blame the production manager, and can the production manager blame his foreman for not achieving the target? Explain in brief the relevant principles relating to this situation in support of your answer.

5. Distinguish between functional structure and division structure.

6. What is meant by functional structure of an organization? State any five advantages of this form of organizational structure.

7. What is meant by divisional structure of organizing? Explain its any two advantages and any two limitations.

8. Differentiate between formal and informal organization on the basis of the following:

Meaning, origin, authority, behavior, flow of communication, nature

9. What is meant by formal organization? Explain any five features of formal organization.

10. Authority and responsibility are two important elements in delegation of authority. Explain the two.

11. Delegation is the key element in effective organising. Explain with the help of any six reasons.

Chapter -6

STAFFING

1 Marks Questions

1. Which function of management helps in obtaining right people and putting them on the right jobs?
2. How staffing improve satisfaction and morale of employees? State.
3. What is meant by estimating manpower requirement as a step in the process of staffing
4. State how staffing ensures continuous survival and growth of enterprise.
5. How does staffing help to ensure optimum utilization of human resources?
6. Give the meaning of orientation as a step in the process of staffing
7. It implies introducing the selected employees to other employees and familiarizing him with the rules and policies of the organization. Name it.
8. It is the process of identifying and choosing the best person out of a number of prospective candidates for a job. Name it.
9. Define recruitment
10. Give one limitation of internal sources of recruitment
11. Why employees become lethargic when the organisation uses internal sources of recruitment? State.
12. Which step in the process of selection helps the manager to eliminate unqualified or unfit job seekers based on the information supplied in the application forms?
13. It is the process of increasing the knowledge and skills of an employee for doing a particular job. Which process is refers to here.
14. Which type of training is a joint programme of training in which educational institution and business firms cooperate?
15. Trainee is put under the guidance of a master worker to require a higher level of skill. For example to become plumber, electrician etc. Which method of training is referred here.
16. Recruitment is one of the specialized activities performed by human resource management. Mention any two other specialized activities of human Resource Management

3 & 4 Marks Question

1. Internal sources of recruitment are better than external sources of recruitment". Do you agree with this statement. Give any two reasons in support of your answer.
2. Himesh is working as a supervisor in a company. Due to his hard work he is promoted to the post of Production Manager. Now the post of supervisor is vacant and no one can be transferred or promoted to this post. Name the source of recruitment the company will use to fill up this post. State any three advantages of using this source of recruitment.

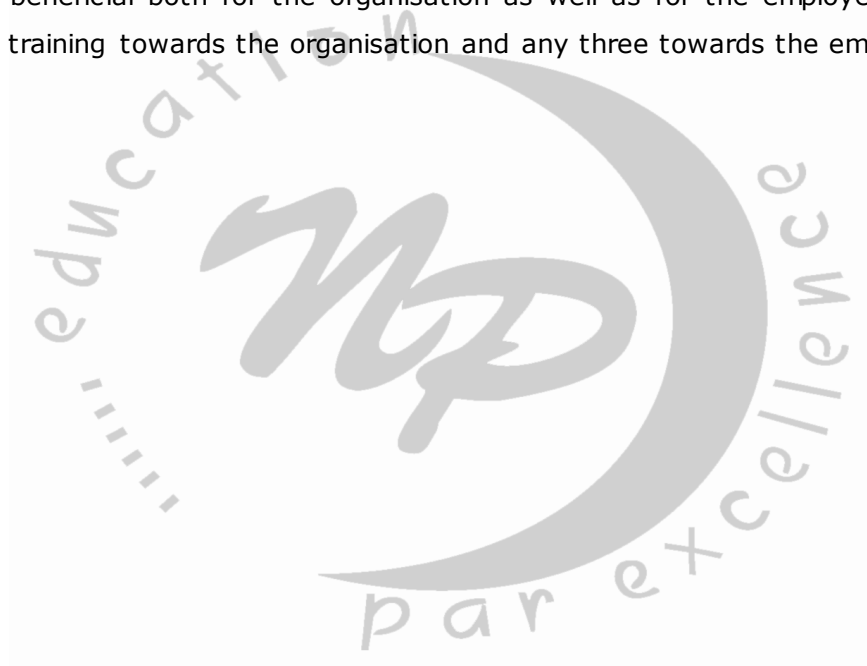
3. Why staffing is considered as an important function of management in all types of organisation? State any three reasons.
4. A company is manufacturing paper plates and bowls. It produces 100,000 plates and bowls each day. Due to a local festival, it got an urgent order of extra 50,000 plates and bowls. Advise how the company will fulfill its order and which method of recruitment you would suggest.
5. In which type of training, employees learn their jobs on the equipment they will be using, but the training is conducted away from the actual work floor. Explain two other methods relating to this.
6. "There is no need of human resource planning as so many people are available in the market these days" do you agree with this statement? Give reasons.
7. "A newly appointed personnel manager is of the view that there is no need for training the workers". Do you agree with his views? Give reasons in support of your answer.
8. Human Resource Management includes many specialized activities and duties. State any four such activities.
9. External sources of recruitment are considered better than internal sources. Give reasons in support of your answer.
10. Internal sources of recruitment are better than external sources. Give reasons in support of your answer.
11. Some learning opportunities are designed and delivered to improve skills and abilities of employees whereas some other are designed to help in the growth of individuals in all respects. Identify and explain the two concepts explained above.
12. Manu, a chief manager in a company using highly sophisticated machines and equipments, wants that every employee should be fully trained before using the machines and equipment. Suggest and describe the best method of training that Manu can use for training of the employees.

5 & 6 Marks Questions

1. Explain the process of staffing
2. Explain the importance of staffing
3. Explain why staffing is considered as the most important part of human resource management?
4. Which source of recruitment is needed to bring new blood in the organisation? Explain any three advantages and limitations of this source.
5. Nishant, the director of a garment company, is planning to manufacture bags for the utilization of waste material from one of his garment units. He has decided that this manufacturing unit will be set up in a rural area of Orissa where people have very few job opportunities and labour is available at very low rates. He also thought of giving equal opportunities to men and women.

For this, he wanted four different heads for sales, accounts, purchase and production. He gave an advertisement and shortlisted ten candidates per post after conducting different selection tests.

- i) Identifying and state the next three steps for choosing the best candidate out of the candidates short listed
 - ii) Also identify two values which Nishant wants to communicate to the society by setting up this manufacturing unit.
6. Explain the process of selection of employees
 7. Explain in brief the following method of training to the workers
 - I) Apprenticeship training
 - II) Job rotation training
 - III) Vestibule training
 8. Training is beneficial both for the organisation as well as for the employees. Explain any three benefits of training towards the organisation and any three towards the employees.



Chapter -7

Directing

1 Marks Questions

1. It is concern with instructing, guiding and inspiring people in the organizations achieve its objectives. Name it.
2. Explain the element of directing which helps in implementing the principle of scalar chain.
3. Every manager from top executive to supervisor performs the functions of directing. Which characteristics of directing are referred here.
4. It means overseeing the subordinates at work. Which element of directing is referred to?
5. Why is supervision important?
6. It is defined as the process of influencing other people to work willingly for group objectives. Mention this element of directing.
7. Name the type of written communication in which two departmental heads communicate with each other.
8. Name the process of exchanging ideas, facts and information?
9. Name the element of directing under which sub-ordinates share his views with his superior.
10. What is democratic style of leadership?
11. What is meant by feedback in the concept of communication?
12. Which type of communication takes place between superior sub-ordinates in the office?
13. Why motivation called a complex process?
14. Name the term used in management which stimulates people to take up work voluntarily.
15. Name the grapevine network in which an individual communicate with only those people whom he trusts?

3 & 4 Marks Questions

1. It takes place throughout the life of the organization irrespective of people occupying managerial positions. Mention the characteristic of directing highlighted here and also explains two more characteristics.
2. "Directing is the least important functions of management". Do you agree with this statement? Give any two reasons in support of your Answer.
3. "A supervisor is not at all reinsured in an organization" do you agree? Give any three reasons in support of your Answer.
4. Explain any tree function performed by a superior that are vital to any organisation.
5. Explain any three assumptions of Maslow's Need Hierarchy Theory.
6. Supervision is not at all required in an organisation. Do you agree? Give two reasons in support of your answer.

7. "The post of supervisor should be abolished in the hierarchy of managers". Do you agree? Give any three reasons in support of your Answer.
8. Define motivation. How does it improve efficiency and facilitate the accomplishment of organizational goals?
9. Supervisor acts as a link between workers and management. How?
10. Directing is the heart of the management process. Do you agree? Give any four reasons in support of your answer.
11. To satisfy the social and psychological needs which type of incentives are needed? Explain four types of such incentives.
12. What is meant by financial incentives? State any two of them.
13. State any three qualities of a good leader
14. All managers are leaders but all leaders are not managers. In the light of this statement, differentiate between leadership and management.
15. Leadership is a key factor in making any organisation successful. Do you agree with this statement? Give any four reasons in support of your answer
16. Leadership style refers to behavior pattern, which leader reflects in his role as a leader. On the basis of this statement discuss the different types of leadership styles, giving suitable examples.
17. There are some barriers in communications, which are concerned with encoding and decoding of message. State any four such barriers
18. Name the type of formal communication in which the persons of the departments, one at a higher position other at lower, communication with each other. Also state the problem which may arise in this type of communications
19. There are some barriers in communications which are concerned with organizational structure and regulations. State any four barriers.
20. Amit and vikki are working in the same organization but in different departments. One day at lunch time vikki informed amit that due to computerization many people are going to be retrenched soon from the organization name, which type of communication of this. State any two limitations of this type of communication
21. Name and explain the last steps of communication process.

5 & 6 Marks Questions

1. Which element of directing helps in inspiring subordinates to give their best to the organization? Explain any three points of importance of this element.
2. Explain how directing helps in efficient and effective functioning of the organisation.
3. Explain the function of supervision as an element of directing function of management.
4. Ayasha Ltd assured their employees that inspite of recession; no worker will be retrenched from the job.
 - i) Name and explain the type of incentives offered to the employees.

ii) Explain one more incentives of the same category

5. Maslow's Need Hierarchy is considered fundamental to understand the motivation. Explain the role of need hierarchy in motivation.

6. Explain the following non-financial incentives:

i) Status

ii) Organisation climate

iii) Career advancement opportunities

7. Explain any three personal and organizational barriers to effective communication

8. Barriers to effective communication exists in all organisation to a greater or lesser degree. State any six measures to overcome these barriers.

9. There are some barriers in communication which are concerned with the state of mind of both the sender and the receiver. State any four such barriers.

10. Effectiveness of a manager depends on his ability to communicate effectively. Explain how

11. List the various formal communication and informal communication networks



Chapter -8

CONTROLLING

1 Marks Questions

1. Which function of management ensures that actual activities confirm to planned activities?
2. Why it is said that controlling is a continuous activity?
3. Controlling is a pervasive function. Explain
4. In controlling, why is actual performance compared with standards?
5. Which function of management ensures that actual activities confirms to planned activities?
6. Name the function which reviews the operations in a business unit.
7. Employees know well in advance what they are expected to do and what are the standards of performance on the basis of which they will be appraised, which in turn help them to give better performance. Which importance of controlling is highlighted here?
8. Which technique of control is concerned with the contribution of actual and planned expenditure
9. Give the meaning of critical point control.
10. What is important while analyzing deviations in controlling?
11. Why is actual performance compared with standards in the process of controlling?

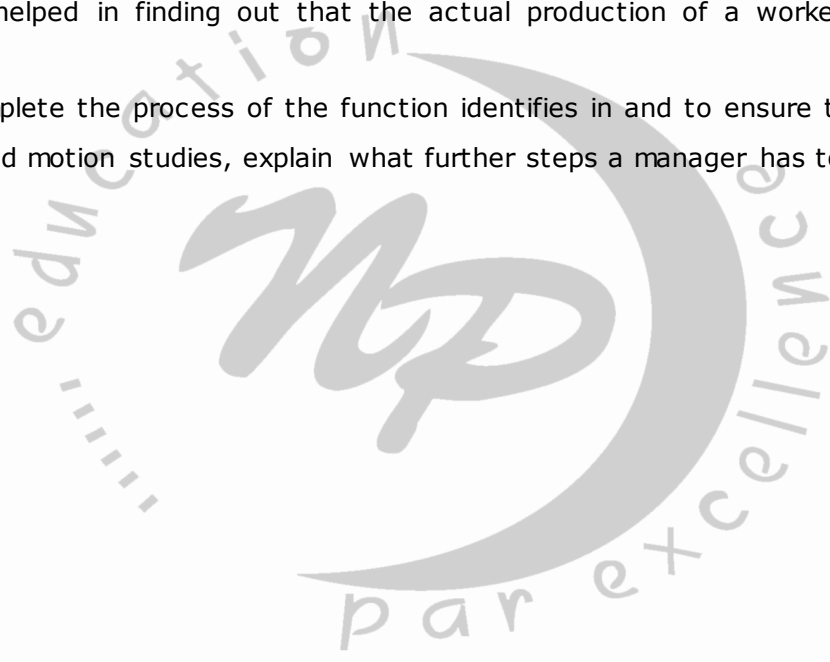
3 & 4 Marks Questions

1. Which function of management ensures work accomplishment? Name and explain the importance of the function.
2. There is close and reciprocal relationship between planning and controlling". Explain the statement through an example
3. Controlling is forward looking. Explain.
4. Controlling is looking back. Give a suitable example in support of your answer
5. How does controlling help in achieving objectives and improving employers' morale?

5 & 6 Marks Questions

1. Controlling provides direction to all activities and efforts for achieving organizational goals. Which importance of controlling is referred here? Also explain two more of its importance.
2. Controlling is a systematic process involving a series of steps. State the steps involved in the process.
3. Abc Ltd. Is manufacturing auto spare parts on large scale. The company policy is that 3% of the daily production could be defective. Answer last two months it is observed that about 10-12% of production is defective. Which function of management is reinsured to correct the above case? State the procedure to be followed to correct the things

4. Comparing the actual performance with the laid standards, finding out the deviations and taking corrective action are an important function of a function of management". Name the function and explain the process.
5. Vipin and Jatin are managers in the same organisation heading different units. While discussing about the function of management, Vipin says, "Planning is looking back whereas controlling is looking ahead". But Jatin says "You are wrong because planning is looking ahead and controlling is looking back".
6. Kapil and Kamal company is a large manufacturing unit. Recently, the company had conducted time and motion studies and concluded that on an average, a worker could produce 300 units per day. However, it has been noticed that the average daily production of a worker is in range of 200-225 units.
 - i) Name the function of management and identify the step in the process of this function which helped in finding out that the actual production of a worker is less than the set target.
 - ii) To complete the process of the function identifies in and to ensure the performance as per time and motion studies, explain what further steps a manager has to take.





Part - B

BUSINESS FINANCE AND MARKETING

- **Financial management**
- **Financial market**
- **Marketing Management**
- **Consumer Protection**

Chapter 9

Financial Management

1 Marks Questions

1. A company wants to establish a new unit in which machinery worth Rs.10 lakhs is involved. Identify the type of decision involved in financial management.
2. A decision is taken to raise money for long term capital needs of the business from certain sources. What is this decision called?
3. A decision is taken to distribute certain parts of the profit to shareholders after paying tax. What is this decision called?
4. Name the source of finance carrying two fixed obligations viz., interest and redemption.
5. What is the primary objective of financial management?
6. In case of inflation, does an enterprise need more or less of the working capital?
7. Identify the decision taken in financial management which affects the liquidity as well as the profitability of business.
8. Define capital structure
9. How does cost of debt affect the capital structure of a company?
10. Name the financial decision which will help a businessman in opening a new branch of its business.
11. Which component of capital structure determines the overall financial risk in an organisation?
12. A company wants to establish a new unit in which a machinery of worth Rs. 10 lakh is involved. Identify the type of decision.
13. What does a firm's lower business risk indicate?
14. Name the concept which increases the return on equity shares with a change in the capital structure of a company.
15. Identify the decision taken in financial management which affects the liquidity as well as the profitability of business.
16. State why does the working capital needs for a service industry different from that of a manufacturing industry?

3 & 4 Marks Questions

1. To avoid the problem of shortage and surplus of funds what is required in financial management? Name the concept and explain its any three points of importance.
2. State the factors which affect the capital structure of a company.
3. Length of Production cycle affects the working capital requirements of an organization. Explain how?
4. 'Primary objective of financial management is to maximize the wealth of shareholders'. Explain.
5. Explain the factors that t affects capital budgeting decision.

6. Explain any two factors that affect the capital structure of a company.
7. State three decisions involved in financial management.
8. Determining the relative proportions of various types of funds depends upon various factors. Explain any such five factors.
9. Give the meaning of Investment Management and financing decisions of financial management.
10. Financial planning tries to link the present with future. Explain the importance of financial planning in the light of this statement.
11. Financial planning is a financial blue print of an organization's future operations'. Explain the twin objective of financial planning in the light of this statement.
12. What is required to tackle the uncertainty in respect of availability and timings of funds? Name the concept involved and explain three points of its importance.
13. How are shareholders likely to gain with loan components in capital employed? Explain with suitable example
14. Name the decision taken by a financial manager which determines the overall cost of capital and the financial risk of the enterprise. Explain any two factors which affect this decision.
15. Name the decision which financial manager will take, keeping in view the overall objective of maximizing shareholders' wealth. Explain any two factors which affect this decision.
16. Pranav is engaged in transport business. Identify the working capital required of pranav stating the reason in support of your answer. Pranav wants to expand and diversify his transport business. Explain any two factors that will affect his fixed capital requirement

5 & 6 Marks Questions

1. The directors of a manufacturing company are thinking of issuing Rs. 20 lacs additional debentures for expansion of their production capacity. This will lead to an increase in debt-equity ratio from 2:1 to 3:1. What are the risks involved in it?
2. A businessman, who wants to start a manufacturing concern, approaches you to suggest him whether the following manufacturing concerns would require large or small working capital: (a) Bread, (b) Coolers, (C) motor Car.
3. You are the finance manager of a newly established company. The directors of the company have asked you to plan the capital structure of the company. State any four factors that you would consider while planning the capital structure.
4. How Stock market conditions affect the capital structure especially when company is planning to raise additional capital?
5. Sound financial management is the key to the propensity of business. Explain
6. Sound financial planning is essential for the success of any business enterprise. Explain this statement by giving any six reasons.
7. Determination of capital structure of a company is influenced by a number of factors. Explain.
8. Explain any four affecting fixed capital requirement of a company.

9. What is meant by financial structure or capital structure of an organisation? Explain any two advantages and two limitations of it.
10. You are financial manager of a newly established company. The directors have asked you to determine the amount of working capital requirement for the company. Sound financial management is the key to the propensity of business. Explain any four factors that you will consider while determining the working capital requirement of the company.



Chapter 10

Financial Market

1 Marks Questions

1. Name the market where companies issue new securities.
2. Which money market security is also known as Zero Coupon Bond?
3. Name two major alternatives mechanism through which allocation of funds can be done.
4. State any one consequence of a well performed allocation function of financial market.
5. State the essential function of primary market.
6. What is Lameduck?
7. What is Demutualisation?
8. State any one development function of SEBI
9. State any one protective function of Securities and Exchange Board of India (SEBI)

3 & 4 Marks Questions

1. Nature of 'Capital market' can be well explained with the help of its features. State any three such features of Capital Market.
2. Nature of 'Money Market' can be well explained with the help of its features. State and three such features of money market.
3. State any three objectives of NSE.
4. Explain any three functions of a Stock Exchange.
5. Nature of Capital market can be explained with the help of its features. State any three such features of a capital market.
6. Financial market plays an important role in the allocation of scarce resources in an economy by performing various functions. Explain any three functions of financial market.
7. Explain call money, commercial paper and certificate of deposit
8. Explain the terms: (i) Bulls (ii) Bears (iii) Stag
9. Stock exchange not only contributes to the economic growth but also performs many other functions. Explain any three such functions.
10. Explain any four functions of stock exchange.

5 & 6 Marks Questions

1. Explain any three instruments of Money market
2. Explain the methods of floating of new issues in the primary market.
3. Distinguish between Capital market and money Market on the basis of following- (i) Participants (ii) Duration (iii) instruments (iv) Liquidity (v) Safety (vi) Expected return
4. Explain the trading procedure on a stock exchange
5. Explain the regulatory and developmental functions of SEBI.

Chapter 11

Marketing Management

1 Marks Questions

1. Why marketing is called a social process?
2. What is meant by selling concept of marketing?
3. What is the advantage of registering trademark?

3 & 4 Marks Questions

1. Sony Ltd. Introduced a television set with new features in the market at a high price but when the same features used by other electronic companies in their television sets then the prices of Sony Ltd's television sets was reduced by the company. Mention the name of strategy the company is following. Also explain the strategy in short.
2. Nisha, a school bag manufacture, decided to improve the product for profit maximization and thus, added a water bottle holder to the exiting design.
 - i. Identify the marketing management philosophy adopted by Nisha
 - ii. Explain this philosophy on the basis of
 - iii. (a) Main focus (b) means and ends
3. Distinguish between Selling and Marketing on the basis of following points: (i) Focus (ii) Objective (iii) Supremacy.
4. Explain any three functions of marketing
5. Explain any three functions of 'packaging'.
6. Explain the role of marketing in a firm.
7. "Find wants and fill them and create products and sell them" are the two important concepts of marketing. Identify and difference between these two concepts.
8. State any three objectives of marketing management.
9. Name and explain the concept which concentrates on the need of the customers.
10. 'Blindly following the goal of customer satisfaction had led to many social and environmental ills.' Do you agree? What should be done?
11. 'Product is a bundle of utilities.' Do you agree? Comment.
12. Explain any three elements of marketing mix.
13. Demand for leather will be derived from demand for leather purses and other leather items in the market. This is an example stating the characteristic of one of the categories of products. Name the category and state two other characteristic of this category of products
14. Expenditure on advertising is a social waste.' Do you agree?
15. How does branding help in creating product differentiation? Discuss.
16. Explain why packaging is important.

17. Crackers Ltd, a fire cracker manufacturing company launched some new products on the eve of Diwali in the market, which attracted many buyers. To meet the increased demand the company employed children from nearby villages. Although the products were in great demand, appropriate safety warnings for use were not mentioned on the labels, which led to many accidents.

1. Identify and explain the important product related decision that was not taken into consideration by the company.
2. Also, state any two values which were violated by the company

18. What is meant by channels of distribution? Explain the types of channels of distribution.

19. Explain the types of indirect channel of distribution.

20. What is meant by physical distribution of goods? State any three components of physical distribution of goods.

21. State the factors determining the choice of channels of distribution.

22. Discuss the role of public relations in the marketing management.

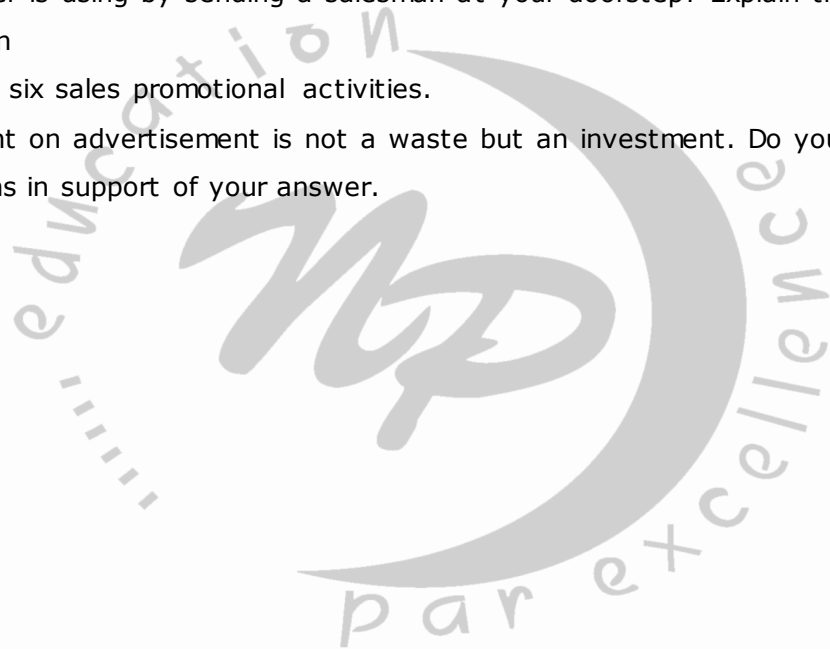
23. Differentiate between advertising and personal selling on any five basis.

24. Explain Full finance at 0% as a promotional activity.

5 & 6 Marks Questions

1. The aim of marketing and selling is to maximize profit yet they differ in their approach. Differentiate between the two by giving any six differences.
2. An important task in the marketing of goods relates to designing the label as it provides useful and detailed information about the product. In the light of the above statement, draw a label for a packet of juice and highlight the important information to be provided on it.
3. Name the element of marketing mix affects the revenue and profits of a firm. Explain any six factors which help in determining this element.
4. Consumer products are classified on different basis. Shopping efforts involved is one of them. Explain any three types of products in this category.
5. Ajay was appointed as the marketing head of Alfa Enterprise, manufacturer of toothpaste and toothbrushes. His target sale was 2000 units a month. Apart from thinking about various channels of distribution to achieve the target, he himself started visiting schools in backward areas. He found that they could not afford to buy toothbrush and toothpaste. So, with due permission, he started donating 200 toothbrushes and toothpastes every month to such schools.
6. Identify the channel of distribution Ajay would adopt for distribution of toothbrushes and toothpastes and justify it by giving one reasons.
7. State any values, which Ajay wants to, communicate to the society.

8. Name the element of marketing mix in which a set of firms and individuals creates possession, place and time utility and helps in market offering. Also explain any five important function performed by this element.
9. Choice of an appropriate channel of distribution is very important marketing decision, which depends on various factors. Explain any three such factors.
10. Name the element of marketing in which a set of firms and individuals creates possessions, place and time utility and helps in market offering. Also explain any five important functions performed by this element
11. Identify and explain the promotional tool of marketing mix which plays a persuasive, service and informative role and thereby link a business firm to its customers. Also explain by giving any four reasons how this tool helps in increasing the sales of businessmen.
12. A salesman approaches you to promote the sales of a water purifier. Which communication tool the marketer is using by sending a salesman at your doorstep? Explain the role of this tool to a businessman
13. Explain any six sales promotional activities.
14. Money spent on advertisement is not a waste but an investment. Do you agree with this view? Give reasons in support of your answer.



Chapter 12

Consumer Protection

1 Marks Questions

1. Which consumer right gives the business firm freedom to set up their own consumer service and grievance cell?
2. Ahmed wants to buy an iron. As an aware customer how can he be sure about the quality of iron?
3. Mohit filed a case against 'Domestic Cooling Ltd.' in the 'District Forum', but was not satisfied with the orders of the District Forum. Where can he appeal further against the decisions of District Forum?
4. Amrit filed a case against 'Volvo Ltd.' in the 'State Commission'. But he was not satisfied with the orders of the 'State Commission'. Name the authority to which he can appeal against the decisions of 'State Commission'.
5. Can a consumer file complaint in consumer court without having cash memo?
6. Name any two consumer rights.
7. Who is a consumer?
8. Why is consumer protection required in India?
9. On which type of products is ISI mark used?
10. Why is consumer protecting important for a businessman? Give one reason
11. As a responsible consumer, how will you ensure about the quality of a juice packet purchased by you?
12. Ahmad wants to buy an iron. As an aware customer, how can be sure about the quality of iron?
13. Mention when as a consumer, you are not in a position to resolve your grievances under Consumer Protection Act.
14. Mohit filed a case against Domestic Collings Ltd in the District Forum, but he was not satisfied with the orders of the district forum. Where can he appeal further against the decisions of district forum?
15. Amrit field a case against Volvo Ltd in the state Commission but he was not satisfied with the orders of the State Commission. Name the authority to which he can appeal against the decisions of State commission.
16. Name any two NGO which are working in India to protect and promote the consumer interests.

3 & 4 Marks Questions

1. Suggest any three remedies or reliefs available to consumer on his complaints.

2. Explain the following as ways and means of consumer protection: (i) Consumer Awareness (ii) Government.
3. State any three point of importance of consumer protection from the point of view of business.
4. How are consumer grievances redressed by the three-tier machinery under CPA, 1986? Explain.
5. Give the definition of consumer as per CPA 1986.
6. Harish purchased a medicine from Bhatia Medical Stores for his son, who had high fever. Even after giving the medicine his son's condition did not improve and he had to be hospitalized. Doctor informed Harish that medicine given to his son was spurious. Harish complained about this to Bhatia Medical Stores. As a result, Bhatia Medical Stores decided to file a complaint against the manufacturer in the consumer court. Can Bhatia Medical Stores do this? Give reason in support of your answer. Also , explain who is a consumer as per CPA, 1986.

5 Marks Questions

1. Explain any four responsibilities of the consumer to safeguard his interest.
2. Explain any four rights available to a consumer under the Consumer Protection Act, 1986.
3. What is meant by consumer protection? Also state how consumer protection is important from the point of view of consumers.
4. Reena purchased one liter of pure desi ghee from a shopkeeper. After using it, she had a doubt that it is adulterated. She sent it for a laboratory test which confirmed that ghee is adulterated. State any six reliefs available to Reena, if she complains and the consumer court is satisfied about the genuineness of the complaint.
5. Explain any four functions of consumer organisation and NGO for protecting the interest of consumers.