

UNIT-1

NATURE AND SIGNIFANCE OF MANAGEMENT

LONG ANSWER QUESTION ONLY

- 1. Discuss three fundamental features of management. 3**
- 2. Explain any five objectives of management. 5**
- 3. Define management and discuss its objectives. 2+3=5**
- 4. Discuss the various importance of management. 5**
- 5. Management is considered as an art or a science or both. Elucidate the statement. 5**
- 6. Management is considered an art or science or both. Explain. 5**
- 7. Management is considered to be both an Art and science Explain.5/ 8**
- 8. Give reasons to support management as a profession? 5**
- 9. Do you think management is a profession? 5**
- 10. Distinction between management and administration.5**
- 11. Briefly describe the levels of management found in modern business enterprise. 5**
- 12. Mr Hazarika has retired as managing director of a manufacturing company. At what level of management was he working? Write two functions at that level. 2**
- 13. Discuss the five function of top level management.**
- 14. State five leading functions of middle level management. 5**
- 15. State five function of lower level management. 5**
- 16. Discuss the functions of management? 5**
- 17. Define co-ordination. Discuss the importance of co-ordination. 2+6=8**
- 18. Discuss the features of co-ordination.**
- 19. Why co-ordination is considered as the essence of management? 5**
- 20. Explain the principles of Co-ordination. 3**
- 21. What are the aims and objectives of Co-ordination? 3**
- 22. Distinction between Co-ordination and Co-operation. 4**
- 23. Why management is considered as multifaceted concept? Explain four concept.**
- 24. What is effectiveness versus efficiency**

ANSWER FOR LONG QUESTION ONLY

1. Discuss three fundamental features of management. 3

Ans- The three fundamental features of management are as follows-

I. Management is Continuous: Management is a continuous process because it is a process of functions consisting of planning, organizing, staffing, directing and controlling of activities of the organization.

II. Management is all Pervasive: Management is required in all types of organizations whether it is political, social, cultural or business because it helps and directs various efforts towards a definite purpose.

III. Management is Goal Oriented- Management is always a goal oriented process because it always tries to achieve some goal and objectives.

IV. Management is multi-dimensional- Management is multi-dimensional because it is a complex activity which include three dimensional i.e management of work, management of people and management of operation.

V. Management is a group activity- Management is the activity that takes in formal groups or organization as member of the organizational people work towards fulfilling common organizational goals.

2. Explain any five objectives of management. 5

Ans- The objectives of management are as follows-

(a) Micro level objective- It is related to the organization and the people working within the organization. It may be subdivided as organizational and personal objectives.

1. Organisational objectives-

(i) Survival- Management must strive to ensure the survival of the organization. In order to survive, and organization must earn enough revenue to cover cost.

(ii) Profit- Mere survival is not enough for any organization. Management has to ensure that the organization makes profit.

(iii) Growth – To remain in industry, the management must completely utilize the potential of the organization. Growth of the business can be measure in term of sales, employees, product etc.

2. Personal objective- An organization consists of several person to have their own objective. **The objectives are as follow-**

(i) Fair reasonable remuneration.

(ii) Ensuring reasonable working condition.

(iii) Ensuring reasonable security and safety of employees.

(b) Macro level objective- Management is not only representative of the owners and workers, but also responsible to the various group outside the organization.

(1) Social objective

(i) Economic Growth- They should try to expedite the process of economic growth of the nation by properly utilizing the natural resource.

(ii) **Social welfare**- The next objective is to increase the standard of living of people by providing better quality product and services.

(iii) **Taxes**- Ensuring honest prompt payment of taxes to the government.

(iv) **Employment opportunities**- Management may create new job opportunities by expanding its area of business or by diversifying the business.

3. Define management and discuss its objectives. 2+3=5

ANS- Management is a process of planning, organizing, staffing, directing and controlling to achieve organizational objectives. According to F.W Taylor, "Management is knowing exactly what you want men to do and then seeing that they do it in the best and cheapest way.

Objectives- SAME AS ANS NO. 2

4. Discuss the various importance of management. 5

Ans-The various importance of management are-

(1) Important of management for the organization are-

(a) Achieving group goals- An organization consists of large number of persons. Each person may be working efficiently. But the organization may not achieve its goal unless the contributions of each individual are properly co-ordinate.

(b) Creating sound organization- Sound management provides maximum satisfaction to its employees and customer.

(2) Important of management for the Society-

(a) Provide right goods and services- Management ensures supply of quality goods and services at reasonable price to the society.

(b) Generation of employment-Management must expand activities of an organization and creates new job opportunities.

(3) Important of management for the nation-

(a) Proper utilization of natural resources- Management must utilize the resource for the development of the nation.

(b) Management helps in renovation- Management plays a very important role in the upliftment of the society by bringing out social renovation.

5. Management is considered as an art or a science or both. Elucidate the statement. 5

Ans-**Management as an Art**

Art refers to skillful and personal application of existing knowledge acquired through study, observation and experience. The features of art are as follows:

a. Existence of theoretical knowledge: In every art, systematic and organized study material is available to acquire theoretical knowledge and experts in the respective fields apply these principles to their respective art forms.

b. Personalized application: The use of basic knowledge differs from person to person and thus, art is a very personalized concept.

c. Based on practice and creativity: Art involves creativity and practice of the experts. For e.g. the music created by musicians are different though the musical notes used are the same.

Every manager has his own unique style of managing things and people. He/she uses his creativity in applying management techniques and his skills improve with regular application. Since all the features of art are present in management. So it can be called an art.

2. Management as a Science

Science is a systematized body of knowledge that is based on general truths, which can be tested anywhere, anytime. The features of Science are as follows:

- a. Systematized body of knowledge: Science has a systematized body of knowledge based on cause and effect relationship.
- b. Principles based on experiments and observation: Scientific principles are developed through experiments and observation.
- c. Universal validity: Scientific principles have universal validity and application.

Management has systematic body of knowledge and its principles are developed over a period of time based on repeated experiments & observations which are universally applicable but they have to be modified according to given situation. As the principles of management are not as exact as the principles of pure science, so it may be called an inexact science. The prominence of human factor in the management makes it a Social Science.

6. Management is considered an art or science or both. Explain. 5

Ans- Same as answer no.5

7. Management is considered to be an Art and science Explain.5/ 8

Ans- Same as answer no.5

8. Give reasons to support management as a profession? 5

Ans- Management as Profession

Profession means an occupation for which specialized knowledge and skills are required and entry is restricted. The main features of profession are as follows:

- a. **Well-defined body of Knowledge:** It is complete set of principles, concepts, terms and activities that make up a professional domain.
- b. **Restricted Entry:** The entry in every profession is restricted through examination or through educational degree.
- c. **Professional Associations:** All professions are affiliated to a professional association, which regulates entry and frames code of conduct relating to the profession. Eg. IMA, ICAI

d. Ethical Code of Conduct: All professions are bound by a code of conduct, which guides the behavior of its members.

e. Service Motive: The main aim of a profession is to serve its clients.

Management does not fulfill all the features of a profession and thus it is not a full-fledged profession like doctor, lawyer, etc.

9. Do you think management is a profession? 5

Ans- Same as answer no. 8

10. Distinction between management and administration.5

Ans-

SL NO.	POINTS	ADMINSTRATION	MANAGEMENT
1.	POLICY MAKING	It is concerned with policy making	It is concerned with implementation of policy
2.	FUNCTIONS	Planning and Organising functions are involved in it	Motivating and Controlling functions are involved in it
3.	LEVEL	It rates to top level management.	It rates to middle level management.
4.	STATUS	It consists of owner of the enterprise.	It consists of managerial personal.
5.	HUMAN EFFORT	It is not concerned with human efforts.	It is concerned with human efforts.

11. Briefly describe the levels of management found in modern business enterprise. 5

Ans- Levels of management

The terms level of management means the arrangement of managerial positions from the highest level to the lowest level in an organization. All the managerial activities cannot be performed by an officer at the top and hence the activities are delegated to different managers on the basis of nature and responsibilities of activities which creates a chain or level among the managers. There are three levels of management as under-

1. **Top level / Administrative level**
2. **Middle level / Executory**
3. **Low level / Supervisory / Operative / First-line managers**

Managers at all these levels perform different functions. The role of managers at all the three levels is discussed below:

1. Top Level of Management

It consists of board of directors, chief executive or managing director. The top management is the ultimate source of authority and it manages goals and policies for an enterprise. It devotes more time on planning and coordinating functions.

2. Middle Level of Management

The branch managers and departmental managers constitute middle level. They are responsible to the top management for the functioning of their department. They devote more time to organizational and directional functions. In small organization, there is only one layer of middle level of management but in big enterprises, there may be senior and junior middle level management.

3. Lower Level of Management

Lower level is also known as supervisory / operative level of management. It consists of supervisors, foreman, section officers, superintendent etc. They are concerned with direction and controlling function of management.

12. Mr Hazarika has retired as managing director of a manufacturing company. At what level of management was he working? Write two functions at that level. 2

Ans- He was working at top level management.

The two functions of top level management are as follows-

- I. Setting the overall objectives of an enterprise.
- ii. Formulation of plans, policies, programmes, budget etc for achieving organization objectives.

13. Discuss the five function of top level management.

Ans- The five functions of top level of management are as follows-

- I. Setting the overall objectives of an enterprise.
- ii. Formulation of plans, policies, programmes, budget etc for achieving organization objectives.
- iii. It appoints the executive for middle level i.e. departmental managers.
- iv. It controls & coordinates the activities of all the departments.
- V. The top management is also responsible towards the shareholders for the performance of the enterprise.
- Vi. Delegating authority and responsibilities.

14. State five leading functions of middle level management. 5

Ans- The five leading functions of middle level management are as follows-

- i. The middle level management plays the role of linking pin between top level management and lower level management.
- ii. Implementations of plans and policies made by top level management.
- iii. It submits reports on the performance of various departments to top level management.
- iv. They are also responsible for inspiring lower level managers towards better performance.
- v. Issuing orders to departmental subordinates.

15. State five function of lower level management. 5

Ans- The functions of lower level management are

- i. Assigning of jobs and tasks to various workers.
- ii. They guide and instruct workers for day to day activities.
- iii. It does day to day operational planning.
- iv. It submits reports on the performance of operating staff to the middle level management.
- v. It helps the middle level managers and top levels managers for carrying the work smoothly.

16. Discuss the functions of management? 5

Ans- The functions of management are as follows-

I. Planning

It is the basic function of management. It deals with chalking out a future course of action & deciding in advance the most appropriate course of actions for achievement of pre-determined goals. According to KOONTZ, "Planning is deciding in advance - what to do, when to do & how to do. It bridges the gap from where we are & where we want to be". A plan is a future course of actions. Planning is necessary to ensure proper utilization of human & non-human resources. It is all pervasive, it is an intellectual activity and it also helps in avoiding confusion, uncertainties, risks, wastages etc.

II. Organizing

It is the process of bringing together physical, financial and human resources and developing productive relationship amongst them for achievement of organizational goals. In order to put its plan into action, management has to do employee people and allocate them the work each has to do.

III. **Staffing**- Staffing is the executive function of leading the employees to perform effectively and efficiently and contribute their optimum to the achievement of organizational objectives. Staffing comprises those activities which are essential in keeping all the positions placed with suitable persons as per the requirement of the jobs.

IV. **Directing**- Directing is the function of leading the employees to perform effectively and efficiently and contribute their optimum to the achievement of organizational objectives.

V. **Controlling**- Controlling is process of measuring and comparing result with the plan, standard and norms and taking corrective as well as preventive action when deviate from plans.

17. Define co-ordination. Discuss the importance of co-ordination. 2+6=8

Ans- Co-ordination is the orderly arrangement of group effort to provide unity of action in the process of achieving organizational goal or target. It involves unifying, integrating and harmonizing of different department and individuals for the achievement of common objectives.

The needs & importance of co-ordination are

I. **Achieving goal**- In large organizational, a number of people from different back ground work together, which can create problems in uniting their efforts. Therefore, co-ordination plays an important role in integrating individual & group goals.

II. **Growth**- A well coordination enterprise can easily plan and implement scheme for the growth and its pros prosperity.

III. **Efficiency & Economy**- It avoid delays in issuing instruction, materials etc and eliminates duplication of efforts. This result in saving of time and energy, thus bringing economy to the business.

IV. **To harmonies conflict**- It becomes imperative in order to harmonies conflict to secure unity of action the pursued of a common goal without proper & effective coordination individual efforts would live to confusion & chaos.

V. **Emphasizes human relation**- coordination lays considerable emphasizes of human relation. The general level of morale in an organization is considerably effective by coordination.

18. Discuss the features of co-ordination.

Ans- The feature of coordination as follows-

I. **Group effort**- Coordination is a concept that applies to group not individual efforts. It unifies unrelated or diverse interest into purpose full work activity.

II. **Continuous process**- It begins at the planning stage and continuous till controlling. It is not a onetime function but a continuous process.

III. **Pervasive function**- Coordination is required at all at levels of management due to the interdependent nature of activities of various different departments.

IV. **Responsibility of all managers**- It is the duty of the manager to direct the effort of all persons to a common goal. Coordination is the function of every manager in the organization.

V. **Deliberate purpose function**- A manager has to coordination the efforts of different people in a conscious and deliberate manner.

19. Why co-ordination is considered as the essence of management?

Ans- Coordination is the essence of management because-

I. In the preparation of organizational plan, the manger has to establish. Coordination between the master plan & departmental or divisional plans & at the same time between fund available & the objective of the organization.

II. During organizing, there should be coordination between authority & responsibility of any individual.

III. While 'staffing', Coordination is achieved by balancing the skill & abilities of employees with the jobs assigned to them.

IV. While directing supervision, motivational & leadership are used to ensure harmonious working of the organization.

V. During controlling coordination is achieved by ensuring that the actual result conform to plans as closely as possible.

20. Explain the principles of Co-ordination. 3

Ans- The principles of co-ordination are as follows-

I. Principle of Early Start- This principles states that it is very easy and convenient, to achieve co-ordination in the early stages of planning and policy making.

II. Principle of Direct Contact- It is always better for a manager to have a direct contact with the people because it helps in exchange of ideas and opinions leading to mutual understanding and co-operation.

III. Principle of Continuity- Starting from planning to the control function of management, co-ordination is essential in the entire process of management.

21. What are the aims and objectives of Co-ordination? 3

Ans- The objectives of coordination are-

- i. To eliminate overlapping or duplication of work.
- ii. To ensure balance of different department.
- iii. To avoid interruption in operation.
- iv. To ensure to operation of business activities in systematic way.
- v. To ensure the completion of various activities.

22. Distinction between Co-ordination and Co-operation. 4

Ans- Following are the distinction between Co-ordination and Co-operation are

- i. Co-ordination is the orderly arrangement of group efforts but cooperation is just the collective efforts.
- ii. Coordination has time, quality; direction or element associated with group efforts on the other hand cooperation has not time quality direction elements associated with group efforts.
- iii. Coordination cannot be achieved voluntarily but cooperation in achieved voluntarily.
- iv. Coordination has wider scope where as cooperation has a narrow scope.

23. Why management is considered as multifaceted concept? Explain four concepts.

Ans- Management is said to be multi-faceted concept as it is a complex process involving not just one but various dimensions. There are three main dimensions of management.

i. Managing the Work: The performance of a definite work forms the basis of an organisation. With management this work is interpreted in terms of the objectives and goals and how they are to be achieved.

ii. Managing the People: As the work is to be done by the people, managing the people is another important dimension of management. It involves dealing with the employees both as an individual and as groups or teams. With management their strengths are utilised and weakness are worked upon so as to achieve the desired objectives.

iii. Managing the Operations: Every organisation involves a production process where the inputs are transformed into a product or a service. This production process requires continuous management.

Thus, we can say that management is a multi-faceted process covering various dimensions simultaneously.

24. What is effectiveness versus efficiency?

Ans- Efficiency (completing the work at low cost) means doing the task correctly at minimum cost through optimum utilization of resources while effectiveness (Completing the work on time) is concerned with end result means completing the task correctly within stipulated time. Although efficiency and effectiveness are different yet they are inter related. It is important for management to maintain a balance between the two.