



1. Which of the following is not a function of management?
a) Planning b) staffing c) co-operation d) controlling
2. Management is
a) an art b) a c) both art and science d) neither
3. Policy formulation is the function of
a) top level management b) middle level management c) operational management d) All of the above
4. Find the odd one out
a) board of directors b) chief executive c) foremen d) shareholders .
5. How are principles of management formed
a) In a laboratory b) By experiences of management c) By experiences of customers d) By propagation of social scientists
6. Henry Fayol was a
a) Social scientists b) Mining engineer c) Accountant d) Production engineer
7. Which of the following statement best described the principle of 'Division of work '
a) work should be divided into small tasks b) labour should be divided
c) resource should be divided among jobs d) it leads to specialisation
8. Which of the following is Not a principle of management given by Taylor
a) Science, not rule of Thumb b) Functional foremanship
c) Maximum ,not restricted output d) Harmony not discord
9. The principals of management are significant because of
a) increase in efficiency b) Initiative
c) optimum utilisation of resources d) Adaptation of changing technology
10. Management should find ' One best way ' to perform a task. Which technique of scientific management is defined in this sentence
a) Time study b) Motion study c) Fatigue study d) Method study
11. Observe the following management principles and pick the odd one out. Justify your answer
a) Unity of command b) unity of direction c) maximum output d) equity
12. Which of the following is not the functional areas of management ?
a) Production Management b) Marketing Management
c) Personnel Management d) Information Management
13. Which of following is not among the levels of management ?
a) Top level management b) Intermediate Level c) Middle level management d) Lower level management

14. Which scholar's definition on management is " Management is the art of getting things done through and with people in formally organised groups". ?

- a) Harold Koontz b) J.N. Schulze c) S. George d) Henry Fayol

15. What is the full form of MBO_____?

16. _____ is the decision making body of an organization ?

- a) Decentralisation b) Administration c) Functional organisation d) Leadership

17.Which among the following is not a nature of Management principles ?

- a) Rigid b) Universal c) Relative d) Human nature

18. Who is known as 'the Father of Modern Theory of Management' ?

- a) Harold Koontz. b) Henry Fayol c) F.W. Taylor d) Max Weber

19. Which of the following is not a Management Principle ?

- a) Order b) Discipline c) Equity d) Cooperation

20. Which of the following is not a function of management ?

- a) Planning b) profit earning c) Staffing d) Budgeting

21.Which among the following is not a subsidiary function of management?

- a) Decision making b)Innovation c) Communication d) Motivation

22. Who is known as the father of scientific management?

- a) F.W. Taylor b) Max Weber c) Henry Fayol d) S.George

23. Management is need at

- (a) Top level (b) Middle level (c) lower level (d) all levels

24. Top management is concerned with

- (a) Carrying suggestion upwards (b) maintaining (c) transmitting order downwards (d) none

25. Administration is

- (a) Policy making (b) active direction to get (c) executing the policy (d) none

26 Top management consist of

- (a) Financial managers (b) sales managers (c) personnel managers (d) board of direction

27 Management is a ----- function

- (a)Dynamic (b) controlling (c) directing (d) planning

28. ----- is a time table of work

- (a) Budget (b) project (c) programmers (d) schedules

29. Find the odd one out

- (a) Goals (b) objective (c) policies (d) motivation

30. Budget is an instrument of

- (a) Planning only control (b) control only (c) both planning and control (d) none of these

Short Answer Questions :

1. Define Stress? Explain the concept of Stress Management
2. Define Strategy ? Explain its Meaning
3. Define MBO ?
4. Define Term Management? Discuss the importance of management
5. Describe in detail Fayol’ s Principle of Management.
6. Differentiate between Forecasting and Planning

Long Answer Question :

1. Define Motivation? and discuss the characteristics and nature of Motivation?
2. Management is both “ science and Art” ! Define
3. What do you understand by stress management ?Discuss in detail
4. Explain Leadership? Discuss its importance in an organization.
5. Explain TQM . Discuss in detail.
6. Define the Term Authority? Differntiate between Authority and Responsibility

Answers Key BY Bhavy Sharma

1. c) co-operation
2. d) both art and science
3. a) top level management
4. c) foremen
5. b) By experiences of management
6. b) Mining engineer
7. a) work should be divided into small tasks
8. b) Functional foremanship
9. c) optimum utilisation of resources
10. d) Method study
11. c) maximum output (justification: maximum output is not a universal principle, it may not be applicable in all situations)
12. c) Information Management (justification: Information Management is not typically considered a separate functional area of management, but rather a support function used by all other functional areas)
13. b) Intermediate Level (justification: Intermediate Level is not a commonly used term in management. It might be a synonym for middle level management)
14.) Harold Koontz
15. Management By Objectives
16. b) Administration (justification: Administration is often understood as the process of carrying out or putting into effect policies or plans. While decision-making is a crucial part of this process, it is not the sole function of the decision-making body)
17. a) Rigid (justification: Management principles are not meant to be rigid and inflexible. They should be adaptable to different situations and contexts)
18. b) Henry Fayol
19. d) Cooperation
20. b) profit earning (justification: While maximizing profit is often a goal for organizations, it is not considered a primary function of management. Management encompasses a broader range of responsibilities beyond just profit generation)
21. b) Innovation (justification: Innovation is not considered a subsidiary function of management. It is often considered a separate factor that can contribute to success, but it is not directly managed in the same way as other subsidiary functions like planning, staffing, etc.)

22. a) F.W. Taylor
23. d) all levels (justification: Management is needed at all levels of an organization, from top management to front-line employees)
24. a) Carrying suggestion upwards (justification: Top management is more involved in strategic decision-making and setting the overall direction of the organization, rather than simply carrying suggestions upwards)
25. a) Policy making
26. d) board of direction (justification: The board of directors is the ultimate decision-making body in an organization and sets the direction for the organization)
27. a) Dynamic (justification: Management needs to be adaptable and flexible to respond to changing circumstances and challenges)
28. d) schedules (justification: A schedule is a specific plan outlining tasks and deadlines, while a budget outlines financial allocations)
29. d) motivation (justification: Motivation is a separate concept from goals, objectives, and policies)
30. c) both planning and control (justification: A budget helps plan future activities and also serves as a control mechanism to monitor progress and identify any deviations)

Short Answer Questions:

1. Stress:

Definition: Stress is a state of mental or emotional strain caused by demanding circumstances. It occurs when individuals perceive that their resources are inadequate to meet the demands placed upon them.

Stress Management: Stress management refers to the techniques and strategies used to control the negative effects of stress and maintain emotional well-being. This includes identifying stressors, developing coping mechanisms, promoting relaxation techniques, and fostering a healthy lifestyle.

2. Strategy:

Definition: Strategy is the overarching plan that sets the direction for an organization and guides its decision-making. It defines the organization's long-term goals and the actions it will take to achieve them.

Meaning: Strategy helps ensure that an organization is utilizing its resources efficiently and effectively, and that it is adapting to the ever-changing internal and external environment.

3. MBO:

Definition: MBO stands for Management by Objectives. It is a management philosophy that focuses on setting clear objectives for employees and holding them accountable for achieving those objectives.

Meaning: MBO encourages employees to take ownership of their work and to be more proactive in achieving results. It also helps to align individual goals with the overall goals of the organization.

4. Management:

Definition: Management is the process of planning, organizing, leading, and controlling resources to achieve organizational goals. It involves a wide range of activities, from setting strategic direction to motivating employees and overseeing day-to-day operations.

Importance: Management is essential for the success of any organization, regardless of its size or industry. Effective management can help organizations to achieve their goals, improve efficiency, and maintain a competitive advantage.

5. Fayol's Principles of Management:

Henri Fayol, a French mining engineer, identified 14 principles of management that are still relevant today. These principles include:

- **Division of Work:** Specializing tasks can increase efficiency and productivity.
- **Authority and Responsibility:** Managers have the authority to give orders and are responsible for their actions.
- **Discipline:** Employees need to respect the rules and regulations of the organization.
- **Unity of Command:** Employees should have only one supervisor to avoid confusion and conflict.
- **Unity of Direction:** All activities should be directed towards the same goals.
- **Subordination of Individual Interests to the General Interest:** The needs of the organization should take precedence over the needs of individuals.
- **Remuneration:** Employees should be paid fairly for their work.
- **Centralization:** The degree to which decision-making is concentrated at the top level of the organization.
- **Scalar Chain:** A clear line of authority should exist from top to bottom of the organization.
- **Order:** There should be a place for everything and everything should be in its place.
- **Equity:** Managers should treat all employees fairly.
- **Stability of Tenure:** Employees should have job security.
- **Initiative:** Employees should be encouraged to take initiative and be creative.
- **Esprit de Corps:** There should be a strong sense of teamwork and cooperation among employees.

6. Forecasting vs. Planning:

Forecasting:

- **Definition:** Predicting future events or trends based on historical data and current information.

- **Focuses on:** Examining potential scenarios.
- **Role:** Provides information for planning decisions.

Planning:

- **Definition:** Defining goals and developing strategies to achieve those goals.
- **Focuses on:** Defining actions and allocating resources.
- **Role:** Converts forecasts into actionable steps.

Long Answer Questions

1. Motivation:

Definition: Motivation is the internal driving force that energizes and directs behavior towards specific goals. It involves the complex interplay of psychological, social, and environmental factors that influence an individual's desire and willingness to take action.

Characteristics and Nature of Motivation:

- **Intrinsic vs. Extrinsic:** Motivation can be intrinsic, stemming from internal satisfaction and enjoyment of the task itself, or extrinsic, driven by external factors such as rewards, recognition, or avoidance of punishment.
- **Hierarchy of Needs:** Maslow's hierarchy of needs suggests that individuals are motivated to fulfill basic physiological needs like food and shelter before seeking higher-level needs like self-actualization and personal growth.
- **Expectancy Theory:** This theory proposes that motivation depends on three factors: expectancy (belief that effort will lead to performance), instrumentality (belief that performance will lead to desired outcomes), and valence (value placed on the outcomes).
- **Dynamic and Contextual:** Motivation fluctuates over time and is influenced by personal experiences, organizational culture, and leadership style.

2. Management as Science and Art:

Management encompasses both scientific and artistic elements. The scientific aspect involves applying principles and frameworks derived from various disciplines like psychology, sociology, economics, and statistics. This allows for data-driven decision-making, process optimization, and problem-solving based on evidence and analysis.

The artistic aspect of management requires intuition, creativity, and strong interpersonal skills. Effective leaders can inspire and motivate their teams, build trust and collaboration, and adapt to unforeseen circumstances. They must be able to communicate effectively, handle conflict, and navigate complex human dynamics.

3. Stress Management:

Stress management refers to the strategies and techniques individuals use to minimize the negative effects of stress on their physical and mental well-being. Chronic or uncontrolled stress can lead to various health problems, decreased productivity, and reduced job satisfaction.

Here are some key aspects of stress management:

- **Identifying Stressors:** Recognizing personal triggers and sources of stress is crucial for developing effective coping mechanisms. This might involve journaling, self-reflection, or seeking feedback from trusted colleagues.
- **Developing Coping Mechanisms:** Techniques such as relaxation exercises (deep breathing, meditation, yoga), cognitive restructuring (challenging negative thought patterns), time management skills, and seeking social support can help individuals cope with stress effectively.
- **Promoting a Healthy Lifestyle:** Maintaining a balanced diet, regular exercise, and sufficient sleep strengthens physical and mental resilience, allowing individuals to better manage stress.
- **Organizational Support:** Organizations can contribute to stress management by fostering a positive work environment, promoting open communication, offering resources and support programs, and providing opportunities for work-life balance.

4. Leadership:

Leadership is the process of influencing and inspiring others to achieve a common goal. Effective leaders possess specific qualities and skills that allow them to guide teams, motivate individuals, and navigate challenges towards organizational success.

Importance of Leadership in an organization:

- **Provides vision and direction:** Leaders set clear goals, communicate the organization's mission, and guide employees towards achieving shared objectives.
- **Motivates and inspires:** Leaders create an environment where employees feel valued, empowered, and encouraged to reach their full potential.
- **Facilitates communication and collaboration:** Leaders foster open communication channels, encourage teamwork, and build a strong sense of community within the organization.
- **Drives innovation and change:** Leaders encourage creative thinking, embrace challenges, and guide the organization towards continuous improvement and adaptation to changing environments.
- **Builds a positive culture:** Leaders set the tone for the organizational culture by promoting ethical behavior, fostering trust, and creating a supportive and inclusive environment.

5. Total Quality Management (TQM):

TQM is a management philosophy that focuses on continuous improvement in all aspects of an organization's operations to consistently meet and exceed customer expectations. It emphasizes a data-driven approach, employee involvement, and a long-term commitment to quality excellence.

Key elements of TQM:

- **Customer Focus:** Understanding customer needs and expectations is paramount. TQM involves collecting customer feedback, analyzing data, and designing processes that consistently deliver value.
- **Continuous Improvement:** TQM emphasizes a relentless pursuit of improvement, identifying areas for optimization, implementing changes, and measuring the impact of these changes.
- **Employee Involvement:** Empowering employees to participate in problem-solving, decision-making, and improvement initiatives fosters a sense of ownership and responsibility for quality.
- **Data-driven Decisions:** TQM relies on collecting and analyzing data to identify trends, assess performance, and make informed decisions about quality improvement efforts.
- **Long-term Commitment:** Building a culture of quality requires a long-term commitment from all levels of the organization, from leadership to frontline employees.

6 Defining Authority and Differentiating it from Responsibility

Authority:

- **Definition:** Authority refers to the formal right to make decisions, give orders, and expect obedience within an organization. It is granted by an individual or group with superior authority and allows for action within a specific scope or domain.
- **Types of Authority:**
 - **Line authority:** Direct authority over subordinates within a defined chain of command.
 - **Staff authority:** Authority to advise and assist line managers in specific functional areas.
 - **Functional authority:** Authority granted to individuals for specific functions across various organizational units.
- **Sources of Authority:**
 - **Positional:** Authority inherent in a particular role or position within the organization.
 - **Expert:** Authority derived from specialized knowledge and expertise.
 - **Charismatic:** Authority based on personal qualities and leadership style that inspires others.

Responsibility:

- **Definition:** Responsibility refers to the obligation to fulfill assigned tasks and meet expected outcomes. It is associated with a specific role or position within an organization and involves accountability for actions and results.
- **Types of Responsibility:**
 - **Personal responsibility:** Individual accountability for actions and decisions.
 - **Professional responsibility:** Accountability for upholding ethical and professional standards in the workplace.
 - **Legal responsibility:** Accountability for complying with laws and regulations related to work activities.
- **Sources of Responsibility:**
 - **Assigned tasks:** Responsibilities associated with specific roles and functions within the organization.
 - **Delegated authority:** Responsibilities assigned along with the authority to fulfill them.
 - **Organizational expectations:** Implicit and explicit expectations for performance and results within the organization.

Differentiating between Authority and Responsibility:

While often intertwined, authority and responsibility are distinct concepts with key differences:

Source:

- Authority is granted by an individual or group with superior authority.
- Responsibility is inherent to a specific role or position within an organization.

Focus:

- Authority focuses on giving orders, making decisions, and directing actions.
- Responsibility focuses on execution, achieving results, and fulfilling assigned tasks.

Accountability:

- Individuals are accountable for fulfilling their responsibilities. This is often facilitated by the authority granted to them.
- Authority without responsibility can lead to abuse of power.
- Responsibility without adequate authority can hinder the ability to fulfill obligations.

Effective management relies on a clear understanding and balance between authority and responsibility. Individuals should be given sufficient authority to fulfill their responsibilities and held accountable for achieving expected outcomes. This fosters ownership, engagement, and a culture of performance within the organization.