

NATURE AND SIGNIFICANCE OF MANAGEMENT

STUDY NOTES

● Meaning of Management

- Management can be defined as “a process of bringing about improvement in knowledge, skill, habits, and attitudes of the employees in an organization”.
- It can be defined as a technique used for optimum utilization of resources available to attain the objectives set for the organization or individual.
- Management, has therefore, been defined as a process of getting things done with the aim of achieving goals effectively and efficiently.

● The definition focuses on three terms:

- Process ➤ Effectively ➤ Efficiently

● Relationship between Effectiveness and Efficiency

- These two terms are different but they are interrelated. For management, it is important to be both effective and efficient.
- It would be easier to achieve one of these at the cost of another. Effectiveness and efficiency are regarded as two sides of the same coin or two blades of a pair of scissors.
- In absence of one other gets ineffective. Hence, these two aspects need to be balanced and managed many times.

● Features of Management

- Management is a Goal Oriented Process ➤ Management is all Pervasive
- Management is Multidimensional - Management is a complex activity that has three main dimensions. These are:
(a) Management of work (b) Management of people (c) Management of operations
- Management is a Continuous process ➤ Management is a Group activity
- Management is a Dynamic function ➤ Management is Intangible

● Objectives of Management

- **Organisational Objectives:** Management is responsible for setting and achieving objectives for the organisation.
 - (a) **Survival:** The basic objective of any business is survival. Management must strive to ensure the survival of the organisation.
 - (b) **Profit:** Mere survival is not enough for business. Management has to ensure that the organisation makes a profit.
 - (c) **Growth:** A business needs to add to its prospects in the long run, for this it is important for the business to grow.
- **Social Objectives:** It involves the creation of benefit for society. As a part of society, every organisation whether it is business or non-business, has a social obligation to fulfill.
- **Personal Objectives:** Organisations are made up of people who have different personalities, backgrounds, experiences and objectives. They all become part of the organisation to satisfy their diverse needs.

- **Importance of Management**

- Management helps in achieving group goals
- Management creates a dynamic organisation
- Management helps in development of society
- Management increases efficiency
- Management helps in achieving personal objectives

- **Nature of management**

- **Management as an Art**

An art is the skillful and personal application of existing knowledge to achieve desired results. The basic features of an art are as follows:

- (a) Existence of theoretical knowledge
- (b) Personalized application
- (c) Based on practice and creativity

Management can be said to be an art since it satisfies the following criteria:

- A successful manager practices the art of management in the day-to-day job of managing an enterprise based on study, observation and experience.
- There are various theories of management, as propounded by many management thinkers, which prescribe certain universal principles.
- A manager applies this acquired knowledge in a personalized and skillful manner in the light of the realities of a given situation.

- **Management as a Science**

Science is a systematised body of knowledge that explains certain general truths or the operation of general laws. The basic features of science are as follows:

- (a) Systematised body of knowledge
- (b) Principles based on experimentation
- (c) Universal validity

Based on the above features, we can say that management has some characteristics of science.

- Management has a systematized body of knowledge. It has its own theory and principles that have developed over a period of time, but it also draws on other disciplines such as Economics, Sociology, Psychology and Mathematics.
- The principles of management have evolved over a period of time based on repeated experimentation and observation in different types of organisations.
- Since the principles of management are not as exact as the principles of science, their application and use is not universal. They have to be modified according to a given situation. However, they provide managers with certain standardised techniques that can be used in different situations.

- **Management as a Profession**

- A profession has the following characteristics:

- (a) Well-defined body of knowledge
- (b) Restricted entry
- (c) Professional association
- (d) Ethical code of conduct
- (e) Service motive

Management does not meet the exact criteria of a profession. However, it does have some of the features of a profession:

- All over the world there is marked growth in management as a discipline.
- There are several associations of practicing managers in India, like the AIMA (All India Management Association) that has laid down a code of conduct to regulate the activities of their members.
- The basic purpose of management is to help the organisation achieve its stated goal. This may be profit maximisation for a business enterprise and service for a hospital.

- **Levels of Management**

Management is a universal term used for certain functions performed by individuals in an enterprise who are bound together in a hierarchy of relationships, there are three levels in the hierarchy of an organisation.

➤ **Top Management**

Top management is a team consisting of managers from different functional levels, heading finance, marketing etc. For example, chief finance officer, vice president (marketing).

➤ **Middle Management**

Middle management is the link between top and lower level managers. They are subordinate to top managers and superior to the first line managers. Their main task is to carry out the plans formulated by the top managers.

➤ **Supervisory or Operational Management**

Foremen and supervisors comprise the lower level in the hierarchy of the organisation. Supervisory management plays a very important role in the organisation.

● **Functions of Management**

- **Planning:** Planning refers to deciding in advance what is to be done in future. It bridges the gap between where we are and where we want to be.
- **Organising:** Organising refers to the process of allocating the work responsibility onto the persons working in an organisation. It helps in providing right things at right place at the right time.
- **Staffing:** Staffing is the process by which an organisation creates a pool of applicants and makes a choice from that pool to provide the right person at the right place at the right time to increase the organisational effectiveness.
- **Directing:** Directing involves leading, influencing and motivating employees to perform the tasks assigned to them. This requires establishing an atmosphere that encourages employees to do their best.
- **Controlling:** The controlling function involves the evaluation activities that managers must perform. This process also includes correcting situations in which the goals and objectives are not being met.

● **Coordination**

According to *Theo Haimann*, Coordination is the orderly synchronising of efforts of subordinates to provide proper amount, timing and quality of execution so that their united efforts lead to the stated objectives, namely, the common purpose of the enterprise.

● **Coordination is the essence of management**

A manager brings together a bunch of independent people and processes to work towards a common goal. Being able to "coordinate" these things is what makes an effective and efficient team.

● **Coordination is an integral of Management element or ingredient of all the managerial functions:**

- Coordination through Planning
- Coordination through Staffing
- Coordination through Controlling
- Coordination through Organizing
- Coordination through Directing

● **Characteristics of Coordination**

- Coordination integrates group efforts
- Coordination is a continuous process
- Coordination is the responsibility of all managers
- Coordination ensures unity of action
- Coordination is an all pervasive function
- Coordination is a deliberate function

● **Importance of Coordination**

- Growth in size
- Functional differentiation
- Specialisation

QUESTION BANK

MULTIPLE CHOICE QUESTIONS

1. Planning, organizing, staffing directing and controlling are applied in organizations such as school, club, restaurant, hospitals etc.? If yes, which characteristic of Management does it signify?
- (a) Management is all pervasive
 - (b) Management is intangible
 - (c) Management is intangible
 - (d) None of the above

2. Activities of production cycle searches buying inputs converting them into semi-finished products of finished products are related to management of _____.
- (a) Operations (b) Efficient
(c) Effective (d) None of the above
3. Doing the task in the right way is:
- (a) Effectiveness (b) Efficiency
(c) Both effective and efficient (d) None of the above
4. The Special Children Association intends to train all children in some kind of skill. Which characteristic of management is it?
- (a) Management is goal oriented (b) Management is futuristic
(c) Management is tangible (d) None of the above
5. Management functions cannot be physically seen but its presence can be felt. Hence management is _____.
- (a) Tangible (b) Goal Oriented
(c) Futuristic (d) Intangible
6. The external environment has a great influence over the management and therefore it has to make changes according to the changes taking place in the environment. Hence, management is:
- (a) Dynamic (b) Multidimensional
(c) Management of work (d) None of the above
7. The task of management is to make people work towards achieving the organizational goals by making their strengths effective and their weaknesses irrelevant. The dimension of Management talked about is:
- (a) Management of work (b) Management of people
(c) Management of operations (d) All of the above
8. Planning, organizing and controlling are related to
- (a) Management of work (b) Management of people
(c) Management of work and people (d) All of the above
9. Which characteristic of management talks about teamwork and coordination in individual effort?
- (a) Management in intangible force (b) Management is a group activity
(c) Management of work (d) Management of people
10. The basic objective of any business is:
- (a) Profit (b) Growth
(c) Survival (d) All of the above
11. What is essential for an organization to cover costs and risks of the business?
- (a) Income (b) Expenses
(c) Profit (d) All of the above
12. Metaphor provides creche facilities for its employees. What objective of management are they following?
- (a) Organizational objective (b) Personnel objective
(c) Social objective (d) All of the above
13. Shyam Ltd., always believes in providing good quality products at affordable prices. Name the importance of management in the above instance.
- (a) Development of society (b) Development of personnel
(c) Income increases (d) None of the above
14. The earliest management practices grew out of governmental and _____ activities.
- (a) Commercial (b) Organisational
(c) Social (d) All of the above

15. Does management and art have personalized applications?
 (a) Yes (b) No (c) Maybe (d) May not be
16. In science, principles are based on experimentation under _____ conditions.
 (a) Positive (b) Negative (c) Neutral (d) Controlled
17. Knowledge in the profession can be acquired through _____.
 (a) Reading (b) Application (c) Instructions (d) None of the above
18. This level plays an important role in the organization as they interact with the actual workforce:
 (a) Top level (b) Middle Level (c) Operational level (d) All level
19. Which function of management implies setting goals in advance?
 (a) Organizing function (b) Planning function
 (c) Staffing function (d) All of the above
20. Which function of management is involved in training of personnel.
 (a) Organizing function (b) Planning function
 (c) Staffing function (d) All of the above
21. This level of management serves as a link between top level managers and first line managers.
 (a) Supervisory level management (b) Operational management
 (c) Middle level management (d) Top level management
22. Which of the following is not a designation related to middle level management?
 (a) Operations Head (b) Sales Manager
 (c) Chief Operating Officer (d) Divisional Manager
23. Management is said to be poor if it is
 (a) Efficient but ineffective (b) Effective but inefficient
 (c) Both inefficient and ineffective (d) All of the above
24. Identify the feature of coordination being highlighted in the given statement: "Coordination is not a one time function, it begins at the planning stage and continues till controlling."
 (a) Coordination ensures unity of action (b) Coordination is an all pervasive function
 (c) Coordination is a continuous process (d) Coordination is a deliberate function
25. This function of management relating to laying down the foundation for carrying out the other functions of management successfully is
 (a) Organising (b) Staffing (c) Planning (d) Controlling
26. Management is multidimensional .This statement relates to
 (a) Management of work (b) Management of people
 (c) Management of operations (d) All of the above
27. Management is essential for
 (a) Non-profit organisations (b) Service organisations
 (c) Social organisations (d) All of the above
28. This function of Management related to placing the right person at the right job is
 (a) Organisig (b) Staffing (c) Planning (d) Controlling
29. People in the organisations carry out diverse tasks with the aim to achieve
 (a) Different objectives (b) Common objectives
 (c) Both of the above (d) None of the above
30. Management is an
 (a) Exact Science (b) Pure Science
 (c) Inexact science (d) All of the above

31. Managers at the top level spend more time in planning and organising than managers at lower levels of the organization. Which of the following is not a designation related to top level management?
- (a) President (b) Vice-President
(c) Chairman (d) Production Manager
32. Radhika Enterprises Limited is planning to increase its sales by 30% in the next quarter. Identify the feature of management being highlighted in the given statement.
- (a) Management is all pervasive (b) Management is a goal oriented process
(c) Management is a continuous process (d) All of the above
33. It involves synchronisation of the different actions or efforts of the various units of an organisation. This provides the requisite amount, quality, timing and sequence of efforts which ensures that planned objectives are achieved with a minimum of conflict. It is a force that binds all the functions Of management.
- (a) Cooperation (b) Co-ordination
(c) Planning (d) Management hierarchy
34. "It has to achieve a variety of objectives in all areas considering the interest of all stakeholders including, shareholders, employees, customers and the government. The main objective of any organisation should be to utilize human and material resources to the maximum possible advantage, i.e., to fulfill the economic objectives of a business. These are survival, profit and growth". Which of the following is not an organisational objective of management?
- (a) Earning enough revenue to cover costs
(b) Earning sufficient profits to cover risks of business
(c) Increase in the prospects of business in the long run
(d) Providing free education to their employees' children
35. "Art is the skillful and personal application of existing knowledge to achieve desired results. It can be acquired through study, observation and experience." Management is considered to be an art because:
- (a) The principles of management have universal validity
(b) The principles of management have universal application
(c) Different principles of management are brought into effect differently by different managers
(d) It is not important for the practising managers to be a member of a professional association
36. "They are responsible for the welfare and survival of the organisation. They analyse the business environment and its implications for the survival of the firm. They formulate overall organisational goals and strategies for their achievement." The main task of this level of management is to determine the overall organisational objectives and strategies for their realisation.
- (a) Operational management (b) Middle level management
(c) First line managers (d) Top level management
37. "The Dabbawallas of Mumbai is the story of a SIX SIGMA business enterprise. The success of the business lies in the complex yet well-coordinated exercise that is carried out on the streets of Mumbai day after day. What is the secret behind the efficiency with which their business is conducted? The story of the dabbawallas begins in the kitchens of Mumbai. After they step out of their door, someone begins the time-consuming process of preparing the worker a fresh, homecooked lunch. What happens next for demonstrates the coordination of the dabbawallas system. The first dabbawalla picks up the tiffin from home and takes it to the nearest railway station. The second dabbawalla sorts out the dabbas at the railway station according to destination and puts them in the luggage carriage. The third one travels with the dabbas to the railway stations nearest to the destinations. The fourth one picks up dabbas from the railway station and drops them off at the offices. By mid-morning, thousands of dabbawallas are bicycling through the streets of Mumbai, ensuring a hot home cooked lunch for their customers. The whole tiffin distribution requires negligible technology. The dabbawallas rely on low capital and use cycles, wooden carriages and local trains to achieve their target. There are several groups that work independently and network with each other to achieve their goal. Each area is divided into several small distribution sectors and each sector is handled by a particular person. This person understands the address in that locality very well. Also,

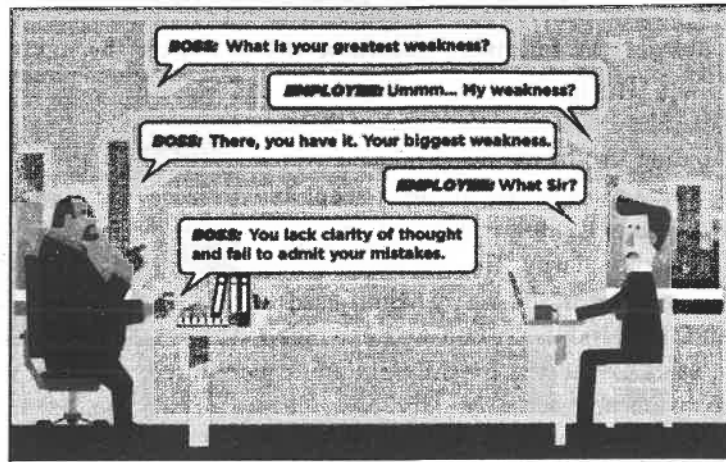
this perfection comes with practice. Many new employees work for months under the guidance of their seniors. Punctuality and time management are on top of the agenda for dabbawallas. Whatever be the circumstances, the dabbawallas never get delayed even by a few minutes.”

Efficiency is concerned with

- (a) To complete the work within stipulated time
 - (b) Aims at reduction of cost through optimum utilization of resources
 - (c) Both (a) and (b)
 - (d) None of the above
38. “Modern organisations are characterised by a high degree of specialisation. Specialisation arises out of the complexities of modern technology and the diversity of tasks to be performed.” Organizations achieve goals by following a deliberate process known as
- (a) Planning
 - (b) Co-ordination
 - (c) Controlling
 - (d) Management
39. A manager has been given the task of getting 1000 units of Face Masks manufactured at the cost of ₹15 per unit within 10 days. To be an effective manager, he must ensure that
- (a) The cost of production does not exceed ₹15 per unit
 - (b) The work is completed within 10 days even at higher cost per unit
 - (c) The cost of production is less than ₹15 per unit
 - (d) All of the above
40. “Supervisors directly oversee the efforts of the workforce. Their authority and responsibility is limited according to the plans drawn by the top management. Supervisory management plays a very important role in the organisation since they interact with the actual work force and pass on instructions of the middle management to the workers.” Which of the following is not a designation related to lower-level management?
- (a) Plant Superintendent
 - (b) Supervisors
 - (c) Section officers
 - (d) Marketing Manager
41. Management is multidimensional because it has _____ dimension(s).
- (a) One
 - (b) Two
 - (c) Three
 - (d) Four
42. _____ is a systematised body of knowledge that explains certain general truths or operation of general laws.
- (a) Science
 - (b) Art
 - (c) Profession
 - (d) Art and Profession both
43. The element that aims at integrating group efforts to achieve group objectives is called _____.
- (a) Cooperation
 - (b) Coordination
 - (c) Management
 - (d) Directing
44. Top management is concerned with formulation of
- (a) Guidelines for supervisors
 - (b) Long-term plans
 - (c) Short-term plans
 - (d) None of these
45. Which one of the following is not an importance of management?
- (a) Integrating various interest groups
 - (b) Developing society
 - (c) Disciplining employees
 - (d) Inculcating creativity
46. Which one of the following statements is not correct?
- (a) Management is a goal-oriented process
 - (b) Management is a continuous process
 - (c) Management is a dynamic process
 - (d) Management is a rigid process
47. Successful organisations do not achieve goals by chance but by following a deliberate process known as
- (a) Planning
 - (b) Co-ordination
 - (c) Controlling
 - (d) Management
48. Successful management ensures that
- (a) Goals are achieved with least cost
 - (b) Timely achievement of goals
 - (c) Both of the above
 - (d) None of the above

49. Rohan works as a production manager in Global Enterprises Limited. He has been given the task of getting 1000 units of hand woven table mats manufactured at the cost of ₹150 per unit within 10 days. In order to be acknowledged as an effective manager, he must ensure that
- The cost of production does not exceed ₹150 per unit
 - The work is completed within 10 days even at higher cost per unit
 - The cost of production is less than ₹150 per unit
 - All of the above
50. Keeping in view the changes in the consumer demands and preferences 'Bake a Cake' Bakery' has reduced the sugar and fat content in its products. This approach of business shows that management is
- An intangible force
 - A group activity
 - A dynamic function
 - A multidimensional activity
51. The authority-responsibility relationships that exist within the organisation give rise to
- Different functions within the organisation
 - Different levels in the organisation
 - Management as a multidimensional activity
 - Management as a group activity
52. Which of the following statements does not pertain to middle level management?
- They are responsible for all the activities of the operational managers.
 - They are responsible for the welfare and survival of the organization.
 - The interpreter the policies made by top level managers
 - Cooperate with other departments for the smooth running of the organization.
53. Identify the feature of co-ordination being highlighted in the given statement: "Coordination is not a one time function, it begins at the planning stage and continue till controlling."
- Coordination ensures unity of action
 - Coordination is an all pervasive function
 - Coordination is a continuous process
 - Coordination is a deliberate function
54. The word _____ denotes a function, a task, a discipline.
- Management
 - Leadership
 - Motivation
 - None of the above
55. The possibilities of inadequate profits or even losses due to uncertainties are known as _____
- Business contingencies
 - Business ventures
 - Business risks
 - None of the above
56. Management is also considered as a profession where:
- Anyone can get angry
 - Only a businessman can get entry
 - Qualification doesn't matter
 - Dynamic function
57. Under what function of management, policies and strategies are formulated?
- Organising
 - Directing
 - Planning
 - Controlling
58. In which category does management fall?
- Well established profession
 - Semi-profession
 - Emerging profession
 - Marginal profession
59. Arrangement of various resources for achieving target, under which function of management is this performed?
- Controlling
 - Directing
 - Organising
 - Planning
60. Management is equally important to run a political organisation as it is to run an economic organisation. Which feature of management is being reflected in the given statement?
- Management is goal oriented
 - Management is multidimensional
 - Management is all pervasive
 - Management is a group activity

61. Observe the picture given below



On the basis of your observation of picture and the conversation, identify the levels of management at which the boss and the subordinate are working:

- (a) Boss- Top, Subordinate – Middle
 - (b) Boss – Middle, Subordinate – Supervisory
 - (c) Boss – Top, Subordinate – Supervisory
 - (d) Boss – Middle, Subordinate – Top
62. Observe the picture given below:



Identify which objectives are discussed above:

- (a) Objectives of management
 - (b) Objectives of society
 - (c) Objectives of employees
 - (d) None of the above
63. Bharat Petroleum Corporation Limited (BPCL) is a Government of India controlled Maharatna oil and gas company. BPCL employees stood strong in the fight against the virus. They made a collective contribution of INR 4.27 Crores from their salaries. As part of its corporate social responsibility for COVID-19 relief, the PSU organized 'Swachhta Pakhwada 2020' from July 1 to 15, 2020. This special initiative was in support of the Indian government's Swachh Bharat Abhiyan. Which point of significance of management is being highlighted in the given case?
- (a) Management helps in increasing efficiency
 - (b) Management helps in achieving group goals
 - (c) Management helps in development of society
 - (d) Management helps in achieving personal objectives

INPUT-TEXT BASED MCQs

Read the following text and answer the following questions (64 to 67) on the basis of the same:

Shagun started her ice cream shop 'Tumhari ice cream' in the year 2019 in Rohini in a small area. She based her venture on the upcoming trend of Veganism (avoiding use of animal products) which took up very well. As people became more aware of the concept and trends changed due to many youngsters turning vegan; the vegan ice creams served by her venture gained popularity. This led to redefining of the business goals and a huge change in the way Shagun used to manage her business. As a result, the production unit was expanded;



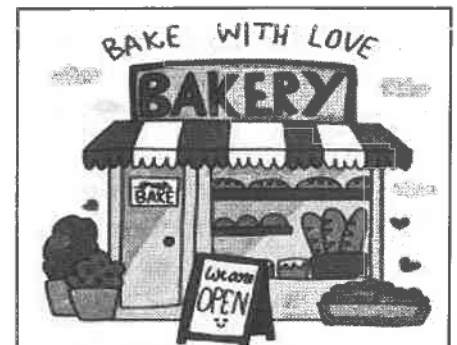
many new flavors were added; sales executives for different areas were hired; and as a whole, many people joined the organization to support its expansion across the country. Shagun also decided to sell her icecreams through franchise partners and strategically associated with many renowned retail stores. Under her able guidance the brand got success as her efforts provided common direction to the individual efforts of all involved in achieving the overall goal. As CEO of the firm, she assured to consistently create economic value for various constituents of society and her stakeholders.

64. What objectives have been followed by Shagun in order to run her business?
- (a) Organisational objectives (b) Social objectives
(c) Personnel objectives (d) Organizational and social objectives
65. Which point of significance of Management is reflected through the statement "the brand got success as her efforts provided common direction to the individual efforts of all involved in achieving the overall goal."
- (a) Management increases efficiency
(b) Management helps in the development of society
(c) Management helps in achieving group goals
(d) Management helps in achieving personal objectives
66. Which characteristic of management is reflected in the above case?
- (a) Management is dynamic function (b) Management is pervasive
(c) Management is an intangible force (d) Management is multidimensional
67. "She assured to consistently create economic values for various constituents of society and her stakeholders" Which objective is being fulfilled by shagun here?
- (a) Organisational objectives (b) Social objectives
(c) Personnel objectives (d) Organizational and social objectives

Read the following text and answer the following questions (68 to 71) on the basis of the same:

Ms. Sahni started baking during the lockdown as a hobby. Few months down the lane she realized that she can use her baking skills to start her own business. She widely used all social media platforms to popularize her startup. Her husband and brother helped her in fulfilling all the orders. She had to talk to various raw material suppliers to get quality goods. Packaging was an integral part of her business and she along with her parents designed the detailing on the package. She appointed two delivery boys who went and delivered the cakes on time to the customers. She took regular feedback from the customers to constantly improve the flavors and quality.

68. Which force considered as the essence of management will help Ms. Sahni in the success of her business?
- (a) Cooperation (b) Delegation
(c) Coordination (d) Decentralization
69. Which function of management does this statement indicate – "She appointed two delivery boys who went and delivered the cakes on time to the customers"?
- (a) Planning (b) Organising
(c) Staffing (d) Directing



70. Which function of management does this statement indicate – “Packaging was an integral part of her business and she along with her parents designed the detailing on the package”?
- (a) Planning (b) Organising
(c) Staffing (d) Directing

71. Which function of management does this statement indicate – “She took regular feedback from the customers to constantly improve the flavours and quality.”?
- (a) Planning (b) Organising (c) Controlling (d) Staffing

Read the following text and answer the following questions (72 to 75) on the basis of the same:

The modern organisation is a global organisation that has to be managed in a global perspective. What does this imply? A global manager today is one who possesses what can be termed as ‘hard’ types of skills as well as ‘softer’ types of skills. Managers who understand analysis, strategy, engineering, and technology are still going to be needed, but extremely critical to global success are people who understand how teams work, how organisations work, how people are motivated. A manager who really understands different cultures should be able to work in a West European, non-English speaking country, then move to a developing country like Malaysia or Kenya, and then be transferred to an office based in New York, USA, and be almost immediately productive in all three places. It can thus be understood that the role of a global manager has evolved in much the same way that the global industry and economy have evolved. It has changed from being a single dimensional role in a defined business context, to being a multi-faceted role that calls for a diverse combination of technical skills, soft management and people skills, and the ability to imbibe and learn different cultural experiences.

72. Maintaining liaison with outside world is the function of:
- (a) Top level managers (b) Middle level managers
(c) Lower-level managers (d) All of above
73. Supervision, communication, motivation and leadership are the key elements of this function of management:
- (a) Directing (b) Controlling (c) Planning (d) Organising
74. Coordination is considered to be the essence of management because:
- (a) It is a common thread that runs through all the activities within the organisation
(b) It is implicit and inherent in all functions of the organisation
(c) It is a force that binds all the functions of management
(d) All of the above
75. The main task of this level of management is to determine the overall organisational objectives and strategies for their realisation:
- (a) Operational management (b) Middle level management
(c) First line managers (d) Top level managers

Read the following text and answer the following questions (76 to 80) on the basis of the same:

Ashita and Lakshita are employees working in Dazzling enterprises dealing in costume jewellery. The firm secured an urgent order for 1,000 bracelets that were to be delivered within 4 days. They were assigned the responsibility of producing 500 bracelets each at a cost of ₹100 per bracelet. Ashita was able to produce the required number within the stipulated time at the cost of ₹55,000 whereas, Lakshita was able to produce only 450 units at a cost of ₹90 per unit.

76. Ashita is:
- (a) Efficient (b) Effective (c) Both (a) and (b) (d) None of the above
77. Lakshita is:
- (a) Efficient (b) Effective (c) Both (a) and (b) (d) None of the above
78. Management is a complete:
- (a) Art (b) A science (c) Both art and science (d) Profession
79. Management contains a series of interrelated functions that include:
- (a) Planning (b) Organising (c) Directing (d) All of the above

80. Management is considered important because:

- (a) It helps an organisation to adapt to the changes
- (b) It seeks to integrate individual efforts
- (c) It helps in development of the society
- (d) All of the above

ANSWERS

Multiple Choice Questions

- | | | | | | | | | | |
|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| 1. (a) | 2. (a) | 3. (a) | 4. (a) | 5. (d) | 6. (a) | 7. (b) | 8. (a) | 9. (b) | 10. (c) |
| 11. (c) | 12. (c) | 13. (a) | 14. (a) | 15. (a) | 16. (d) | 17. (c) | 18. (c) | 19. (b) | 20. (c) |
| 21. (c) | 22. (a) | 23. (c) | 24. (c) | 25. (c) | 26. (c) | 27. (c) | 28. (b) | 29. (b) | 30. (c) |
| 31. (d) | 32. (b) | 33. (b) | 34. (d) | 35. (c) | 36. (d) | 37. (b) | 38. (d) | 39. (b) | 40. (d) |
| 41. (c) | 42. (c) | 43. (b) | 44. (a) | 45. (b) | 46. (d) | 47. (d) | 48. (c) | 49. (b) | 50. (c) |
| 51. (b) | 52. (b) | 53. (c) | 54. (a) | 55. (c) | 56. (d) | 57. (c) | 58. (c) | 59. (c) | 60. (c) |
| 61. (a) | 62. (a) | 63. (c) | | | | | | | |

Input-Text Based MCQs

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|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| 64. (d) | 65. (b) | 66. (c) | 67. (b) | 68. (c) | 69. (c) | 70. (a) | 71. (c) | 72. (a) | 73. (a) |
| 74. (b) | 75. (d) | 76. (b) | 77. (a) | 78. (a) | 79. (d) | 80. (d) | | | |