

Ans 1 b) Mgt. is a continuous process. (1)

Ans 2 d) Differential piece rate system. (1)

Ans 3 d) Social environment. (1)

Ans 4 a) Assignment of duties. (1)

Ans 5 b) Middle level (1)

Ans 6 c) May lead to increase in costs since there may be duplication of activities across products. (1)

Ans 7 (b) A - (iii), B - (ii), C - (i) (1)

Ans 8 a) Statement I is correct Statement II is incorrect. (1)

Ans 9 b) Employee recognition programme. (1)

Ans 10 d) Contingent (1)

Ans 11 b) Coordination is a deliberate function. (1)

Ans 12 c) Political environment. (1)

Ans 13 d) (A) is false but (R) is true. (1)

Ans 14 c) Vestibule training. (1)

Ans 15 b) Motivation. (1)

Q16 b) Statement II is correct and statement I is incorrect

Q17 a) Direct recruitment - (1)

Q18 b) Reduce the prices of real estate - (1)

Q19 b) Restricted entry - (1)

Q20 c) Policy - (1)

Q21 1) Estimating manpower requirements
Work load analysis
Work force analysis } - (2) marks with explanation

2) Recruitment - (1) mark with meaning.

Q22 a) Helps in achieving personal objectives
b) Helps in the development of society
c) Creates a dynamic organisation } (1) mark each with explanation

1/2 mark for identification + 1/2 for explanation

Q23
Planned targets are the indicators on the basis of which alternative courses of action are considered. Evaluation and selection of best alternative is done with reference to the set target.

OR
In planning, attempt is made to forecast conditions in future; this provides a better understanding of what is likely to happen in the future and how to face these situations.

(3) marks for correct explanation

Ans 24

Demerits of formal organisation:

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- a) Procedural delays
- ~~b) Resistant to change.~~
- b) May not recognise creative talent
- c) Ignores human relationships

① mark each with explanation

OR

Demerits of informal organisation

- a) Spreads rumours.
- b) Resistant to change.
- c) Pressurises members to conform to group expectations

① mark each with explanation

Ans 25 (i) Mgt. is goal oriented. — (1/2)

" --- united the efforts of different people to achieve this goal " — (1/2) + ① mark for explanation

(ii) Mgt is a dynamic function — (1/2)

" --- the company adapted to keep pace with the changing environment " — (1/2)

① mark for explanation.

Ans 26 a) A manager has to perform this function along with planning, organising, staffing + controlling while discharging his duties

b) It takes place throughout the life of the organisation irrespective of people occupying managerial positions

(2) marks each for explanation

a) Motivation is an internal feeling -

b) It produces goal directed behaviour -

c) It can either be negative or positive -

d) It is a complex process.

(1) mark each for stating the feature

Ans 27 a) Equity

(1) mark each for identification

b) Stability of tenure (1) mark for explanation

Ans 28 a) (i) Dynamic nature

(ii) Interrelatedness - (1) mark each with explanation

b) (i) Social environment - "rising health consciousness, and changing lifestyles"

(ii) Economic environment - "increase in disposable income"

(1/2) mark for identifying dimension + (1/2) for quoting

29 a) Identification + division of work

b) Departmentalisation

c) Assignment of duties

d) Establishing reporting relationships

① mark each step with explanation

Ans 30

Explain any four points of importance of business environment. (4)

a) It enables the firm to identify opportunities and getting the first mover advantage

b) It helps the firms to identify threats and early warning signals

c) It helps in tapping useful resources

d) It helps in coping with rapid changes.

e) It helps in assisting in planning + policy formulation

f) It helps in improving performance

(① mark each for .4 points with explanation)

Ans 31

a) Method study

b) Motion study

c) Time Study

① 1/2 mark each for explaining any 2 techniques.

Basis	UNITY OF COMMAND.
1. Meaning	One subordinate should receive orders from & should be responsible to only one superior.
2. Aim	Prevents dual subordination.
3. Implications	It affects an individual employee.

UNITY OF DIRECTION
Each group of activities for same objective must have one and one plan.
Prevents overlapping of activities.
It affects the entire organisation.

① mark each for 3 correct differences.

OR

- Q3] 1. a) Discipline
b) Order
c) Initiative

①½ mark each for explaining any 2 principles.

Basis	H. Fayol	F.W. Taylor
1. Perspective	Top level of mgt.	Shop floor level
2. Unity of Command	Staunch proponent.	Didn't feel it is imp. as functional foremanship is again
3. Applicability	Applicable universally	Applicable to special situations
4. Focus	Improving overall administration	Increasing productivity
5. Personality	Practitioner	Scientist
6. Expression	General theory of administration.	Scientific Mgt.

① mark each for any 3 correct differences.

Steps -

- a) Setting Objectives
- b) Developing premises
- c) Identifying alternative courses of action

2 marks each for explaining 3 steps.

OR

2 marks each for explaining 3 points of importance

Ans 33

a) Functional structure - 1 for identification
1 mark for meaning.

b) Benefits -

- 1) Occupational specialisation
- 2) Promotes control & coordination

1 mark each with explanation

Limitations

- a) Less emphasis on small objectives
- b) Problems in coordination

1 mark each with explanation

Ans 34

a) Selection - 1

Steps discussed

- a) Preliminary screening
- b) Selecting tests
- c) Employment Interview

eliminating unqualified or unfit job seekers. 1

1 can create a mechanism to measure certain characteristics

b) Next three steps

- 1) Reference & background checks
- 2) Selection decision
- 3) Medical examination

Ans 34 a) Selection Process

Steps -

1) Preliminary screening - "which helps the manager
----- job seekers"

2) Selection tests - "The co. can create a
mechanism ----- personality"

3) Interview - "The candidate may then be
called ----- for the job."

- ① 1/2 mark each for identifying +
- ② 1/2 mark for quoting lines

b) ① Reference & Background checks

② Selection decision

③ Medical examination

① mark each for 3 correct steps with explanation