

Holidays' Homework, 2024-25

XII- BUSINESS STUDIES

Q1. Prepare short notes, after reading and understanding of Chapter- 1, 2 and 4 from the prescribed book.

Q2. Solve all the objective type questions of chapter 1, 2 and 4 from prescribed book.

Q3. Do the following questions in the notebook.

1. What does the pyramid form of levels of management indicate?

2. Is there any difference in planning, organising, staffing, directing and controlling of various organisations such as a school, a club, a restaurant and a steel plant? To which characteristic of management is this case related?

3. Rishitosh Mukerjee has recently joined AMV Ltd., a company manufacturing refrigerators. He found that his department was under-staffed and other departments were not cooperating with his department for the smooth functioning of the organisation. Therefore, he ensured that his department has the required number of employees and its cooperation with other departments is improved.

(a) Identify the level at which Rishitosh Mukerjee was working.

(b) Also, state three more functions required to be performed by Rishitosh Mukerjee at this level.

4. XYZ Power Ltd. set up a factory for manufacturing solar lanterns in a remote village as there was no reliable supply of electricity in rural areas. The revenue earned by the company was sufficient, so the company decided to increase production to generate higher sales. For this they decided to employ people from the nearby villages as very few job opportunities were available in that area. The company also decided to open schools and creches for the children of its employees.

Identify and explain the objectives of management discussed above.

5. The management of Shivam Ltd. strongly believes that the members of an organisation should work towards fulfilling the common organisational goals. This requires team work and integration of efforts of individuals, departments and specialists. This is because all the individuals and departments depend upon each other for information and resources to perform their respective activities. Manager needs to reconcile differences in approach, timing, efforts or interests. At the same time, it should enable all its members to grow and develop. Thus, there is a need to harmonise individual goals and organisational goals.

(a) Identify the concept of management discussed above.

(b) Explain any five features of the concept identified in part (a).

6. Wardrobe India Limited is a chain of ladies' garment boutiques where most of the work is done manually. Due to the arrival of international brands in India, the company is finding it difficult to compete on two fronts - finishing and embroidery work. The production manager realised that without modern machines it would not be possible for them to survive for long. The company purchases new hi-tech modern machines from Germany. During the production process, the manager observes that the quality of production is not as per standards and very often production is disrupted due to breakdown of machines. The workers get frustrated by continuous rejection of output and start showing resistance towards new technology. To increase the

efficiency of the workers, the company decides to train their workers on-the-job under the able guidance of specialists. The workers who are able to pick the skills are promoted and made in-charge of the not-so-trained groups. This creates a positive impact and everybody wants to learn. Suggestions from the workers are valued and workers are encouraged to communicate freely.

Identify and explain the importance of management highlighted here by quoting the lines from the above.

7. "Management is a science like Physics or Chemistry". Do you agree with this statement? Give reasons in support of your answer.

8. Ashutosh Goenka was working in 'Axe Ltd., a company manufacturing air purifiers. He found that the profits had started declining for the last six months. Profit has an implication for the survival of the firm, so he analysed the business environment to find out the reason for this decline.

(a) Identify the level of management at which Ashutosh Goenka was working.

(b) State three other functions being performed by Ashutosh Goenka.

9. Why is Management considered to be a multi-dimensional concept?

10. Trending India Limited is a chain of ladies garments boutiques where most of the work is done manually. Due to entrance of international brands in India, the company is finding it difficult to compete on two fronts - finishing and embroidery work. The production manager realised that without modern machines it would not be possible for them to survive for long. The company purchased new hi-tech modern machines from Japan. During the production process, the manager observed that the quality of production is not as per standard and very often production is disrupted due to breakdown of machinery. The workers get frustrated by continuous rejection of output and started showing resistance towards new technology. To increase the efficiency of the workers, the company decided to train their workers on the job under the able guidance of specialists. The workers who are able to pick the skills are promoted and made in-charge of untrained groups. This created positive impact and everybody became keen to learn. Suggestions from the workers are valued and workers are encouraged to communicate freely.

Identify any three points of importance of management highlighted in the above case by quoting the lines.

11. Company X is facing a lot of problems these days. It manufactures goods like washing machines, microwave ovens, refrigerators and air conditioners. The company's margins are under pressure and the profits and market shares are declining. The production department blame marketing department for not meeting sales target and the marketing department blames the production department for producing goods which are not of good quality and do not meet customers' expectations. The finance department blames both the production and marketing departments for the declining return on investment and bad marketing. What quality of management do you think the company is lacking? Explain briefly. What steps should the company management take to bring the company back on the track?

12. Ashita and Lakshita are employees working in Dazzling Enterprises dealing in costume jewellery. The firm secured an urgent order for 1,000 bracelets that were to be delivered within 4 days. They were assigned the responsibility of producing 500 bracelets each at a cost of ₹100 per bracelet. Ashita was able to produce the

required number within the stipulated time at a cost of ₹55,000 whereas, Lakshita was able to produce only 450 units at a cost of ₹90 per unit.

State whether Ashita or Lakshita was efficient and effective. Give reasons to justify your answer.

13. XYZ Power Ltd. set up a factory for manufacturing solar lanterns in a remote village as there was no reliable supply of electricity in rural areas. The revenue earned by the company was sufficient to cover the costs and the risks. The demand of lanterns was increasing day by day, so the company decided to increase production to generate higher sales. For this, they decided to employ people from the nearby villages as very few job opportunities were available in that area. The company also decided to open schools and crèches for the children of its employees. Identify and explain the objectives of management discussed above.

14. "Coordination is the essence of management." Do you agree? Give reasons.

15. Seema, a student of management, likes to relate what she learnt in the class to real life situation. She observed many situations. While watching educational programmes, factories manufacturing components for products like automobiles, computers and mobile phones were shown.

Name the concept of Scientific Management that should be adhered to, while manufacturing components for such products.

16. Pawan is working as a 'Production Manager' in CFL Ltd. engaged in manufacturing of CFL bulbs. There is no class conflict between the management and workers. The working conditions are very good. The company is earning huge profits. As a policy matter, management is sharing the gains with the workers because they believe that prosperity of the company cannot exist for a long time without the prosperity of its employees. State its principle of management described in the above para.'

17. 'Aapka Vidyalaya' believes in holistic development of students and encourages team building through a mix of curricular, co-curricular and sports. A committee of ten prefects was constituted to plan different aspects of an upcoming programme. They all decide to use recycled paper for decoration. There was a spirit of unity and harmony and all members supported one another. With mutual trust and belongingness, the programme was systematically planned and executed. Kartik, one of the prefects, realised that unknowingly the group had applied one of the principles of management while planning and executing the programme. He was so inspired by the success of the function that he asked his father to apply the same principle in his business. His father replied that he was already using this principle.

(a) Identify the principle of management applied for the success of the programme.

(b) State any two features of management highlighted in the above Para.

18. Sanchit, after completing his entrepreneurship course from Sweden returned to India and started a coffee shop 'Aroma Coffee Can' in a famous mall in New Delhi. The speciality of the coffee shop was the special aroma of coffee and a wide variety of flavours to choose from. Somehow, the business was neither profitable nor popular. Sanchit was keen to find out the reasons. He appointed Sandhya, an MBA from a reputed college, as a manager to find out the causes for the same. Sandhya took feedback from the clients and found out that they loved the special unique aroma of coffee but were not happy with the long waiting time being taken to process the order. She analysed and found out that there were many unnecessary obstructions in between

which could be eliminated. She fixed a standard time for processing the order. She also realised there were some flavours whose demand was not enough. So, she also decided to stop the sale of such flavours. As a result, within a short period of time, Sandhya was able to attract the customers.

Identify and explain any two techniques of scientific management used by Sandhya to solve the problem.

19. Arnav, a manager of Micro Ltd., does not distribute the work amongst his subordinates, according to their capabilities. He has given the work on the basis of favouritism. Which principle of management is overlooked? Give some of its violating effects.

20. Hina has been appointed as the Chief Organiser of a week-long cultural event. Being a staunch follower of scientific management, she decides to execute her work by putting into practice the various techniques of scientific management. On the basis of several observations, she is able to determine that the standard time taken by the security officer at the gate to check the credentials of each visitor is 30 seconds. So, she decides to employ two persons on this job for every function along with the other necessary support staff. She considers the fact that every day, the functions will take place in three shifts of four hours each, therefore it is important to give breaks to the support staff even in a single shift to take her/his lunch etc. Moreover, on introspection, she determines that the best way to distribute refreshment boxes to the visitors will be to hand them over to them at the exit gate as it would help to save time and eliminate any kind of confusion. In the context of the above case, identify and explain the various techniques of work study which have been put into practice by Hina.

21. In each of the following cases, which principle of management of Fayol is being violated?

(a) When the manager enters into contracts with his cousin for supply of materials, knowing that such materials are defective.

(b) When chalks are kept in library and books in office.

(c) A worker receiving orders from two bosses.

(d) When no department has a separate plan of action.

(e) A subordinate habitually contacts higher authorities passing over his superior.

22. Name and explain the technique of scientific management, which helps to establish interchangeability of manufactured parts and products.

23. The Production Manager of an automobile company asked the foreman to achieve a target production of 200 units per day. But, he did not give him the authority to procure requisite tools and materials from the store. Can the Production Manager blame the foreman if he is not able to achieve the target? Explain briefly the principle relating to this situation.

24. Differentiate between Unity of command and Unity of direction.

25. 'Kanpur Leather Ltd.' is the manufacturer of leather products. It is producing on large scale and its organisational structure is functional. In the production department, various foremen have been employed. Each foreman has been made responsible for production planning, implementation and control. This has led

to a situation of confusion and uncertainty. Suggest a technique of scientific management to Kanpur Leather Ltd. which may help it to effectively organise planning and its execution.

26. Karan Nath took over 'D' North Motor Company' from his ailing father three months ago. In the past, the company was not performing well. Karan was determined to improve the company's performance. He observed that the methods of production as well as selection of employees in the company were not scientific. He believed that there was only one best method to maximise efficiency. He also felt that once the method is developed, the workers of the company should be trained to learn that 'best method' He asked the Production Manager to develop the best method and carry out the necessary training. The Production Manager developed this method using several parameters right from deciding the sequence of operations, place for men, machines and raw materials till the delivery of the products to the customers. This method was implemented throughout the organisation. It helped to increase the output, improving the quality and reducing the cost and wastage.

Identify and explain the principles and the technique of scientific management followed by the Production Manager in the above case.

27. Deewan Ltd. is a multinational consulting company with its headquarters at Washington D.C. It hires young people from different countries of the world. It is a company in which people dream to work because of its work-environment, pay and growth prospects. The company has a culture of open communication and people of various nationalities work together in a discrimination free environment. The behaviour of managers of Deewan Ltd. emphasises kindness and justice which ensures loyalty and devotion among the workers. It also promotes mutual trust and belongingness among team members. In this way, management of Deewan Ltd. is able to achieve its objectives by promoting team work. By doing so, managers of Deewan Ltd. are following some principles of management.

Identify and explain any two such principles.

28. Principles of Taylor and Fayol are mutually complementary. One believed that management should not close its ears to constructive suggestions made by the employees while the other suggested that a good company should have an employee suggestion system, whereby suggestions which result in substantial time or cost reductions should be rewarded.

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

29. Is planning an all-pervasive function of management? How?

30. Which type of plan has the least flexibility and why?

31. After completing a diploma in Bakery, Payal sets up a small outlet at Goa Airport to provide a healthy food option to the travellers. To begin with, she has decided to sell 5 types of patties, three types of pizzas and low sugar muffins in four flavours. Thus, by deciding in advance what to do and how to do, she is able to reduce the risk of uncertainty and avoid overlapping and wasteful activities. But sometimes her planning does not work due to some unavoidable circumstances like cancellation of flights due to bad weather conditions, government alert, etc. which adversely affect her clientele. In the above context,

(i) Identify and explain the points highlighting the importance of planning mentioned in above paragraph.

(ii) Describe briefly the limitation of planning which adversely affects Payal's business.

32. After completing her studies in product design, Sarah wishes to start her own business to design products to cater for the mobility and communication requirements of persons with special needs. She told her friend that she wanted to focus on supplying high quality and affordable products on "no profit - no loss basis". The Unique Selling Proposition (USP) of the products will be sensitivity to challenges and needs of the differently abled.

(i) In the above lines, Sarah has discussed about one of the functions of management.

(ii) Identify the function and state its steps in chronological order other than the one discussed in the above para.

33. Differentiate between 'Method' and 'Budget' as types of plans.

34. In Kriti Creations, the objective is procurement and sale of traditional Indian handloom and handicraft items. The company sells fabrics, furnishing, ready-made and household items made out of traditional Indian fabrics. The manager has to decide quantities, varieties, colours and texture of all the above and then allocate resources for their purchase from different suppliers or for their in-house development.

On the basis of the given information about "Kriti Creations", answer the following questions -

(a) Identify the management function performed by the manager of Kriti Creations.

(b) Enumerate the features of the management functions performed by the manager of Kriti Creations.

35. Two years ago, Mayank obtained a degree in food technology. For some time, he worked in a company manufacturing bread and biscuits. He was not happy in the company and decided to have his own bread and biscuits manufacturing unit. For this he decided upon the objectives and the targets and formulated action plan to achieve the same. One of his objectives was to earn 50% profit on the amount invested in the first year. It was decided that raw materials like flour, sugar, salt, etc. would be purchased on two months credit. He also decided to follow the steps required for marketing the products through his own outlets. He appointed Harsh as a Production Manager, who decided the exact manner in which the production activities were to be carried out. Harsh also prepared a statement showing the requirement of workers in the factory throughout the year. Mayank informed Harsh about his sale targets for different products, area-wise for the forthcoming quarter. While working on the production table, a penalty of ₹150 per day was announced for not wearing a helmet, gloves and an apron by any of the workers.

Quoting the lines from the above para, identify and explain the different types of plans discussed.

36. Geeta Ltd. gave its sales executives the defective goods that they could sell these goods on credit. Also, it was told them very clearly to inform the customers that if up to one month they did not make payment, after the completion of this period, they would have to pay interest for the whole period at the rate of 12% per annum.

Identify and explain the types of plans mentioned above by quoting the lines.

37. In an attempt to cope with Reliance Jio's onslaught in 2018, market leader Bharti Airtel refreshed its ₹149 prepaid plan to offer 2 GB of 3G/4G data per day, twice the amount it offered earlier. Name the type of plan highlighted in the given example. State its three dimensions as well.

38. An electronic company is facing a problem of declining market share due to increased competition from new as well as existing players in the market. Its competitors are introducing lower price models for mass consumers. Who are price sensitive, for quality conscious consumers, the company is introducing new models with added features and new technological advancements.

- (i) Prepare a model business plan for this company. Specify the type of Plan you are preparing
- (ii) Identify the limitation of such.

39. 'Bawa Cycles' was in the business of manufacturing racing-cycles and had a monopoly in the market. The business was doing very well and the company was consistently meeting its objective of 10% increase in sales every year. Encouraged by the good track record, the Managing Director of the company kept an ambitious target of 15% increase in sales for the next year. The same year, two competitors also entered the market and because of this the company was not able to meet its target.

Identify and explain the limitation of one of the functions of management because of which the company was not able to achieve its target.

40. Matta Auto Ltd., is manufacturing different types of commercial vehicles. Their sales were rupees two hundred crores in the previous year. The company decided to increase sales by 20% during the current year. It conducted internal as well as external audits for the same. Through internal audit, they analyzed the strengths and weaknesses of the business across all departments. In the external audit, they focused on the opportunities and the threats in the constantly changing business environment. Thus, a comprehensive plan was prepared taking into consideration the business environments and the necessary resources were allocated to achieve the target. The company directs its offices throughout the country to follow the plan. The company's commitment to develop an effective plan to achieve a consistent increase in sales has ensured its continual growth over the past decade.

Identify and explain the two of plans discussed above.

41. "Planning is worth the huge costs involved." Do you agree? Explain any four reasons in support of your answer.

42. Rohan is working as the production manager in High-tech Pvt. Ltd. While working, he lays a lot of emphasis on good planning. While planning he uses foresight, intelligence and creativity. This leads to a high success rate for the projects that are under Mr. Rohan's control. Before finalising any plan, he makes alternative plans, evaluates them and selects the best. In the process of planning he involves other managers too.

However, he knows that it is not necessary that his all plans will always be successful. He is also aware that sometimes the plans that he makes consume a lot of time and money and need to be changed keeping in mind changing environmental conditions.

On the basis of the given information about High-tech Pvt. Ltd., answer the following questions:

- (a) Which features of planning have been highlighted in the above case?
- (b) Identify the limitations of planning that have been highlighted in the above case.