

S.F.D.A.V. Public School, Muzaffarnagar
Class-XII
Subject-BSt.
Part - A
PRINCIPLES AND FUNCTIONS OF MANAGEMENT

Chapter -1
NATURE AND SIGNIFICANCE OF MANAGEMENT

1. Which force is considered as the essence of management?
2. 'Doing the task with minimum cost' name the term associated with management?
3. '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.
4. Which function of management bridges the gap between where we stand today and where we want to reach/
5. Name the function of management which establishes organization structure and establishes authority and responsibility relations?
6. In which functions of management standards are compared with actual, deviations are found out and corrective steps are taken?
7. Anything (-) management is equal to what?
8. Departmental managers are included at which level of management?
9. Name the level of management the following parts belong to.
 1. Purchase managers.
 2. CEO
 3. Superintendent.
10. 'Survival profit and growth are essential targets of any business' which objectives of management is referred here?
11. '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?
12. 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?
13. What is PODSCORB?
14. How Management is an intangible force?
15. "Management is essential for successful running of an enterprise", How?
16. 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?
17. 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?
18. Explain any 3 functions performed by operational Level?
19. 'Co-ordination' is the essence of Management' Explain.
20. "Management is critical ingredient of a nation's growth" Comment.
21. Why Mgt is considered as Multi dimensional function?
22. "Mgt is Science as well as art". Explain this statement.

Chapter -2

PRINCIPLES OF MANAGEMENT

1. How re principles of management formed?
2. Why is it said that the principles of management are universal?
3. Why is it said that principles of management are flexible?
4. Which principles of management promotes team spirit.?
5. Who was the first to identity 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? What was his profession?
8. Which principle of scientific management suggest the introduction of scientific investigation and analysis of management practice?
9. What is the basis of formation of scientific management?
10. Which principle of management is violated if an employee is asked to receive orders from two superiors?
11. “Workers should be encouraged to develop and carry out their plans for improvements”. Identify the principle of management formulated by Fayol.
12. 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?
13. 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?
14. 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?
15. Which principle of management aims at securing the loyalty and devotion of the employees by giving them fair and just treatment?
16. 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.
17. If an organization does not provide the right place for physical and human recourses in the organization, which principle is violated? What are its consequences?
18. The production manager of an automobile company asked the foreman to achieve a target production of 200 units (Scooters) per day. But he did not give him the authority to requisition tools and materials from the store department. Can the production managers blame the foreman if he is not able to achieve the desire target? Explain briefly the principle relating to the situation.
19. Name and explain that principle of Fayol which suggest that communication from top to bottom should follow the official lines of command?
20. 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.

21. 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 far the same working hour. Which principle of management is violated in this case? Name and explain the principle?

Chapter -3

Business Environment

Which environment describes characteristics of the society in which the organization exists.

1. 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.
2. Which environment prohibits the advertisement of alcoholic beverages?
3. 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?
4. ‘Demand for reservation in jobs for minorities refers to an example of key component of general environment of business. Name this component.
5. 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.
6. Which process aims at giving greater role to the private sector role to the public sector?
7. State the characteristics of business environment.
8. State the economics reforms since 1991 or new Economics policy.
9. State the factors of Micro Environment.
10. State the factors of Macro Environment.
11. State the difference between general and specific environment with example.
12. Explain any five positive effects of liberalization and globalization on business and industry.
13. Explain any five negative effects of liberalization and globalization on business and industry in India.
14. Write the impact of changes in government policy on business and industries.
15. State the component of business Environment.
16. State the importance of business.

Chapter -4

PLANNING

Qus:1 How does planning provide direction?(Any Three)

Qus:2 The planning function of management is conducted at which level of management ?

Qus:3 One of the functions of management is considered as a base for all other functions. Name that Function.

Qus:4 : Planning strangulates the initiative of the employees and compels them to work in an inflexible manner”
Discuss.

Qus:5 Which limitation of planning suggest that the employees stop thinking and become the blind followers of Plan?

Qus:6 A company needs a detailed plan for its new project- construction of shopping mall. What type of plan
Is it ?

Qus:7 In which type of plan the sequence to perform a job is determined?

Qus:8 Which plans suggest action and non action of employees?

Qus:9 “No Smoking : the statement is related to which type of plan?

Qus: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/

Qus: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?

Qus:12 In which step of planning process the planners make prediction and assumptions regarding future?

Qus:13 How should a manager select the best possible course of action?

Qus:14 Without one function of management the controlling function is not possible. Name the concerned
function.

Qus:15 Planning is an activity which enables a manager to look ahead and anticipate changes. Mention the
Benefit of planning highlighted here.

Qus:16 Planning ensures clarity in thoughts and actions, works is carried on smoothly without interruptions .
Which importance of planning is mentioned here?

Qus:17 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.

Qus:18 Planning lays down the base for other functions of management which feature of planning is
Highlighted here?

Qus:19 A plan is framed it is implemented and is followed by another plan and so on. Mention the feature of

Planning indicate here?

Qus:20 Which features of Planning is stressed by saying that planning is an intellectual activity of thinking Rather than doing?

Chapter -5

Organising

- Q.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.
- Q.2 Name and explain the two steps in the process of organizing which comes after identification and division of work and departmentation.
- Q.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.?
- Q.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?
- Q.5 It is a System of consciously coordinated activities of two or more person towards a common objectives. Mention this system of organization and explain its two features.
- Q. 6 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.
- Q.7 The directors of Narmada Ltd. An organization manufacturing computer have 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.?
- Q.8 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.?

- Q.9 It refer to the systematic delegation of authority from top management to the lower level managers. Mention the name of it.
- Q.10 “If we delegate the authority, we multiply it by two if we decentralize it, we multiply it by many “ how?
- Q.11 The employee of ABC Ltd. Take part in volleyball matches on Sunday. Name the types of organization formed.
- Q.12 “The first Step in the process of organizing is identification and division of work” Why is he work divided into manageable activities?
- Q.13 while allocating work to various employees how the work must be assigned?
- Q. 14 which Function of management is concerned with building a stable frame work or structure of various parts of an enterprise?
- Q15 How can department or division be created?
- Q.16 How does an informal organization emerge?
- Q.17 Name the organization which has the benefit of Easy to fix responsibility?
- Q.18 Name the type of organization which does not have predetermined objectives?
- Q.19 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?
- Q.20 Rina runs a shoe manufacturing factory. She wants to expand her business. For expansion she contemplated to enter into the manufacturing of leather bags and western formal wear apart from the running business of shoes. By doing this her company will be able to provide many products to working women under one roof. Which organization structure will you suggest her and why?
- Q.21 Name the activity which increase the importance of the role of subordinates?
- Q.22 For which kind of enterprises functional structure is more suitable?

Chapter -6

STAFFING

Q.1. Which function of management helps in obtaining right people and putting them on the right jobs?

Q.2. It implies introducing the selected employees to other employees and familiarizing him with the rules and policies of the organization. Name it.

Q.3. “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.

Q.4. 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.

Or

Which source of requirement is needed to bring new blood in the organization? Explain any three advantages of this source.

Q.5 It is the process of identifying and choosing the best person out of a number of prospective candidates for a job. Name it.

Q.6 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.

Q.7 It is the process of increasing the knowledge and skills of an employee for doing a particular job. Which process is referred to here.

or

What helps the employees in improving their job knowledge and efficiency.

Q.8 Which type of training is a joint programme of training in which educational institution and business firms cooperate?

Q.9 Trainee is put under the guidance of a master worker to acquire a higher level of skill. For example to become plumber, electrician etc. Which method of training is referred here.

Q.10 In which type of training, employees learn their jobs on the equipments they will be using, but the training is conducted away from the actual work floor. Explain two other methods relating to this.

Q.11 “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.

Q.12 “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.

Chapter -7

Directing

- Q..1 It is concern with instructing, guiding and inspiring people in the organizations achieve its objectives. Name it.
- Q..2 Every manager from top executive to supervisor performs the functions of directing. Which characteristics of directing are referred here.
- Q..3 It take place throughout the life of the organization irrespective of people occupying managerial positions. Mention the characteristic of directing high lighted here and also explains two more characteristics.
- Q..4 “Directing is the least important functions of management”. Do you agree with this statement? Give any two reasons in support of your Answer.

or

“Directing is not at all reinsured in an organization” do you agree? Give any two reasons in support of your Answer.

- Q..5 “A supervisor is not at all reinsured in an organization” do you agree? Give any three reasons in support of your Answer.

or

“The post of supervisor should be abolished in the hierarchy of managers”. Do you agree? Give any three reasons in support of your Answer.

- Q..6 It means overseeing the subordinates at work. Which element of directing is referred to?
- Q..7 Supervisor acts as a link between workers and management. How?
- Q..8 Which element of directing helps in inspiring subordinates to give their best to the organization. Explain any three points of importance of this element.
- Q..9 Under these incentives schemes employees are offered company shares at a set price which is lower than market. Which incentive scheme is mentioned here? Also explain three more financial incentives.
- Q..10 To satisfy the social and psychological needs which type of incentives are needed? Explain four types of such incentives.

- Q..11 It is defined as the process of influencing other people to work willingly for group objectives. Mention this element of directing.
- Q..12 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.
- Q..13 Name the type of written communication in which two departmental heads communicate with each other. Why is this type of communication reinsured?
- Q..14 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.
- Q..15 There are some barriers in communications, which are concerned with encoding and decoding of message. State any three such barriers.
- Q..16 There are some barriers in communications which are concerned with organizational structure and regulations. State any three barriers.
- Q..17 There are some barriers in communication which are concerned with the state of mind of both the sender and the receiver. State any three such barriers.
- Q.18. Name the process of exchanging ideas ,facts and information?
- Q.19. Name the element of directing under which sub-ordinates share his views with his superior.
- Q.20. Which type of communication takes place between superior sub-ordinates in the office?
- Q.21. Name and explain the last steps of communication process.
- Q.22. Name the grapevine network in which an individual communicate with only those people whom he trusts?
- Q.23. the employees of TCS Ltd. have formed a dramatic group for their recreation. Name the type of an organization. Explain any three limitations of it.

Chapter -8

CONTROLLING

- Q..1 Which function of management ensures that actual activities confirm to planed activities?
or
name the function which reviews the operations in a business unit.
- Q..2 There are two managers rahim and pankaj. Rahim is saying that ‘controlling is forward looking’ whereas according to pankaj ‘controlling is looking back’ . Who is correct? Explain why.
- Q..3 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?
- Q..4 Which function of management ensures work accomplishment according to plQ? Name and explain the importance of the function.
- Q..5 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.
- Q..6 “There is close and reciprocal relationship between planning and controlling”. Explain the statement through an example.
- Q..7 “Controlling is a systematic process involving a series of steps.
- Q..8 Name the concept which suggests that only significant deviations which go beyond the permissible limit should brought to the notice of management
- Q..9 Which technique of control is concerned with the contribution of actual and planed expenditure.
- Q..10 “In ideal control system is the one that checks every bit of performance”. Do you agree with this statement? Give reasons to support your answer.
- Q..11 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.
- Q..12 “Comparing the actual performance with the laid standards, finding out the deviations and taking corrective action is an important function of a function of management”. Name the function and explain the process.

Part - B

BUSINESS FINANCE AND MARKETING

Chapter 9

Financial Management

1. A company wants to establish a new unit in which a 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. In case of inflation, does an enterprise need more or less of the working capital?
6. Identify the decision taken in financial management which affects the liquidity as well as the profitability of business.
7. State why the working capital needs for a service industry are different from that of a manufacturing industry.
8. 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.
9. State the factors which affect the capital structure of a company.
10. Why is Financial Planning done?

11. Length of Production cycle affects the working capital requirements of an organization. Explain how?
12. 'Primary objective of financial management is to maximize the wealth of shareholders'. Explain.
13. 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?
14. A businessman who wants to start a manufacturing concern, approaches you to suggest him whether the following manufacturing concern would require large or small working capital: (a) Bread, (b) Coolers, (C) motor Car.
15. 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.
16. How Stock market conditions affect the capital structure specially when company is planning to raise additional capital?
17. How is Interest Coverage Ratio computed? What does it indicate?
18. How is Return on Investment computed?

Chapter 10

Financial Market

1. Name the market where companies issue new securities.
2. How many stock exchanges are there in India?
3. Why secondary market is considered as market for second hand securities?
4. Which money market security is also known as Zero Coupon Bond?
5. Explain the term : Price Rigging
6. A wants to get his company listed in National Stock Exchange . His company's paid up capital is Rs. 20,00,000. Can he get it listed? Kindly advise him.
7. Distinguish between Capital market and money Market on the basis of following- (i) Participants (ii) Duration (iii) instruments
8. Nature of 'Capital market' can be well explained with the help of its features . State any three such features of Capital Market.
9. Nature of 'Money Market' can be well explained with the help of its features. State and three such features of money market.
10. State any three objectives of NSE.
11. Explain any three functions of a Stock Exchange.
12. 'SEBI is the watchdog of security market'. Comment.
13. 'Stock market imparts liquidity to investment'. Comment.
14. State any two methods of issuing securities in Primary Market.
15. Explain the terms: (i) Bulls (ii) Bears (iii) Stag
16. What function does financial market perform?

Chapter 11

Marketing Management

1. Name one of the first companies in the world to actively study the influence of consumer products on the environment.
2. Give two examples of convenience product.
3. Name two shopping products.
4. Name two techniques of sales promotion.
5. What factor changes want into demand?
6. Which goods last long and contribute directly to the making or developing of finished goods?
7. Name the elements which are popularly known as 3 p's of marketing.
8. Which goods are of unique character and buyer identifies with them?
9. Give some innovative ideas of getting information about the trends/demand pattern in market.
10. 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.
11. Distinguish between Selling and Marketing on the basis of following points: (i) Focus (ii) Objective (iii) Supremacy.
12. Explain any three functions of 'packaging'.
13. 'Expenditure on advertising is a social waste.' Do you agree?
Discuss.
14. Name and explain the concept which concentrates on the need of the customers.
15. 'Blindly following the goal of customer satisfaction had led to many social and environmental ills.' Do you agree? What should be done?
16. 'Product is a bundle of utilities.' Do you agree? Comment.
17. How does branding help in creating product differentiation? Discuss.
18. List the promotional messages given on the package of any three consumer products of your choice and comment how can these promotional messages help in the sale of these products.

Chapter 12

Consumer Protection

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. Ram wants to buy ghee. How can he check the quality of product?
5. 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'.
6. Can a consumer file complaint in consumer court without having cash memo?
7. Name any two consumer rights.
8. List any three consumer organizations in India.
9. Who is a consumer?
10. Why is consumer protection required in India?
11. Suggest any three remedies or reliefs available to consumer on his complaints.
12. Can a consumer appeal against the judgement of National Commission? If yes, than where?
13. Who can file a complaint in consumer court?
14. Explain the following as ways and means of consumer protection: (i) Consumer Awareness (ii) Government.
15. Rita wants to buy a packet of juice. As an aware customer how can she be sure about the quality of juice she plans to buy?
16. When or under what circumstances the complaints can be filed?
17. Name two consumer rights defined by UNO.
18. Rajiv, a vegetarian was traveling in Rajdhani Express was served food and later he found out that it had a non-vegetarian content. His sentiments were hurt. Will Rajiv be able to claim compensation, which right of the consumer is violated?