

Question Bank for Business Studies

For the Session : 2015-16

Class –XII

Chapter-1 (Nature and Significance of Management)

1 Mark Questions

1. What is meant by effectiveness in Management ?
2. List any two social objectives of Management .
3. Explain in one sentence how management increases efficiency .
4. List any two organizational objectives of management .
5. Prince Ltd. target is to produce 10,000 shirts per month at a cost of Rs.150 per shirt. The production manager could achieve this target at a cost of Rs.160 per shirt. Do you think the production manager is effective? Give reason in support of your answer.
6. Why is it said that management is a goal oriented process?
7. “ Management helps in development of society”. How ?
8. “The management principles can be applied to all of activities “. Which characteristics of management is highlighted by this statement ?
9. Name the process of designing and maintaining an environment in which individuals working together in groups , efficiently accomplish selected aims.
10. “ The management principles can be applied to all types of activities”. Which characteristics of management is highlighted by this statement ?
11. “ In an organization employees are happy and satisfied. There is no chaos and the effect of management is noticeable “. Which characteristics of management is highlighted in this statement ?
12. Name the process of working with and through others to effectively achieve organizational objectives by efficiently using its limited resources in the changing environment .
13. “Management is a group activity”. Why ?
14. Name the level of management at which the managers are responsible for implementing and Controlling the plans and strategies of the organization.
15. “Management is an intangible force”. Why?
16. Management is a process of getting things done effectively and efficiently. What does the process involve?
17. Define efficiency.
18. Mr. Ashokjade is an effective but inefficient manager. What does it mean?
19. Success of a business is not by chance but a result of deliberate processes. Name the process.
20. Thread is the most important tool in garland. Similarly in management, which concept plays the role of a thread?
21. Vital Organisation Pvt. Ltd. targeted to produce 10,000 cell phones per month at a cost of Rs.5, 000 per phone.
22. Identify the nature of management when it is practiced as personal application of existing knowledge to achieve desired results.
23. The production manager achieved this target @ Rs.5,200 per unit. Is the manager successful?
24. In an organization, employees are happy and satisfied, there is no chaos and the effect of management is noticeable. Which characteristic of management is highlighted by this statement?
25. Management is the art of getting things done through others who said this?
26. Define Management?
27. Success of a business is not by chance but a result of deliberate processes. Name the process.
28. What do you mean by Cooperation?

B : Question carrying 3 and 4 Marks(Short Answer Type I &II)

1. "Survival, Profit and growth are three important economic objectives, which management helps organization to achieve". Explain this statement.
2. Explain management as a profession.
3. Explain the functions of middle level management.
4. An industrial unit like MCL working in a backward area opens Schools for education at nominal cost for the children of its employees and local people.
 - i) Identify the objective depicted in the given case.
 - ii) Highlight the value which the company desires to emphasize through this activities
5. A Cloth Manufacturer distributes its defective product at free of cost after getting them repaired to orphanage. Which values are being attested in this solution?
6. An organization has production, purchase, marketing, finance and human resource department. All of them working together to achieve organization goals. From your point of view which value is reflected here?
7. A famous Doctor charges high for consultation from his patients and refuses to treat the poor patients without consultation charges. He also pays attention to the medical representatives and agents of Pharma Company; he takes gifts and commission also. In your view, is it professional behavior of Doctor? Does he follow the code of conduct of Doctor?
8. An international company working in a backward area opens Hospitals, Schools for the benefit of employee and local people.
 - i) Identify the objective depicted in the given case.
 - ii) Highlight the value which the company desires to emphasize through this activity.
9. Explain the economic objectives of management.
10. Explain any three characteristics of management

4 & 5 Marks Questions

1. Describe any five reasons, which clarify that management is gaining importance day to day.
2. Give the meaning of management and explain how it creates a dynamic organization and helps in the development of society.
3. Explain how management increases efficiency and helps in the development of society.
4. "Management is the process of working with and through others to effectively achieve organizational objectives by efficiently using limited resources in the changing environment ". In the light of this statement explain any four features of management .
5. "Management seeks to achieve certain objectives which must be derived from basic purpose of the business". In the light of the above statement, explain organizational and social objectives of management .
6. 'Management is regarded as an art by some, as science or as inexact science by others. The truth seems to be somewhere in between'. In the light of this statement , explain the true nature of management .
7. At which level of management the managers are responsible for the welfare and survival of the Organization. State any four functions performed at this level managers.
8. What is meant by co-ordination ? How it is integrates group efforts and ensures unity of action. Explain.
9. "Co-ordination is the orderly arrangement of group efforts to provide unity of action in the pursuit of common purpose". In the light of this statement , explain the nature of co-ordination.

Or

- "Co-ordination is a synchronization of group efforts to achieve organizational objectives". In the light of this statement highlight any five features of Co-ordination.
10. "Co-ordination is not a separate function of management . It is the essence of management ". Explain with the help of a suitable example.

Question carrying 6 Marks(Long Answer Type)

1. P. Production Ltd set up a factory in a remote village area. Management of this company fulfills all the objectives and the organization is able to work effectively and efficiently. It is using environment friendly methods of production. The company also decided to open schools and colleges for the children of its employees. They decided to employ people from nearby villages as very few job opportunities were available in that area.
 - (i) Identify and explain the objectives of Management.
 - (ii) State the other two objectives that the Management of P. Power Ltd should fulfill.
 - (iii) Identify any two values of P. Production Ltd wants to communicate to the society through its above state activities.
2. In an Automobile Manufacturing Company, where three employees are discharging duties according to their qualification, experience and post at different levels. Rahul maintains relations with the outside public and also prepares strategic plans and policies for the enterprise. Rohan interpret and execute the policies framed by Rahul and also make plans and budgets for their departments. Rohan send periodical progress reports to their Senior, supervise and guide the subordinates and also solve their problems. Identify the three employees position in the hierarchy of management. Explain the functions of Rahul.
3. Co-ordination is the essence of management . Do you agree with this statement ? Give reason in support of your answer.
4. Management is not the pure science like physics and chemistry”. Do you agree with this statement ? Give reasons in support of your answer.
5. “Management is not a profession. Discuss.
6. “Co-ordination vs cooperation ” Distinguish.
7. Explain any five advantages of management..
8. Management is dynamic . Do you agree ? Explain your views.
9. “ Management is both a science and art”. In the light of this statement, explain the nature of management.
10. Write the limitation of management
11. Sunil is working as ‘C.E.O’ in Mitzee Ltd. Pepsi india ltd. Name the managerial level at which he is working. State any four factions he will perform as Operations Manager in this company.
12. Describe in brief any five functions of middle level management in an organisation.
13. Explain how management helps in’ development of society ‘and ‘optimum utilization of resources’.

Chapter-2 (Principles of Management)

A : Question carrying 1 Mark (VSA Type)

1. What is the objective of motion study?
2. Who is known as father of scientific management?
3. Which principle of management gives emphasis on judicious imposition of penalties in the Organization?
4. State two benefits of simplification.
5. What is Gang Plank?
6. Give any one reason why principles of management do not provide readymade solution to all Managerial problems.
7. Why the principles of management are called flexible?
8. Give any one reason why principles of management are not rigid prescriptions.
9. The principles of management are different from those of pure science. State any one difference.
10. Why it is said that management principles are universal in application?
11. What is meant by the statement of ‘Principles of management are contingent?’
12. Which principles of management is violated if a sub-ordinate is asked to receive orders from two or more superiors ?
13. State the objective of motion study.
14. What is the main objective of method study?

15. Name the principle of scientific management which emphasizes on study and analysis of methods rather than estimation.
16. Which revolution involves a change in the attitude of workers and management towards one another from competition to co-operation?
17. State two benefits of Taylor's differential piece rate system.
18. What do you mean by method study?
19. Mental revolution... meaning
20. Which principle of management gives emphasis on initiative in the organization ?

3, 4 and 5 Marks Questions

1. Name and explain the principle of management according to which a manager should replace I with WE in all his conversations with workers?
2. Explain how principles of management :
 - a. Provide useful insight into reality and
 - b. Help in thoughtful decision making .
3. Explain by giving any five reasons why proper understanding of management principles is necessary.
4. Explain the technique of Scientific Management is the extension of principle of division of work and specialization.
5. Explain that technique of scientific management which is strongest motivator for a worker to reach Standard performance.
6. Explain any five principles of scientific management.
7. Explain how principles of management help in
 - a. Meeting changing environment requirement and
 - b. Making scientific decisions.
8. In a particular company, no importance had been attached to the suggestions given by the subordinates. In 2014 the company appointed Mr. Dixit as its chief executive officer. He was an MBA degree holder with an experience of a decade. On assuming the charge of his office, he started a sort of campaign asking for suggestions from every employee of the company. In a very short time, there were about 5,000 suggestions. After studying them intensively about 1,000 suggestions were implemented in different fields. This campaign fetched the company an additional profit of 50 crores.
 - a. Which principle of management is working behind Mr. Dixit's approach?
 - b. What will be the effect of implementing these suggestions on the employees?
 - c. Which value is satisfied by Mr. Dixit?
9. Nikita and Salman completed their MBA and started working in a multi-national company at the same level. Both are working hard and are happy with their employer. Salman had the habit of backbiting and wrong reporting about his colleagues to impress his boss. All the employees in the organization knew about it. At the time of performance appraisal the performance of Nikita was judged better than Salman. Even then their boss Md. Sharif decide to promote Salman stating that being a female Nikita will not be able to handle the complications of a higher post. Identify and explain the principle of management , which was not followed by this multi-national company.
 - a. Identify the values, which are being ignored quoting the lines from the above para.
 - b. Compare between Taylor's and Fayal's principles of management.
10. Explain standardization and simplification as a technique of scientific management.
11. Write the name and responsibilities of four planning department specialties recommended by F.W.Taylor.
12. Describe three characteristics of principles of management.
13. Enumerate the principle of discipline.
14. What is meant by 'flexibility' of management principles?
15. What does mental revolution imply in scientific management?
16. Illustrate the principle of 'stability of tenure 'through a suitable example.

decision of the management by wearing black ribbon on their left hand for one day, so that the working of the company should not effect.

- a. Which principles of management are present in the above para.
- b. Explain other principles of same category.

31. ABC Ltd. hired temporary employees to reduce the financial burden of the company. Due to this there is frequent turnover in employees and a sense of insecurity prevails in them. All the crucial decisions are taken by top level management and the employees are bound to follow that decision. As a result they demotivated and not interested to give suggestions and feedback on major issues, which principles are violated in the above case. Explain the consequences of violation of these principles.

UNIT-3. Business Environment

Section –A : Question carrying 1 Mark (VSA Type)

1. "Rbi has increased the repo rate". Identify the dimension of business environment.
2. "Wining of Aaam Adami party has built up confidence in economically weaker section people ". Which type of dimension of environment is followed here?
3. Change in technology or consumer taste, change the external forces. Identify the features of business environment.
4. Government has given the power to oil companies to fix the sale prices oil i.e. Petrol and diesel. Name the dimension of Business environment highlighted here.
5. Enterprise has little control on external factors .mention some of these factors.
6. Business environment includes both specific and general forces.
 - a) List any four specific forces. Or b) List any four general forces.
7. The understanding of business Environment helps the managers to identify threats. What is meant by threats here?
8. The understanding of business environment enables the firm to identify the opportunities. What is meant by opportunities here?
9. Define privatization as a process of economic reforms in one sentence.
10. Define liberalization as a process of economic reforms.
11. "The foreign exchange rate has come down to in anticipation of change of govt'. Identify the dimension of business environment.
12. "The change in govt policy for imports from china have forced sell well Ltd to import medical devices from Taiwan "Identify the nature of the business environment discussed here.
13. "Retail business is growing because of increase in disposable income of middle class society". Identify the dimension of business environment.
14. Change in technology or consumer taste, change the external forces. Identify the features of Business environment.
15. Government restricted the issue of LPG cylinders at subsidized rates to nine per family per year. Name the dimension of Business environment highlighted here.

Section –B : Question carrying 3 and 4 Marks(Short Answer Type I &II)

1. Write the impact of economic reforms.
2. Explain the four dimension of Business environment.
3. 'Understanding of business environment gets a mover advantage, acts as a warning signal for adverse conditions and sensitise the management'. Discuss.
4. Identify the type or dimension of environment to which the following are related :
 - a. Banks reduces interest's rates on housing loans.
 - b. An increasing number of working women.
 - c. Booking of air tickets through internet.
5. 'Image building, basis of strategy and continuous learning are the outcomes of understanding of business environment. Explain.

6. Retailing in India is on a rising trend and many companies have planned for investment in this sector. This is because of a rise in customers' income, favorable taste for better quality product and most importantly, the liberalization of the economy allowing cent percent direct investment in some sector of the economy. Identify the elements of business environment, stating lines from the above paragraph.
7. Describe any four features of business environment.
8. The Government restricted the issue of LPG cylinders at subsidized rates to nine per family per year.
 - a. Name and explain the dimension of business environment highlighted in the given statement.
 - b. What are the values hereby elicited by the government?
9. Explain any four positive effects of liberalization and globalization on business and industry in India
10. AB & Co. is planning to set up another branch in a village in order to meet the increasing demand of the product. It employed the local educated people and reserved some seats for the poor and backward classes.
 - (a) Identify the values mentioned here.
 - (b) What changes it may bring in the life of the people?
11. In order to earn more profit, Company X employed children who were paid less wages. It also violated different acts laid down by Govt.
 - (a) Identify the values not followed by the company.
 - (b) What could be its impact on company's future prospects?
12. Govt. of Odisha increased sales tax by 10% on refrigerators. But Pritam Ltd. dealing in refrigerators did not increase its price.
 - (a) What values Pritam Ltd. took into consideration?
 - (b) What enabled the company to manage the increase in tax?
13. Globalization is the need of the hour.

Question carrying 5 and 6 Marks(Long Answer Type)

1. What do you mean by business environment? Discuss its features.
2. Explain the impact of government policy changes on business and industry.
3. Explain by giving any four points, why "In the present day competitive market, it is essential for a business to remain alert and aware of its environment" ?
4. India's Prime Minister Shri Narendra Damodar Das Modi has recently initiated 'Swachh Bharat Mission' on the eve of Gandhi Jayanti, birth anniversary of our father of nation Mahatma Gandhi to make a clean India. It has inspired many political leaders, actors and actress, sports persons, business tycoons, due to which public in general are more conscious about eco-friendly products. It leads to adoption of advanced technology by business organizations to adopt eco-friendly packaging. Due to which demand for bamboos grass etc. increased to produce such package. The economic conditions of people at tribal areas were improved out of their sale.
 - a. What are the dimensions of business environment being discussed above? Explain them in brief.
 - b. What are the values present in the above para?
5. KAINEE Ltd. a US based successful mobile producing business giant interested to open its branch in India. On scanning the business environment, it found that
 - i. There are large no. of business giants who have acquired a substantial market share and following different marketing policies which will affects directly or indirectly to the marketing policies of "KAINEE".
 - ii. Demand for mobile phones is more ranging from Rs.9,000/- to Rs.22,000/- but it is strongly driven by economic status of the public in general.
 - iii. Shift in demand is highly frequent due to adoption of advanced technology by mobile producing company because of which mobiles recognized as an advanced one present time becomes outdated within one year.
 - iv. Public in general have demand for mobile phones having some special features and technology which is different from the demand in USA and other countries.

What are the features of business environment being discussed above?

1. What do you mean by business environment. Discuss its features.
2. Explain by giving any four points , why “ In the present day competitive market, it is essential for a business to remain alert and aware of its environment” ?
3. Explain in brief what is included in ‘technological environment’ of business.
4. Why is understanding of ‘business environment ‘important for managers? Describe any five points.
5. Explain any five impacts of government policy changes on business and industry in India.
6. Explain in brief what is included in’ legal environment’ of a business.
7. Explain by giving any five points, why “in the present day competitive market, it is essential for a business to remain alert and aware of its environment?
8. The Indian corporate sector has come face to face with several challenges due to government policy change. Explain any four such challenges.
9. Management of every business enterprise can be benefited from being aware of different dimensions of business environment. Explain any four such dimensions.
10. The people of some regions translated the slogan of “Come Alive” used by Pepsi Company as “ Come out of the grave”. As a result company lost its market share rather than picking up.
 - i) Which component of business environment is being overlooked?
 - ii) Which value is missing in the above paragraph?
11. The Maruti Udyog Ltd. is smart enough to recognize the threat of new companies entering the market. Before the other companies could do anything, the Maruti Udyog Ltd. increases the supply of its cars manifold and thus able to nullify the effect of the possible threat.
 - a. Which importance of business environment is highlighted in the given case?
 - b. Which values are satisfied in the above case?

UNIT-4.Planning

Question carrying 1 Mark (VSA Type)

1. Define “Method. .
2. Define rule.
3. ABC Ltd. decides to advertise their product on T.V and Radio. What type of plan should it prepare?
4. Mention two features of standing plan.
5. Give two example of external limitation of planning.
6. What values does manager practice by revising the plan?
7. Why is it said that “Planning is pre-requisite for controlling”?
8. List any two characteristics of planning.
9. ‘Planning always leads to successes. Do you agree? Give reasons in support of your answer.
10. Name the type of plan which is time bound and linked with measurable outcome.
11. Name the type of plan which specifies the steps to carry out different activities in a chronological order.
12. Name the type of plan which is in the form of general statements and channelise energies towards a particular direction.
13. What is meant by policy as a type of plan?
14. Which type of plan has the least flexibility and why?
15. To see whether plans are being implemented and activities are being performed according to schedule” is a step of planning process. Identify the step.
16. Define “premises” as related to planning process.
17. This function of management translates objectives into goals and finds the best means to achieve the goals. Name the function of management highlighted in the given statement.
18. What do you mean by standing plan?
19. Is there a close and reciprocal relationship between planning and controlling?
20. Planning is an empty exercise without this function of management. Mention this function.

Question carrying 3 and 4 Marks(Short Answer Type I &II)

- 1) If any employees working in ABC Ltd. comes one hour late to office three times a month, his /her one day salary is deducted. Identify the type of plan followed by ABC Ltd. Distinguish it from method.
2. Distinguish between policy and strategy.
3. In a company “Trespassers will be prosecuted” signboards have been put in all areas. What type of plan is it Explain?
4. An automobile company is facing the problem of declining market share due to excessive competition, as a result of liberalization and globalization. To overcome this crisis, the company has decided to launch new product models with attractive features at competitive prices. For this purpose, the top management framed a strategy. In your opinion, will it guarantee success? Give reason.
5. Explain any five features of planning.
6. Planning is an important function of management . State any four reasons in favour of the statement.
7. Planning provides directions and reduces the risks of uncertainty. Explain how ?
8. Explain the steps involved in the process of planning .
9. A company is manufacturing garments. The manager wants to increase the profits by purchasing new high speed machines or increasing the sale price or using waste material in manufacturing stuffed toys. He decided that using waste material to increase the profit is the best solution for him.
 - a. Identify the concept of management involved.
 - b. Mention the steps involved in the above process by quoting the lines from the question.
 - c. To complete the process of the concept identified. What further steps does the manager have to take?
10. “Sometimes planning fails in spite of best efforts of management”. Do you agree ?. Give reasons in support of your answer.
11. What values does planning emphasize by reducing wasteful activities and establishing standards?
12. If rules are flexible and different for different people, what values are being violated?
13. Planning is a mental exercise, what human value is being emphasized?
14. Explain the following types of plan:-
Programme b. Budget c. policy
15. Distinguished between
 - a. Procedure and method
 - b. Policy and Rule
16. “Planning reduces creativity” Comment.
17. ‘Planning is the basic function of management’. Explain in about 30 words.
18. Briefly explain how planning helps coordination.
19. Explain in brief the meaning of policy and rule as types of pans and give any four points of distinction between them.

Question carrying 5 and 6 Marks(Long Answer Type)

1. Write five importance’s of planning .
2. “Fail to plan is planning to fail”. Comment on this statement in the light of limitations of planning.
3. Briefly explain the external limitation of planning.
4. Barnali and Sohan are two friends. They are discussing to open a fast food outlet. They decide the target of the business and finding strategies or ways and means to achieve the same.
 - a) Identify the function of management involved in the stated case.
 - b) State and explain the steps, which should be followed in the process of this function.
5. A company is manufacturing baby garments. The Manager wants to increase the profits by purchasing new high speed machines, or increasing the sale price or using waste material in manufacturing soft toys. He decided that using waster material to increase the profit is the best solution for him.
 - a) Identify the concept of management involved.
 - b) Mention the steps involved in the above process by quoting the lines from the question.
 - c) To complete the process of the concept identified what further steps does the manager have to take?
6. JCD Ltd has to develop organizational plans for the upcoming years in such a manner that weaker section of the society can be given Job opportunities and society can be provided with pollution free environment. For this purpose, it has hired ABC Ltd a leading consultancy firm, ABC Ltd has delegated the authority even to the

lower levels of management so that an initiative can be developed among employees and growth can be facilitated. A lot of money is being incurred on their fees and collection of facts.

- a) Which limitation of planning is being referred above?
 - b) State another three limitations of planning.
 - c) Identify the values JCD Ltd desired to emphasize.
7. "Planning is the only key to success" Do you agree? Give any five reasons.
8. Briefly explain the process of planning.

UNIT-5. Organizing

Section –A : Question carrying 1 Mark (VSA Type)

1. Write the meaning organizational structure.
2. What does the term decentralization refer to?
3. Explain Departmentation.
4. Name one advantages of divisional structure.
5. Define span of management.
6. Name the decision making process which involves managers at all levels.
7. Name the function of management which translates plan into action.
8. State one benefit of dividing work into smaller tasks.
9. Name the concept which determines the levels of management in the organizational structure.
10. What does the term "span of management refer to ?
11. "Successful organization do not achieve their goals by chance, rather they have to follow a process". Name the process.
12. Name the decision making power which involves managers at all levels.

Section –B : Question carrying 3 and 4 Marks(Short Answer Type I &II)

1. Shaky and Bakky Ltd. was manufacturing a single product for last three years. Recently they acquired three new manufacturing units and a have started selling multi products in the domestic market. They decided that an individual who has the capability and competence to handle responsibilities would head each unit. They put up notice on the employees notice boards and invited interested candidates to apply for the positions. For fresh employment, they decided to reserve 50% position for women and lesser privileged people.
 - a. State the type of organizational structure Merry Ltd. have followed as a single product company.
 - b. Write any two of its advantages.
2. What do you mean by Organization Structure? Explain two advantages of formal organization.
3. "Delegation of authority is a process of involving authority, responsibility and accountability". Explain the statement in brief.
4. . Explain by giving any four reasons why organizing is considered as an important function of management.
5. "Organisation is the harmonious adjustment of specialized parts for the accomplishment of some common purpose or purposes". In the light of this statement, explain any four points of importance of organizing.
6. "Organizing is the process of defining and grouping the activities of the enterprise and establishing the authority relationship among them ". In the light of this statement , explain the steps in the process of organizing.
7. Organising involves a series of steps that need to be taken in order to achieve the desired goals. Explain these steps.
8. Identify the type of suitable organisation structure for a large scale organization having diversified activities requiring high degree of specialization in operations. State any three features of this structure.
9. Amit runs a factory wherein he manufactures leather shoes. The business is doing well and he intends to expand by diversifying into leather bags as well as leather jackets. Which type of organization structure would you recommend for his expanded organsiation and why ? Give any three reasons.
10. What is meant by functional structure of organistion ? Explain its any two advantages and any two Limitations.
11. What is meant by formal organization? State any three advantages and any two limitations of formal organization.

12. What is meant by informal organization? State any three advantages and any two disadvantages of this form of organization.
13. Give the meaning of essential elements of delegation of authority.
14. If we delegate the authority, we multiply it by two, if we decentralize it, we multiply it by many. In the light of this statement, explain any four points of importance of decentralization.
15. Decentralisation is a key element in effective organizing. Explain with the help of any four reasons.
16. "Delegation is a key element in effective organizing". How? State by giving any four reasons.
17. A Manager enhances the production target from 500 units to 700 units per month, but the authority to draw raw material was not given by him. The production manager could not achieve the revised production target. Who is responsible and which principle was violated?
18. A Company X Ltd. manufacturing cosmetics, which has enjoyed a pre-eminent position in business, has grown in size. Its business was very good till 1991, but after that new liberalized environment has seen entry of many MNC's in the sector. With the result, the market share of X Ltd. has declined. The company had followed a very centralized business market with directors and divisional heads making even minor decisions. Before 1991, the business model had served the company very well as consumers has no choice. But now the company is under pressure to reform. What organization structure changes should the company bring about in order to retain its market share. How will the changes suggested by you help the firm? Keep in mind that the sector in which the company is FMCG.
19. What do you mean by Formal Organization? Explain two limitations of formal organization
20. State the steps in the process of organizing as a function of management.
21. What is divisional structure? What are its advantages?

C : Question carrying 5 and 6 Marks(Long Answer Type)

1. A company XYZ Ltd manufacturing the watches was set up in the year 1921 by the Swiss promoters following formal organization structure for its operation Day by day it is facing a lot of problems in taking fast decision due to non-co-operation of staff members. The staff members are not motivated because of their grievances are not resolved quickly due to lengthy formal procedure. As a result of which the company is not able to adopt to change business environment. Labour turnover is high and its market share is declining gradually. In the above context, answer the following questions:
 - a. You are asked to advise to change its organization structure to resolve the problems faced by it.
 - b. What kind of benefits that the company can derive due to changed structure.
2. Mr. Rao along with his two colleagues Mr. Sahoo and Mr. Mishra just sat together and developed an idea to start a new venture. They contributed capital of Rs.2 lakhs each and assembled all the necessary resources. Later on they divide the whole work into smaller jobs. Staff are allotted jobs separately and asked to take instruction from a specific person. Resources are properly utilized and the firm is able to adapt itself with environmental changes.
 - a. Which function of management is highlighted here and underline the related lines.
 - b. State the two importance of the above function underlying the line of importance
3. Distinguished between formal organization and informal organization.
4. Mr. Talpade a school principal sent out an office order stating that each floor will have a staffroom exclusively for teaching on that floor. No teacher will be allowed to sit in another staff room during school hours. Teachers can only meet teachers of their departments that too for business purposes. He wants each teacher to strictly work as per rules and directions issued by him.
 - a) Identify the type of organization is this and explain.
 - b) What might be the aim of school principal for issuing such an office order?
 - c) State the values violated in the above case.
5. "Organizing involves a series of steps in order to achieve the desired goal" Explain these steps.
6. Which function of management helps in right people and putting them on the right job? Explain any two points of importance of this function.
7. The employees of manic ltd, a software company, have formed a dramatic group for their recreation. Name the type of organisation so formed and state its three features.

8. It refers to a systematic effort to delegate all authority to the lowest level except that which can be exercised at central points. Name it and explain its two importance.
9. Aman Ltd is manufacturing toys and has production, sales, purchase, and finance department. Which type of organisation structure would you suggest to them? State any three advantages of organisation structure.
10. Explain delegation of authority and its elements
11. Mr. Maxim the CEO of an international company sent out an office order stating that each area sales manager should look after the sales activities of their areas. No manager will be allowed to enter other area. He wants each manager to strictly work as per rules and directions issued by him
 - a) Identify the type of organization is this and explain.
 - b) What might be the aim of Maxim for issuing such an office order?
 - c) State the values violated in the above case.
12. Centralisation Vs/Decentralizations Distinguish.

UNIT-6. Staffing

Section –A : Question carrying 1 Mark (VSA Type)

1. Write the full form of HRM.
2. What do you mean by development?
3. What do you mean by casual callers?
4. This test is conducted to test the areas of interest of a potential employee. Identify the test.
5. Why is it said that recruitment is a positive step in the process of staffing?
6. How does staffing help to ensure higher performance of employees ?
7. How does staffing help to ensure optimum utilization of human resources ?
8. Name and state the on-the- Job method of training that is used to give training to the Electricians.
9. Name the method of training in which trainees learn on the equipments they will be using.
10. Name the method of training in which the trainees works directly with a senior manager and the manager takes full responsibility of the trainee.
11. Why is it said that recruitment is a positive step in the process of staffing ?
12. State the meaning of “ Human Resource”
13. Define Staffing.
14. State the main objective of training.
15. This test is conducted to test the areas of interest of a potential employee. Identify the test.
16. Distinguish between delegation and decentralisation of authority on any of the following basis:
 - (a) Nature
 - (b) Purpose
 - (c) Freedom of action

B : Question carrying 3 and 4 Marks

1. Briefly describe the importance of staffing.
2. Give the meaning of ‘placement’ and ‘training’ in the process of staffing.
3. Discuss why staffing is taken as a part of human resource management.
4. Enumerate the important source of recruitment.
5. Explain the following :
 - i. Transfer
 - b. Training
6. Distinguish between Training and Development on the basis of :
 - a. a) purpose
 - b) method used
 - c) Initiative of learning
7. What are the features of staffing function in to-days world.
8. Suman is working in an organization . Every year, the manager shifts her from one department to another..
 - a. Name and explain the method of recruitment.
9. What is meant by recruitment? How is it different for selection?
10. Nitesh, the director of a garment company, is planning to manufacture bags for the utilization of waste material from one of his garment units. He has decided that this manufacturing unit will be set-up in a rural

area of Odisha where people have very few job opportunities and labour is available at very low rates. He has also thought of giving equal opportunities to men and women. For this he wants four different heads of Sales, Account, Purchase and Production. He gives an advertisement and shortlists ten candidates per post after conducting different selection tests.

Identify and state the next three steps for choosing the best candidate out of the candidates short-listed. Also identify two values which Nitesh wants to communicate to the society by setting up this manufacturing unit.

11. Explain staffing as a function of management. Also explain by giving any four reasons why proper staffing is required in an organization.
12. Human resource management includes many specialized activities and duties. State any four such activities.
13. Explain in brief the various steps involved in the process of staffing.
14. External sources of recruitment are considered better than internal sources. Give any four reasons in support of this statement.
15. "Internal sources of recruitment are better than external sources. How? Give any four reasons.
16. Filling vacancies from within the organization has some advantages as well as limitations.
17. Explain any three such advantages and any three limitations.
18. You are the Personnel Manager of Galaxy Company Ltd. You have been directed by the Directors of the company to select a Chartered Accountant for the company. Explain the selection procedure you will follow for the same.
19. Some learning opportunities are designed and delivered to improve skills and abilities of employees whereas some others are designed to help in the growth of individuals in all respects. Identify and explain the two concepts explain above.
20. A newly appointed Personnel Manager is of the view that training is beneficial only for the organization and not for the workers. Do you agree with his view. Give any five reasons in support of your answer.
21. Explain in brief the following methods of training to the workers.
i) Apprenticeship training ii) Job rotation training iii) Vestibule training
22. All recruiting, screening and training process for data entry etc. are done by one officer only in Mitzee Ltd. Their competitors was attracting most qualified employees. As a result this company had to choose from candidates who have soft skills and less qualification. On the basis of above case, answer the following cases:
 - a. What problem do you see company is facing?
 - b. How can this problem be solved?
23. Mr. Ashok recently completed his PG Diploma in HRM. A few months from now a large steel manufacturing company appointed him as its HR Manager. As of now company employee's 800 persons and has an expansion plan in hand which may require another 200 persons for various types additional requirements. Ms. Ashok has been given complete charge of the company's human resource management.
 - a. Point out, what function does she supposed to perform?
 - b. What problems do you foresee in his job?
 - c. What steps is he going to take to perform his job efficiently?
24. The workers of a factory are unable to work in new machines and always demand for help of supervisors. The supervisor is overburdened with their frequent calls. Suggests the remedy.
25. What is internal source of recruitment? What are its merits?
26. Explain the following
 - a. Vestibule school b. casual caller c. Employment exchange
27. Distinguish between on the job training and off the job training.

Section –C : Question carrying 5 and 6 Marks(Long Answer Type)

1. Discuss various types of test.
2. Explain the sources of internal recruitment.
3. on the job training Vs off the job training

4. Explain the various method of off the job training
5. Harish, the director of a company is planning to manufacture stuffed toys for utilizing waste material of one his garment factories. He decided that this manufacturing unit will be set up in a rural area so that people of that area wil have more job opportunities. For this he selected Changu, Mangu , Chottu and Kundu (a differently abled but very intelligent and creative person in designing) as heads of Sales, Accounts , Purchase and Production department respectively.
 - a. Identify and state the next three steps that Harish has to follow in the staffing process after selecting heads of different departments.
 - b. Identify any two values that Harish wants to communicate by setting up this manufacturing unit in rural area .
6. Mohit Gupta is working with ‘ Yellow Security Services Ltd’. He is also recruiting security guards for the company. The company provide security services in Delhi and Noida at short notice to various companies . the guards are recruited on temporary basis. The guards provided by this company are known for their honesty and punctuality. Mohit Gupta is well known in his village for providing employment to unskilled people.
 - a) Name the source of recruitment used by ‘ Yellow Security Services Ltd.’
 - b) State any two disadvantage of this source of recruitment .
 - c) Identify the need of ‘security guards’ which is being fulfilled by the company as per Maslow’s need hierarchy.
7. Explain the importance of staffing.
8. ” A newly appointed manager is of the view that training is not necessary for the employees” Do you agree with his view? Give reasons in support of your answer.

CHAPTER- VII DIRECTING

Section –A : Question carrying 1 Mark (VSA Type)

1. “Employees exchange views with only those whom they trust”. Identify the communication network discussed in this sentence.
2. “A good leader does not wait for opportunities but create them”. Which quality of a good leader is highlighted by this statement?
3. The communication network in which all subordinates under a supervisor communicate through supervisor only is :
4. a) Single chain b) Inverted V c) Wheel d) Free flow
5. A manager observes that an old employee is not doing the required work. Manager scolds him rudely without asking him the reasons. In your view how the manger would have behaved and which values he should have kept in his mind ?
6. A leader not only solves the problems relating to work but also personal problems of the followers. Which value his following here?
7. How technical jargon acts as a barrier to communication?
8. Name the element of directing function under which the superiors oversee the activities of their subordinates.
9. Explain Stock option as an incentives.
10. The word communication derived from which word?
11. Leaders are born not made. write the qualities highlighted in the above statement
12. Write the meaning of free flow network
13. What do you mean by incentives?
14. Who is a supervisor?
15. Distinguish Motive and Motivator.
16. State the element of directing, which helps in implementing the principle of scalar chain.
17. Explain in one sentence how directing initiates action in management.
18. Define supervision.
19. Name the term used in management which stimulates people to take-up work voluntarily.
20. Why is motivation called a complex process ?

21. What is meant by democratic style of leadership ?
22. What is meant by informal communication ?
23. Why it is said that “the supervisor is a link between management and the operating employees”?
24. It means overseeing the subordinates at work. Which element of directing is referred to?
25. Mention one benefit of motivation.
26. What is meant by informal communication’
27. State in one sentence how directing a pervasive function of management is.
28. It is concerned with instructing, guiding, and inspiring people in the organisation to achieve its objectives. Name it.
29. Motivation can be either positive or negative. Give two examples of negative motivation.

Section –B : Question carrying 3 and 4 Marks(Short Answer Type I &II)

1. Distinguish between formal communication and informal communication.
2. What is Autocratic Leadership ? Explain its two advantages.
3. Explain three qualities of a good leader.(3)
4. Describe the following leadership style :
a) Autocratic leadership style b) Laissez Faire/ Free rein leadership
5. Kunwar , the manager of Unitech Ltd. wants become a successful leader in his organization. What qualities does he require to inculcate in himself for this ?
6. The workers always try to show their inability when any new work is given to them. There is sudden rise in demand and firm wants to meet excess orders. The supervisor finds difficult to cope up with the situation. What should be the steps taken by the supervisor?
7. In an organization employees always feel they are under stress. They take least initiative and fear to explain their problems before the manager;what do you think is wrong with the manager?
8. What is Leadership style?
9. Explain three qualities of a good leader.
10. Explain three limitation of informal communication

Section –C : Question carrying 5 and 6 Marks(Long Answer Type)

- 2) Communication originally drafted in English has been very poorly translated in Hindi. Name the type of barrier to communication and explain any four barrier of this type.
- 3) Discuss the Maslow’s Need Hierarchy theory of motivation .
- 4) Explain briefly the organizational barriers of communication
- 5) Ankur is working as a production manager in an organization. His subordinate Saurabh discussed with him a method of production which will reduce the cost of production . But due to some domestic problems Ankur’s mind being pre-occupied, he is not in a position to understand the message. Saurabh got disappointed by this. Identify the factor which acts as a communication barrier. Explain four other factors of the same group of communication barriers.
- 6) Directing refers to the process of instructing , guiding , counseling , motivating and leading people in the organization to achieve its objectives.
- 7) Discuss the importance of directing in the light of above statement .
- 8) What values does directing focus to inject in the organization . Give any two such values.
IISL Ltd. is one of the leading companies in automobiles sector. The company lately closed its incentive schemes to enjoy the profits solely. This resulted in inefficiency of workers.
i) What change must be brought about in the organization structure ?
ii) Explain any 4 benefits of adopting such change.
- 9) “ Directing is the heart of management process”. Explain
- 10) Some barriers are arises due to the problems and obstructions in the process of encoding and decoding of message into words or impressions. Identify the barrier discussed here. Explain some other reasons resulting such barriers .

- 11) Communication originally drafted in English has been very poorly translated in Hindi. Name which type of barrier to effective communication and explain any other two barriers of this type.
- 12) Blue Birds Ltd. offers to its employees issue of shares at a price which is less than the market price.
 - i) Name and explain the type of incentive offered to the employees.
 - ii) Explain the other type of incentives of this category.
- 13) What do you mean by motivation ? Explain Maslow's need hierarchy theory of motivation.
- 14) Explain briefly the role of supervision in directing.
- 15) Explain Maslow need hierarchy theory of motivation.
- 16) Maslow's need Hierarchy is considered fundamental to understand motivation . Explain the role of need hierarchy in motivation.
- 17) Mr. Rajesh Sharma issues an office order to work one hour extra per day to meet the sales target for the month of August . Identify the type of communication followed by Mr. Rajesh Sharma. Also briefly describe the common network of such type of communication.
- 18) " Role of a supervisor is vital to any organization as he performs multiple functions". Explain any four functions of a supervisor.
- 19) Tanya is working in a company as permanent basis. She had to work for 8 hours a day and was free to work overtime. She worked overtime but still no recognition was given to her by her boss. Due to overtime, she fell ill and had to take leave. No one showed concern and enquired about her health. She realized she was fulfilling only some of her needs while some other needs still remained to be fulfilled.
- 20) Identify and explain the needs of Tanya discussed in the above para, by quoting the lines.
- 21) Also explain the need which still needs to be satisfied.
- 22) Mr. Ram, a Production manager of Vision Care Ltd, is not able to communicate and provide guidance to the workers of a factory due to overload of the work. So in order to guide them he gave appointment a person who will be in touch with them.
 - a. Identify which function of directing helps the production manager to reduce his workload.
 - b. What role will the appointed person play?
 - c. How come he will act as a link between management & workers?
- 23) Directing is the heart of the management process. Do you agree ? Give any four reasons in support of your answer.
- 24) Directing is not required at all in management of organisation. Do you agree ? Give four reasons in support of your answer.
- 25) " Every action in the organization is initiated through directing ". Explain any four point of importance of directing in the light of this statement.
- 26) ' Supervision is not at all required in an organisation'. Do you agree? Give three reasons in support of your answer.
- 27) "The supervisor performs a very important role in an organisation by performing multiple functions". State any five such functions.
- 28) Define motivation. How does it improve efficiency and facilitate the accomplishment of organizational goals ?
- 29) To satisfy the social and psychological needs, which type of incentives are needed ? Explain any five types of such incentives.
- 30) 28) Blue birds offers to its employees to issue shares at a price which is less than the market price
 - i) Name and explain the type of incentive offered to the employees.
 - ii) Explain one more incentive of the same category.
- 31) Ankit Ltd assured their employees that inspite of recession no worker will be retrenched from the job
 - a) Name and explain the type of incentive offered to the employees.
 - b) Explain one more incentive of the same category.
- 32) Maslow's need hierarchy is considered fundamental to understanding of motivation. Explain the role

of need hierarchy in motivation.

- 33) "It is only motivation through which the managers can inspire their sub-ordinates to give their best to the organization". In the light of this statement. Explain any five points of importance of motivation.
- 34) Money is not the only motivator, and then what else is required to motivate employees? Explain by giving any four points.
- 35) A leader who has only good physical features and required knowledge and competence can not inspire others to work, then what else is required by a leader to be successful ? Explain by giving any five points.
- 36) There are some barriers in communication which are concerned with encoding and decoding of message. State any three such barriers.
- 37) Barriers to effective communication exist in all organizations to a greater or lesser degree. State any six measures to overcome these barriers.
- 38) Effectiveness of a manager depends on his ability to communicate effectively. Explain how.
- 39) Define the terms 'monetary incentives' and 'non monetary incentives'. Enumerate various financial and non-financial incentives used to motivate people to improve performance.
40. 'Directing is the least important function of management'. Do you agree with this statement? Give any two reasons in support of your answer.
41. Explain briefly the various elements of directing functions of management.
42. Ayesha Ltd assured their employees that in spite of recession, no worker will be retrenched from the job.
- (a) Name and explain the type of incentive offered to the employees.
- (b) Explain one more incentive of the same category.
43. Explain any four reasons why directing is an important function of management.
44. Define the term 'supervision' and explain the functions of a supervisor.
45. "It is only motivation through which the managers can inspire their subordinates to give their best to the organisation." In the light of this statement, explain any four points of importance of motivation.
46. Describe the concept of Autocratic leadership and state its features. In which situations it should not be used?
47. "Maslow's need hierarchy is considered fundamental to understanding of motivation." In the light of this statement, explain 'motivation' and Maslow's need hierarchy in motivation.
48. Discuss any four semantic barriers to effective communication.

UNIT-8. Controlling

Section –A : Question carrying 1 Mark (VSA Type)

1. Name the function of management which monitors actual performance of each and every employee to accomplish organizational goals.
23. What do you mean by management by exception ?
4. Which function of management is known as 'Management in action'?
5. Why it is said that controlling is a continuous activity ?
6. In controlling, why is actual performance compared with standards ?
7. Name the function which reviews the operations in a business unit.
8. What should be the focus point for a manager while controlling, as controlling at each and every step is not possible ?
9. Which function of management ensures that actual activities confirm to plan activities?
10. Name the function of management which monitors actual performance of each and every employee to accomplish organizational goals.
11. Name the two function of management which are interrelated and inter dependent.
12. If in Manav Ltd. the existing machinery is defective and because of its, production unit is unable to achieve the set target, what step should the company take?
14. Which function of management is known as 'Management in action'?

14. Is controlling “the end “of management functions cycle? Give reasons in support of your answer.
15. Control system loses some of its effectiveness when standards cannot be defined in quantitative terms. What difficulty does this situation create?
16. Name the step in the process of control which will come after ‘establishment of standards’ and ‘measurement of performance’.
17. How is controlling a costly affair?
18. Mention any one importance of controlling.
19. What is meant by ‘standards’ in the process of controlling?
20. When is a corrective action required in controlling?
21. Why it is said that “controlling is a continuous activity”?
22. What corrective action should be taken in case deviations are cause due to defective machinery?
23. What is compared with what, in controlling?

Section –B : Question carrying 3 and 4 Marks(Short Answer Type I &II)

- 1) Explain how controlling helps in
 - i) Accomplishing organizational goals and
 - ii) Judging accuracy of standards
- 2) Explain how controlling helps in
 - i) Making efficient use of resources and
 - ii) Improving employees motivation / Morale.
- 3) Controlling is looking back. Give suitable example in support of your answer.
- 4) “Controlling is an indispensable function of management”. Do you agree ? Give four reasons in support of your answer.
- 5) Planning facilitates decision making and establishes standards for controlling. Explain how.
- 6) Rajeev and Sanjeev are managers in the same organization heading different units. While discussing about the functions of management, Rajeev says that planning is looking ahead whereas controlling is looking back. Bust Saneev says , “ you are wrong because planning is looking back and controlling is looking ahead”. Both are giving reasons in favour of their statements. Explain the possible reasons given by both and justify who is correct.
- 7) Explain how ‘Management by exception’ helps in the controlling process.
- 8) Explain how ‘Critical point control’ helps in the controlling process.
- 9) Controlling is a systematic process involving a series of steps. State the steps involved in the process.
- 10) Kapil and Kamal Company is a large Manufacturing unit. Recently the company had conducted time and motion studies and concluded that on an average, a worker could produce 300 units per day. However, it has been noticed that the average daily production of a worker is in the range of 200-225 units.
 - i) Name the function of management and identify the step in the process of this function which helped in finding out that the actual production of a worker is less than the set target.
 - iii) To complete the process of the function identified in and to ensure the performance as per time and motion studies, explain what further steps a manger has to take.
- 11) “Controlling is blind without planning and planning is meaningless without controlling “. Explain.
- 12) Define three importance of controlling.
- 13) Define Controlling . What values does the Manager established through a proper measurement of actual performance.
- 14) “An effort to control everything may end up in controlling nothing “. Explain.
- 15) In controlling process, standards were set according to the efficiency of the average employee. Which value has been kept in mind while setting the standards?
- 16) Oncoming to know the negative deviations fines are imposed on errorsing employees. Which value is being violated here?

- 17) A Manager observes that an old employee is not doing the required work. Manager scolds him rudely without asking him the reasons. In your view how the Manager would have behaved and which value he should have kept in his mind?
- 18) An effort to control everything may end up in controlling nothing “. Explain.

Section –C : Question carrying 5 and 6 Marks(Long Answer Type)

- 1) Write the steps of controlling.
- 2) ‘Planning and controlling are mutually interrelated and independent activities’. How?
- 3) Planning and Controlling are interrelated with each other. Explain how.
- 4) “Controlling is considered as an indispensable function of management yet there are certain limitations which affect its effectiveness”. State the limitation and explain how they adversely affect the effectiveness of controlling.
- 5) Explain any five importance of Controlling.
- 6) ‘Planning and controlling are inseparable twins of management’. Explain how?
- 7) Sita, Geeta and Babita is engaged in manufacturing machine components. The target of production is 250 units per day per worker. The company had been successfully attaining this target until two months ago. Over the last two months , it has been observed that daily production varies between 200-210 units per worker.
- Name the function of management and identify the step in the process of this function which helped in finding out that the actual production of a worker is less than the set target.
 - To complete the process of the function identified in (a) and to ensure the performance as per set targets explain what further steps a manager has to take.
- 8) “ There is close and reciprocal relationship between planning and controlling”. Explain the Statement. 19. Define the limitations of controlling.
- 9) A Ltd manufactures tubeless tyres for vehicles. It recruits a large number of unskilled workers at short notice. After manufacturing tyres company found that during its quality control check some of the tyres are not upto to mark, so it was decided to reprocess them.
- Identify and explain the management function referred here.
 - Identify the system which enables the management to verify the standard.
 - Identify the recruitment source being referred above.
 - Give two importance of management function identified above.
- 10) In a School, in order to enhance the quality of teaching in classroom, the management has decided to install closed circuit television (CCTV) to judge the performance / activities of teachers. Because teachers are under contract with the school, they must have to perform well. In the other hand school management also decided to motivate teachers by increasing their salary.
- Name the managerial function involved in installing the CCTV in the school.
 - Identify and explain the step in this managerial functions process that can be completed by installing CCTVs.
 - Identify the incentive being given to motivate employees.
 - Name the value emphasized on the part of teachers by not appearing the installation of CCTVs in the factory.
- 11) In Industries Ltd. is manufacturing mobile set both domestic indian market as well as exports. It has having maximum market share and customer satisfaction. But later on company experiencing problems in achieving sales target, because of new competitors and they have stand up there with new technology and lower pricing. This is causing problem for the company. Now company planning to revive their controlling system and take other necessary steps to cope up the challenges raised by other competing companies.
- 12) Identify the benefits the company will deprive from a good controls system.
- 13) Give the steps in the control process that the company should follow to remove the problems it is facing.

UNIT-9. Financial Management

Section –A : Question carrying 1 Mark (VSA Type)

- 1) Name the concept which increases the return on equity shares with a change in the capital structure of a company “
- 2) What is Gross working capital?
- 3) Delta cables Ltd earned a net profit of 50 crores Atul the finance manager wants to decide how to appropriate these profits. Which financial decision will help him.
- 4) Name the financial decision which helps a businessman in opening a new branch of its business.
- 5) Define financial management.
- 6) What is the primary objective of financial management?
- 7) State how growth prospectus affects the working capital requirement of a company?
- 8) Name the major determinant of dividend decision.
- 9) Which type of companies can declare higher dividend?
- 10) Name the financial decision which will help a business man in opening a new branch of its business.
- 11) What is meant by floatation cost?
- 12) Cost of debt is lower than the cost of equity share capital. Give reason why even then a company cannot work only with the debt?
- 13) Name the concept which increases the return on equity shares with a change in the capital structure of a company.
- 14) A company wants to establish a new unit in which a machinery of worth 10 lakhs is involved.
- 15) Identify the type of decision involved in financial management.
- 16) Define financial management.
- 17) Identify the decision taken in financial management which affects the liquidity as well as the profitability of business.
- 18) Explain why the working capital needs for a service industry are different from that of a manufacturing company.
- 19) Name the concept which increases the return on equity shares with a change in the capital structure of a company.
- 20) What is the main objective of financial management?
- 21) “Cost of debt is lower than the cost of equity capital”. Even then a company cannot work only with debt, Why?

Section –B : Question carrying 3,4, 5 and 6 Marks(Short Answer Type I &II and long type)

- 1) How are shareholders likely to gain with a loan component in the capital employed.
- 2) Primary objectives of financial managements
- 3) Explain the Importance of financial planning
- 4) Sound financial management is the key to the prosperity of business
- 5) What do you mean by dividend decision Explain the factor affecting the dividend decision
- 6) Explain Capital structure. State what are the factors affecting structures.
- 7) Neelam is engaged in Transport Business and transport fruits and vegetables to different states.stating the reasons in supports of your answer, identify the working capital requiriments of Neelam.She wants to expands and diversify his transport business,Explain any two factors that will affect her fixed capital requirements..
- 8) What is required to tackle the uncertainty in respect of availability and timing of funds ?
- 9) Name the process which helps in determining the objectives, policies , procedures, programmes and budgets to deal with the financial activities of an enterprise. Explain its four points of importance.
- 10) “ Sound financial planning is essential for the success of any business enterprise”. Explain this statement by giving any six reasons.
- 11) How does trading on equity affect the choice of capital structure of a company? Explain with the help of suitable example.

- 12) What is meant by 'investment decision'? State any four factors which affect the investment Decision.
- 13) You are a finance manager of a newly established company. The directors have asked you to determine the amount of fixed capital requirement for the company. Explain any four factors that you will consider while determining the fixed capital requirement of the company.
- 14) Name the decision taken by a financial manager which determines the overall cost of capital and the financial risk of the enterprise. Explain any three factors which affect this decision.
- 15) What is meant by 'dividend decision'? Explain any four factors which affect the dividend Decision of a company.
- 16) Explain any five factors which determine the choice of the capital structure of a company.
- 17) 'S' Ltd. is manufacturing steel at its plant in India. It is enjoying a buoyant demand for its products as economic growth is about 7% to 8% and the demand for steel is growing. It is planning to set up a new steel plant to cash on the increased demand it is facing. It is estimated that it will require about `5,000 crores to set up and about `500 crores working capital to start the new plant.
- 18) What is the role and objective of financial management for this company?
- 19) What is the importance of having a financial plan for this company? Give an imaginary plan to support your answer.
- 20) In a Company profits are heavy and in future less scope of expansion exists. Company has decided to pay a very less dividends. Here which value and whose interest have been affected?
- 21) A company wants to show higher profits and for this:
 - a. Depreciation was charged at lower rate
 - b. Goodwill, patent, trademark and other intangible assets were shown at higher value.
 Explain the value which has affected it.
- 22) A whole-seller of onion comes to know that due to less production the prices of onion will increase heavily. He stores the onion and during rising prices earn heavy profits by selling the stored onion. From the earned profits, he provides some money for social activities also. In this situation, which value he affects here?
- 23) The Directors of a manufacturing company are thinking of issuing `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? What factors other than risk do you think, the directors should keep in view before taking the decisions?
- 24) Mr. Varun is the financial manager of Diwan Ltd. The Board of Directors has asked him to design the capital structure of the company. State any six factors that Mr. Varun needs to consider while doing so and explain these factors.
- 25) The products of Nisha electronics is always in a high demand during the festivals. So they decided to open a new branch during the festive season. What type of decision is indicated in the given situation? Why are such decisions very crucial for the business? Explain any two factors affecting such decisions.
- 26) Mr. Manav is the finance manager of a company. He is having the responsibility for the determination of the objectives, policies, procedures, programmes and budgets to deal with the financial activities of the enterprise. Name the process which will help him to complete his task and also state and explain the importance of it.
- 27) Keshav Ltd is earning good profits but there is not much scope for expansion in future. The company decides to declare a very low return. Recognize and explain the financial decision being indicated here. What are the factors affecting such decisions? State whose interest is being affected and what values are being violated?
- 28) A Company wants to raise ` 25 lakhs through debt to open a new factory in the rural area to help the poor villagers by providing them employment. Issue of debt will increase the debt equity ratio of the company. What are the risks involved in it? What other factors, the company should consider before taking the decision? Also state the values reflected by the company.
- 29) What do you meant by fixed capital? Explain the factors affecting requirements of fixed capital.
- 30) What do you meant by working capital? Explain the factors affecting requirements of working capital.

UNIT10-. Financial Market

Section –A : Question carrying 1 Mark (VSA Type

1. State any one protective function of SEBI.
2. State one development function of SEBI
3. What do you mean by DEMAT?
4. Write the meaning of Demutalisation.
5. Give the meaning of 'Secondary Market'
6. Give the meaning of ' Money Market'
7. State the essential function of 'Primary Market'.
8. What is meant by Capital Market?
9. Does Demutualization of stock exchange means the stocks are kept in electronic form instead of a physical form?
10. State any one objective of setting up of National Stock Exchange of India.
11. State any one function of stock exchange.
12. What is private Placement?
13. Define Financial Market.
14. What is the main function of Financial Market?
15. When is a trade bill known as commercial bill?
16. Capital market can be divided in to two parts. Mention these parts.
17. Elucidate anyone 'protective function 'of securities and exchange board of India (SEBI).
18. In what forms a company can raise capital through the primary market?
19. Enumerate any one objective of setting up SEBI.
20. ABC Ltd decides to float its shares to general public "Raghav Gramin Bank" in Primary Market. Name the method floatation used by ABC Ltd.
21. Give two examples of money market instruments.
22. Which market is meant for the purchase and sale of existing securities?

Section –B : Question carrying 3,4, 5 and 6 Marks(Short Answer Type I &II and long type)

23. Explain the function of stock exchange.
24. Explain two parts of capital markets.
25. What are the development function of SEBI
26. Distinguish between Capital market Money market
27. Mansingh is the Directors of a company. She wants raise the funds in market. Mansingh wants steady incomes with low risk.
 - a. Identi fy the market.
 - b. Give components of the market identified
 - c. How can mansingh raise funds.
28. "To promote orderly and healthy growth of securities market and protection of investors,
29. State any three 'Protective Functions' of Securities and Exchange Board of India.
30. Explain the regulatory and development functions' of Securities and Exchange Board of India.
31. Explain any four functions of stock exchange.
32. Explain the following money market instruments
 - a) Call Money b) Treasury Bill c) Commercial Paper d) Certificate of Deposit
33. Distinguish between Capital Market and Money Market.
34. Nature of capital market can be well explained with the help of its features. State any three such features of a capital market.
35. What is meant by primary market ? Explain any four methods of floating new issues in the primary market.
36. Financial market plays an important role in the allocation of scarce resources in an economy by performing many important functions. Explain any four such functions.

37. Nature of money market can be well explained with the help of its features. State any three such features of money market.
38. "Financial Market plays an important role in the allocation of scarce resources in an economy by performing many important functions" Explain any four such functions.
39. Ajay is an employee in the stock exchange. He gets the inside information, taking the advantage of this situations, he has invested in the securities and also disclose the facts and figures to other. By observing this situations, SEBI has imposed penalties for such practices.
- Identify the type of functions that has been taken by SEBI.
 - Write two other functions of identified functions
 - What are the other type of functions of SEBI, that has been performed by it.
40. Amala is a very good friend of Amar. So Amala wants to give some gift to Amar on his marriage. So she has invested money on share market. To maintain different documents is a tedious job and also there is a chance of loss of documents.
- Identify the process on which they can deal this problem
 - Give two advantages of this process.
41. What is Money Market? Explain the instruments of money market.
42. State and explain five methods of floating new issues in primary market.
43. Explain the trading procedure on a stock exchange.
44. ABC Ltd is a financially sound company, producing clothes. They are established in India. They are earning profit in their business. 15% of their profit is used in ABC foundation which is created by ABC Ltd and the objective of this foundation is providing services to weaker sections of the societies. The board of directors of this company wants to expand the business through retail outlet. They planned to open 20 retail outlets for the current year. For this they need Rs.50 crore funds. They decided to raise equity shares from the public. To float these funds they need some extra amount to meet the cost. If you are finance manager of this company, suggest which instrument will be suitable for this purpose to raise from market. Explain its features and also name any other two instruments of this market. Identify the values involved in it.
45. The directors of a company want to modernise its plants and machinery by making a public issue of shares. They wish to approach stock exchange, while the finance manger prefers to approach a consultant for the new public issue of shares. Advise the directors whether to approach stock exchange or a consultant for new public issue of shares and why? Also advise about the different methods which the company may adopt for the new public issue of shares.
46. The directors of a company of which you are the finance manager, have to design the capital structure for the company and have asked you about the factors that affect the capital structure of a company. Give your view points with reasons.
47. You are the finance manager of a company. The boards of directors have asked you to decide the dividend policy (i.e. how earnings will be divided in to two parts – retained earnings and dividends) for the company. Explain the factors that you would take in consideration while determining the dividend policy for the company.

UNIT11-. Marketing Management

Section –A : Question carrying 1 Mark (VSA Type)

- What do you mean by Marketing.
- Define Marketing management in present context.
- Which marketing philosophy give more importance to consumer welfare instead of consumer satisfaction.
- What is Brand.?
- Mr. Chacha wants to buy LCD TV for his family..He entered in to yogesh electronics .After coming to shop he got confused. Write the name of promotion tool which has brought him to the shop promotion tool needed now.

6. Why marketing is called a social process?
7. Distinguish between 'selling concept' and 'marketing concept' of marketing management philosophies on the basis of main focus.
8. Name the four p's of marketing mix.
9. Which marketing function is concerned with informing the customer about the product?
10. Which marketing function is involved in physical movement of goods from one place to another?
11. How does packaging act as a silent salesman?
12. Why marketing is called a social process?
13. Which marketing philosophy gives more importance to consumer welfare instead of consumer satisfaction?
14. A cosmetic manufacturing company is spending a lot of money on advertisement to sell their products as they believe that the sale of goods depends largely on the quality of advertisement. Name the marketing philosophy followed by him.

Section –B : Question carrying 3,4, 5 and 6 Marks(Short Answer Type I &II and long type)

1. What are the functions of Packaging?
2. The function of labeling. explain
3. What is meant by channel of distribution? Explain
4. Name the element of marketing mix in which a set of firms and individuals create possession, place and time utility and helps in market offering. Also explain function.
Distinguish between Advertising and Personal selling
5. Explain any two major activities involved in physical distribution of goods.
6. Nisha a school bag manufacturer decided to improve the product for profit maximization and thus added a water bottle holder in the existing design.
i) Identify the marketing management philosophy adopted by Nisha.
ii) Explain the other philosophy.
7. Explain the factor determining choice of channel of distribution of any product.
8. "An important task in the marketing of goods relates to designing the label as it provides useful and detailed information about the product". In the light of the above statement draw a label for a liquid soap and highlight the important information to be provided on it.
9. Define marketing management. State any three objectives of marketing management .
10. Bending the customer according to the product and development of the product according to customer needs are two important concepts of marketing management . Identify the concepts and differentiate between the two.
11. "Find wants and fill them "create products and sell them" are the two important concepts of marketing identify and differentiate between the two concepts.
12. Explain any four qualities/ Characteristics of a goods brand name.
13. What is labeling? State any four functions of labeling .
14. Name that element of marketing mix which affects the revenue and profits of a firm. Explain any six factors which help in determining this element.
15. Name the element of marketing mix in which a set of firms and individuals creates possession, place and time utility and helps in market offering. Also explain any five important functions performed by this element .
16. Name the element of marketing mix which affects the revenue and profits of a firm. Explain any six factors which help in determining this element.
17. "Choice of channels of distribution depends on various factors". Explain any four factors which affect the choice of channels of distribution.
18. "Physical distribution includes some components for physically moving the goods from manufacturers to the customers". Explain these components.

19. Identify and explain the promotional tool of marketing mix which plays a persuasive, service and informative role and there by link a business firm to its customers. Also explain by giving any four reasons how this tool helps in increasing the sales of businessmen.
20. Identify and explain the promotional tool of marketing mix which involves oral presentation of message with one or more prospective customers for the purpose of making sales. Also explain any three benefits of this tool in the economic progress of a society.
21. Identify and explain the promotional tool of marketing mix which is an impersonal form of communication and is paid for by the marketer. Also explain any three benefits of this tool.
22. "Advertisement is a social waste as it adds to cost, undermines social values and confuses the buyer". Explain how?
23. Packaging has acquired a great significance in the marketing of goods. In the light of the above statement state any three functions of packaging.
24. "Advertisement is unnecessary and wasteful". Do you agree? Give reasons in support of your answer.
25. "Money spent on advertisement is not a waste but an investment". Do you agree with this view? Give reasons in support of your answer.
26. A salesman approaches you to promote the sales of a water purifier which communication tool is the marketer using by sending a salesman at your door step? Explain the role of this tool to a businessman.
27. Explain the following sales promotion activities
 - a) Discount b) Product combination c) Full finance d) Sampling
 - e) Lucky Draw f) Instant Draw and Assigned Gifts g) Refund.
28. Explain the qualities of a good sales man.
29. A manufacturer of electronic product produces such products which needs special care while using it. But the company has not given instructions to consumers. If you are manager of that company what steps would you take?
30. Distinguished between marketing selling.
31. Distinguish between advertising and selling.
32. Honey Singh Ltd. Want to introduce a new product in the market. The company requests you to suggest a suitable name for the product. What features will you consider for selecting a good brand name of the product?
33. You have been appointed as a brand manager of Ford Motors. The company is to introduce a compact small car in the Indian market. The name of the car is yet to be decided. You have been asked to chair a brain storming session. Before the suggestion comes forward, you have to briefly explain the participants as to what constitutes a good brand name with the help of suitable examples.
34. Explain the following sales promotion activities:
 - a. Discount
 - b. Product combination
 - c. Financing
 - d. Lucky draw
35. Define public relations. Explain the role played by public relations.
36. What is meant by marketing mix? Explain different elements (components) of marketing mix.
37. How branding benefits marketers and customers?
38. Recall the following functions of marketing and explain them.
 - Gathering and analyzing market information
 - Market planning
 - Product designing and development
 - Customer support services

Chapter-12 (Consumer Protection)

Mark Questions

1. Why consumer protection is important for consumers? Give any one reason.
2. Why consumer protection is important for a businessman? Give any one reason.
3. Which Act provides relief to the buyers of goods in case the goods purchased do not comply with the expressed condition?
4. Which kind of cases can be filed in the state commission under the consumer protection Act , 1986 ?
5. Which cases can be filed in the National Commission under Consumer Protection Act 1986 ?
6. Which claims can be appeal before the Supreme Court under consumer protection Act, 1986?
7. Who can file a complaint under the consumer protection Act, 1986 ?
8. Which Act provides protection to the consumer against the use of fraudulent marks ?
9. Joy wants to buy an iron. As an aware customer, how can he be sure about the quality of iron ?
10. Mohit filed a case against Domestic coolings Ltd. in the District Forum. But he was not satisfied with the orders of the district forum. Where can he appeal further against the decisions of district forum.
11. What can serve as a proof of purchase made for filling a complaint against defective goods?
12. Sandeep purchased a diesel car for Rs. 7 lakhs from an automobile company and found that its engine to be defective. Despite many complaints the defect was not rectified. Suggest to him the appropriate authority where he can file thecomplain under Consumer Protection Act
13. Name the ministry which introduced eco mark.
14. Name the quality certification mark used in case of food products.
15. Who is a consumer?
16. Name the parties against whom the consumer an file complaint.
17. Name the type of products which require ISI mark for quality certification.

Section –B : Question carrying 3,4, 5 and 6 Marks(Short Answer Type I &II and long type)

2. Explain any four points of importance of consumer protection from the point of view of business.
3. What is meant by consumer protection ? State any three points of importance of consumer protection from the consumers point of view.
4. State any six responsibilities of a consumer which should be kept in mind while purchasing the goods.
5. Explain any four rights available to a consumer under the consumer protection Act, 1986.
6. State any six reliefs available to a consumer when the consumer court is satisfied with the genuineness of the complaint .
7. Explain any four functions of consumer organization and Non-Government organizations for protecting and promoting the interest of consumers.
8. Ranjita purchased one litre of pure deshi ghee from a shopkeeper. After using it, she had a doubt that it is adulterated. She sent it for a laboratory test which confirmed that the ghee is adulterated. State any six reliefs available to Ranjita. If she complains and the consumer court is satisfied abot the genuineness of the complaint.
9. Harish purchased a medicines from Sumitra Medical Store for his son, who had high fever. Even after giving the medicine his son’s condition did not improve and he had to be hospitalized. Doctor informed Harish that medicine given to his son was spurious. Harish complained about this to Sumitra Medical Store. As result, Sumitra Medical Store decided to file a complaint against the manufacturer in the consumer court. Can Sumitra Medical Store do this ? Give reason in support of your answer. Also, explain who is a consumer as per consumer protection Act, 1986.

10. Karan purchased some households goods from a 'FalakGeneal Store'. After reaching home he found a shaving is earn in his bag which he had not billed for. He checked the date of expiry and other details and after satisfying himself he started using it. Immediately he developed some rashes on his face.
1. *As a consumer where should Karan file a complaint?*
 2. *Also state who can file a complaint under Consumer Protection Act 1986? (State any two)*
 3. *Which 'Value' may be conveyed to the society from the above case and how?*
11. Explain any four responsibilities of consumer to safeguard his interest.
12. Explain any four importance of consumer protection from the point of view of business.
13. Explain the following rights
- a. Right to seek redressal
 - b. Right to information
14. Sai is a graduate. She joined an organization, but after working for two years she left the job for her higher studies. During those days of preparation she was shopping near her house. As she had very little time for all this activity one day she went to purchase oil, the shopkeeper insisted her to purchase a particular brand of oil but she did not want that brand. On asking for some other brand, the shopkeeper refused to show it. In this situation which right of consumers is violated? And also mention other four rights of consumers.
15. Sumit is a bank manager. One day his mother was ill. He purchased medicine as per the doctors advise. He did not ask for the cash memo. After a day he noticed some medicine reaction so he returned back to the shopkeeper and asked for the explanation, but the shopkeeper refused to give any explanation. In this situation Sumit want to file a complaint. In the above mentioned situation do you think Sumit can file a complain against the shopkeeper? Please give your comment on the above situation. Also write the responsibilities of the consumer.
16. Meena purchased one liter of pure Deshi ghee from a shop. After using it, she had a doubt that it is adulterated. She sent it for a laboratory test which confirms that she was adulterated. State any six reliefs available to Meena if she complains and the consumer court aresatisfied about the genuineness of the complaint.
17. Satish, after completing his graduation started working with a multinational company in Mumbai. Due to some personal problem, he shifted to his home town Puri. He noticed that the people in his town are ignorant about the rights and responsibilities of consumers. So the vendors easily manipulate the consumers. So to create awareness among the people, Satish decided to publish a weekly journal " Janjagar". State the rights which Satish has exercised by doing so. And also mention the other rights of consumers?
18. Rohini purchased a flat in Bhubaneshwar for 50 Lakhs. However the quality of material used was not as promised by the builder. There was too much leakage in the flat, Rohini wanted her money back but the builder refused. So she filed a complaint against the builder in national commission. Do you think Rohini has appealed in the appropriate forum? If no, then what will be the right forum for filing a complaint? And also mention the reddresal mechanism of the consumer protection Act.
19. Explain any three ways and means of consumer protection available in India
20. Ahamed wants to buy an iron. As an aware customer how can he be sure about the quality of Iron
21. Why consumer protection is is necessary.
22. Explain the remedies and relief to the consumer.
23. Explain in brief any six responsibilities of consumers' to safeguard their interests.
24. Explain in brief rights of consumers as provided under the consumer protection act , 1986
