

# **GURU HARKRISHAN PUBLIC SCHOOL VASANT VIHAR**

## **ASSIGNMENT [PERIODIC TEST I]**

### **CLASS XII –BUSINESS STUDIES**

#### **CH – 1 NATURE AND SIGNIFICANCE OF MANAGEMENT**

1. Dheeraj is working as operations Manager in Tifco Ltd. Name the managerial level at which he is working. State any four functions he will perform as Operations Manager in this company.
2. Volvo Ltd 's target is to produce 10000 shirts per month at a cost of rs,100/- per shirt. Do you think the Production Manager is effective? Give reason in support of your answer.
3. Yash Ltd. is facing lot of problems these days .It manufactures electronic goods like washing machines, microwave ovens refrigerators and air conditioners. The company's margins are under pressure and profits and marketing department blames production department for producing goods which were not of good quality to meet customer's expectations. The finance departments blames both production and marketing departments for declining return on investment and bad marketing.
  - a) What quality of management do you think the company is lacking? Justify your answer.
  - b) State the importance of concept identified above.
4. Aman Ahmad and Ali are partners in a firm engaged in the distribution of dairy products in Maharashtra state. Aman passed Class XII with Business Studies as his elective subject. Ahmad has done post graduate in History and Ali in dairy farming. One day there was a serious discussion between Ahmad and Ali regarding Nature of Management. Ahmad argued that management was a profession whereas Ali argued against it saying that legal and medical professions are only professions because they fulfil the conditions of profession.

Aman on the basis of his knowledge of business studies explained the nature of management as a profession to Ahmad and Ally.

Explain how Aman would have satisfied both Ahmad and Ali
5. To meet the objectives of the firm, the management of ABC Ltd. offers employment to physically challenged persons .Identify the objective it is trying to achieve. Give reasons in support of your answer.
6. XYZ Ltd. wants to modify its existing product.CD players in the market due to decreasing sales. What steps /decisions should each level of management take to give effort to this decision?
7. Sonali is the manager of a large company manufacturing garments for kids. She plans her winter collection in the month of August itself. Then, she ensures that there is adequate workforce. She continuously monitors whether production is proceeding according to the plans .She asks the marketing department to prepare their promotional and advertising campaigns also.
  - a) Identify and explain the concept of management explained in the above para.
  - b) What characteristic does the above case highlight?
8. H.Tech Ltd is a company producing IT services. The company's profits are enough for the survival and growth. The management of the company believes that a satisfied employee creates a satisfied customer, who in turn creates profits that lead to satisfied shareholders. So, it pays competitive salaries and perks to the employees. All the employees are happy working in the organisation because of personal growth and development.The company has strong sense of responsibility,.It has set up an engineering college in which one-third of the students are girls to whom the company gives 50% Scholarship.

Which management objectives is H.Tech Ltd fulfilling? Justify your answer by giving reasons.

9. Govind Ltd. Is a highly reputed company, Different functions are performed by different individuals in the company who are bound together in a hierarchy of relationships. Every individual in the hierarchy is responsible for the successful completion of a particular task. Mr.Gaur is responsible for the welfare and survival of the organisation. He formulates overall organizational objectives and strategies for the achievement of objectives. Mr.Nair ensures that the quality output is maintained wastage of materials is minimised and safety standards are maintained. Mr.Sharma assigns necessary duties and responsibilities to the personnel and motivates them to achieve desired results.  
At what levels of management are Mr.Gaur, Mr.Naik and Mr.Sharma working? Justify your answer.
10. Nishta is the marketing manager of a company selling laptops. She plans the target sale of 2000 laptops per month. She allocates the necessary resources to carry out the plan. She has six salesmen working under her. She works with them, guiding them to achieve the targeted results. At the end of the month she found that actual sales exceeded the target sales. She rewards the efficient employees to motivate them.
- How does the Nishta prove the importance of management .Explain?
  - Also state any two values which she wants to communicate to the society by her behaviour.
11. Anju and Manju are good friends. After completing their MBA both of them take up a job in different organizations as per their areas of interest. Anju takes up a job at in a retail company and strives to increase sales whereas Manju joins an NGO and works diligently to realize its objectives of providing employment to specially abled persons. The effect of their management is noticeable -employees are happy and there is order in the functioning .  
Identify the features of management in context of above case.

## **CH-2 PRINCIPLES OF MANAGEMENT**

1. Swaraj is running an office furniture showroom. Most of the clients are businessmen and they prefer to buy goods on credit. Keeping this mind he has given the power to the sales manager, Mr.Bharat, to offer a credit period of only 20 days, while negotiating a deal with a buyer. On a specific day, Mr.Bharat found that if he can offer a credit period of 30 days as an exception to a prospective buyer, he is likely to finalize a highly profitable deal for the business. So Mr.Bharat requests Swaraj to grant him additional authority for offering the credit period of 30 days in the interest of the business. But Swaraj refuses to extend his authority as a result the deal is not finalized.  
In context of above case:
- Can Mr.Bharat be held responsible for the loss of deal? Why or Why not? Give a suitable reason in support of your answer.
  - Also explain the principle of management in the above case.
2. Anshul owns a small scale factory where utility items are prepared from waste material. Over past few weeks he observed that productivity of one of his very efficient worker Ramdas is going down. On probing Ramdas tells him that he has deliberately slowed down as many of the less efficient workers pull his leg saying that there is no need to be efficient as everybody is being paid at the same rate. Taking the lesson Anshul decides to implement an incentive plan to differentiate between efficient and inefficient workers.  
In context of the above case:  
Name and explain the incentive plan that Anshul may implement.  
State two values that Anshul wants to communicate by setting up such business.
3. Raj and Simran are both qualified eye surgeons and good friends.Raj started an eye care centre in the city whereas Simran joins a government hospital in a village.They meet after a long time and Raj invites

Simran to visit his eye care centre. She observes at his clinic that there is a fixed place for everything and everyone there is no hindrance of activities of the clinic. Also Raj uses the word we in all his conversations with the staff members. Later on Raj Shares with her that he deals very sternly with lazy staff to pass the message that everyone is equal in his eyes.

In the context of above case:

Identify and explain the various principles of management that is Raj is applying for the successful management of his eye centre.

What values does Simran wants to communicate to the society by taking up a job in the village.

4. Rajveer works as a plant superintendent in a carpet making factory. In order to complete the export orders on time, the production manager asks him to make the workers work over time whereas the finance manager is strictly against this practice because it will increase the cost of production. Moreover, Rajveer feels that since the company is manufacturing handmade carpets as well as machine made carpets there is a lot of overlapping of activities. Therefore, there should be two separate divisions for both of them wherein each division should have its own in charge, plans and execution resources.
  - a) In context of the above case: Identify and explain the principle of management which is being violated.
  - b) Also identify the principle of management that Rajveer feels should be implemented in the factory.
  - c) Give any two differences between the principle of management as identified in part (a) and part (b) respectively.
5. The Principles of Taylor and Fayol are mutually complementary. One believed that management should not close its ears to constructive suggestions made by the employees while the other suggested that a good company should have an employee suggestion system whereby suggestions which result in substantial time or cost reduction should be rewarded.

Identify and explain the principles of Taylor and Fayol referred to in the above paragraph.
6. Pawan is working as a Production Manager in CFL Ltd. which manufactures CFL bulbs. There is no class-conflict between the management and workers. The working conditions are very good. The company is earning huge profits. As a policy, the management shares the profits earned with the workers because they believe in the prosperity of the employees  
State the principle of management described in the above paragraph  
Identify any two values which the company wants to communicate to society.
7. In a school principal makes sure that every instruction, order or information given by him must be passed to vice-principal then Head of the department and then to teachers and students must be informed by respective teachers only. He never allows teachers to directly communicate with him.
  - a) State the Principle of Henry Fayol followed by the school principal.
  - b) In case of emergency which concept of Scalar Chain can be used by teacher to pass urgent message directly to principal
8. Mr. Rajiv is the owner of 'Laxmi Dairy.' He is producing various milk products. He always tests various ways of producing different products and chooses the best and most economical way of production. He is also very particular about fixing a place for everything and he makes sure that all the employees are given a fixed place so that there is no wastage of time and delay in production. Which technique of scientific management is applied by Mr. Rajiv?  
Which principle of Henry Fayol is followed by him?
9. The manager of ABC Ltd. asked his workers to work overtime to increase the production and earn more but he did not paid extra wages to workers for extra time worked. The workers started feeling dissatisfied and stop contributing maximum.
  - a) Which principle of Fayol is violated in the above case? Explain that principle

10. In the staff meeting the principal of the school raised objection that teachers start the teacher after 5 to 10 minutes in third floor classes. He warned them as students are complaining about this. The teachers explained the principal that when we climb steps from ground to third floor. We get some tiredness and need 5 to 10 minutes rest before starting the lecture. The principal planned to install a lift in school so that teachers do not waste their energy on wasteful activity of climbing steps.
- State the techniques of scientific management used by principal.
  - State any other technique of scientific management.
11. Sigma Ltd. is a large company manufacturing electric motors. The company has several departments – Production, Marketing, Finance and HR. Mr. Shashank, CEO of the company set the target sale of 10 crore in a month. To increase the sales, the marketing manager, Mr. Ishaan insists on offering 10% discount to customers. But the finance manager, Mr. Mohak does not approve such discount as it would mean loss of revenue. Because of dual subordination, the sales manager, Mr. Anshik could not achieve the sales target.
- Which concept of management Sigma Ltd. is lacking? State and explain it.
  - Which principle of management has been overlooked by this company? State and explain it.
12. Davinder is a class twelfth commerce student in a reputed school in Punjab. Satinder is his elder brother who is doing his Masters in Hospital administration from Delhi after completing his B Sc course. During vacations when Satinder comes home, Davinder shows him the business studies project that he is preparing on the topic ‘Principles of Management. Satinder tells him that these principles are also a part of MBA course curriculum at the beginner’s level as they form the core of management in practice. But he finds these principle different from those of pure science.
- In context of the above case:
- Outline the concept of principles of management.
  - Why does Satinder find the principle of management different from those of pure science?
  - Why do the principles of management form the core of management in practice?
  - Explain the importance of principles of management.
13. Radhika opens a jewellery showroom in Jaipur after completing a course in jewellery designing. She has employed eleven persons in her showroom. For greater productivity, she divides the work into small tasks and each employee is trained to perform his/her specialized job. The sales persons are allowed to close a deal with a buyer by giving a maximum of 10% discount, whereas the decision to given any further discount rests with Radhika as the final authority. In the earlier days of starting of the business, five of her employees were asked to put in extra hours of work. In return she had promised to give them a special incentive within a year. Therefore, after six months when the business was doing well, she awarded a cash bonus to each of these employees to honour her commitment. However, when it comes to setting the conflicts among her employees, she tends to be more biased towards her female employees.
- In context of the above case: Identify and explain the various principles of management that are being applied by Radhika by quoting lines from the paragraph.
  - Identify and explain the principle of management which is being violated by Radhika by quoting lines from the paragraph
  - State any one effect of the violation of the principle of management by Radhika as identified in part (b) of the question.
14. Differentiate between Taylor’s ‘principles of scientific management’ and Fayol’s ‘principles of management’ on any four basis

### **CH- 3 BUSINESS ENVIRONMENT**

1. Just after declaration of Lok Sabha Elections 2014 results, the Bombay stock exchange's price index (Sensex) rose by 1000 points in a day.  
Identify the environmental factor which led to this rise giving reason. Also explain any two other dimensions of business environment.
2. The court passed an order that all schools must have water purifier for the school children as Society in general is more concerned about quality of life. Innovative techniques are being developed to manufacture water purifier at competitive rates. Incomes are rising and children at home are also drinking purified water. The government is also showing positive attitude towards the water purifier business.  
Identify the different dimensions of business environment by quoting from the above details.
3. The government of India is seriously thinking of allowing the oil-marketing public sector undertaking to fix their own prices for petrol and diesel.  
Which economic reform is the reason for this change in the government's policy?
4. "Zero Defect Zero Effect" (ZED) is a slogan coined by the Prime Minister of India, Narendra Modi with reference to the Make in India initiative launched by the government. The slogan reflects the efficiency of production processes, i.e. the products have no defects and the process through which the product is made has zero adverse environmental and ecological effects. The Zed model aims to make India the manufacturing hub of the world and prevent the products developed in India from being rejected by the global market. Moreover, before the initiative was launched, the limits of foreign direct investment in various sectors had been relaxed. The application for licences was made available online and the validity of licences was increased to three years. Various other norms and procedures were also relaxed by the government. In the light of the above paragraph, identify and explain the major component of New Economic Policy of 1991 that are being referred to by quoting lines from the paragraph.
5. Eco-friendly products are gaining power as the consumers' awareness about environmental issues has increased over the years and they are conscious about choosing products that do not have adverse effects on the environment. They are now more conscious about the carbon emission and climate change effects, and want themselves to be 'seen' as a green advocate among their peers. In such a scenario, it has become a challenge for the companies as they have to not only meet the needs of the consumers but also ensure that their products are safe and environment friendly. At a result, there is growing need for better and advanced technologies to work as a catalyst in this regard. Identify the relevant feature of business environment being discussed above. Describe briefly the points which highlight the importance of business environment and its understanding by managers.
6. Disco Ltd. manufactures fashionable and designer clothes. Recently it finds that the demand for its products has been declining. After market research it was discovered that fashion and tastes of the consumers is changing at a fast pace. Customers' demand is increasing. New competitors have entered the market with new designs. It is very difficult for the company to predict future happenings. Also, it is difficult to know the extent of the relative impact of the social, economic, political, technological or legal factors on decrease in demand of its products in the market. A meeting was held in which managers from different functional levels heading Production, Marketing, Finance, etc., for example, Chief Operating Officer, Chief Finance Officer, Vice

President (Marketing) were present to discuss how to deal with the situation. After a long discussion, it was decided that they would study and analyze the market first to identify customer tastes and fashion and then manufacture garments accordingly. It was also decided to increase expenditure on advertising, after-sales services, etc.

- a) Identify any two features of business environment by quoting the lines from the above case.
  - b) At which level of management the meeting of managers of Disco Ltd. was held?
  - c) Identify the impact of government policy changes on business, quoting lines from the above case.
  - d) State the importance of understanding of environment by business managers in the light of the above para.
7. Government of India is seriously thinking to allow oil marketing public sector, undertaking to fix their own price for petrol and diesel.
- a) Name the economic reform related to this decision of government.
  - b) Name other two reforms recommended in new economic policy.
8. Two big banner movies were scheduled to be released on the same date. On the last movement release of one of the movies has to be postponed due to opposition of a group of people due to some unethical contents related to their religion was shown in the that movie. The other movie released on time and made huge profit as there was no competition and movie which was postponed suffered loss. Which release of movie feature of business environment is highlighted here. Identify the dimension of business environment, which delayed the release .
9. Make in India is an initiative launched by the Government of India to encourage national and multinational companies to manufacture their products in India. It focuses on job creation and skill enhancement and is in twenty five sectors of the economy. Under the initiative, brochures on these sectors and a web portal were released. The initiative aims at high quality standards and minimizing the impact on the environment. It also seeks to attract foreign capital investment in India. In context of the above case:
- a) Identify the various dimensions of business environment being referred to by quoting lines from the paragraph.
  - b) List any two values which the Government of India wants to convey through this initiative.
10. Bharat is running an ice cream parlour in a local market. Keeping in mind the changing perceptions about health among the people, one of his employee Abhiraj suggests to him that they should introduce a range a flavoured yogurt. Bharat accepts his suggestion as a result both the image and the profitability of his business increases. In the context of the above case:
- a) Identify the feature of management which is being highlighted.
  - b) State the related dimension of the business environment.
  - c) Name and explain the related principle of general management.

#### **CH – 4 PLANNING**

1. Suhasini a home science graduate from a reputed college has recently done a cookery course. She wished to start her own venture with a goal to provide 'health food' at reasonable price. She discussed her idea with her teacher (mentor) who encouraged her. After analyzing various options for starting her business venture, they shortlisted the option to sell read made and 'ready to make' vegetable shakes and sattu milk shakes. Then they both weighed the pros and cons of both the shortlisted options
- a) Name the function of management being discussed above
  - b) Give its characteristics.

- c) Also briefly discuss the limitations of the function discussed in the case.
2. A company is manufacturing garments. The manager wants to increase 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 line from the question.
    - c) To complete the process of the concept identified in (a), what two next steps does the manager have to take? Explain.
  3. Two year ago, Madhu completed her degree in food technology. She worked for sometime in a company that manufactured chutneys, pickles and murabbas. She was not happy in the company and decided to have her own organic food processing unit for the same. She set the objectives and the targets and formulated an action plan to achieve the same. One of her objectives was to earn 10% profit on the amount invested in the first year. It was decided that raw materials like fruits, vegetables, spices, etc. will be purchased on three months credit from farmers cultivating only organic crops. She also decided to follow the steps required for marketing of the products through her own outlets. She appointed Mohan as the Production Manager who decided that exact manner in which the production activities were to be carried out. Mohan also prepared a statement showing the number of workers that will be required in the factory throughout the year. Madhu informed Mohan about her area wise sales target for different products for the forthcoming quarter. While working on the production table, a penalty of Rs. 100 per day for not wearing caps, gloves and apron was announced. Quoting lines from the above paragraph, identify and explain the different types of plans discussed.
  4. In 'Chak De India' movie, Shahrukh Khan becomes the coach of the girls' hockey team. He knows that he has to prepare the girls for the international hockey matches and bring the world cup after winning. For this he prepares a long-term plan and thinks the ways how to beat the competitors. He coaches the girls to play in different ways like defensive, offensive, etc. at the outset of a match he explains who will open the match, and how the ball will be passed by one player to another step by step. Identify four types of plan that are highlighted in the above case, quoting the lines from it.
  5. Flipkart is an e-commerce company founded in the year 2007 by Sachin Bansal and Binny Bansal. The company is registered in Singapore, but has its headquarters in Bangalore, India. The company seeks to increase traffic (more clicks on their products) and boost sales and revenue through integration of Mobile Apps, Display, Pay Per Click and search Engine Optimization. card swipe on delivery. The company operates both ways when an order is received. The products for which it holds inventory are dispatched by it directly. For the products they do not store in inventory, they just send the order received by them to the supplier who ships it. In order to dispel the fear of people related to shopping online, Flipkart was the first company to implement the popular 'Cash on Delivery' facility. All the products sold by the company under a particular category may have different return/replacement period. Flipkart allows multiple payment options such as cash on delivery, credit or debit card transactions, net banking, e-gift voucher and company plans to spend about Rs.75 crores on e-Commerce advertising in the year 2016. Flipkart reserves the right to terminate your membership and/or refuse to provide you with access to the website if it is brought to Flipkart's notice or if it is discovered that you are under the age of 18 years. This is because as per the Indian Contract Act, 1872, the minors, un-discharged insolvents, etc. are not eligible to use the website. In context of the above case, identify and explain the different types of plans being used by Flipkart by quoting lines from the paragraph.

6. A reputed car manufacturing company in NCR is facing the problem of decline in its market share due to its internal mismanagement. Therefore it has planned to increase its production capacity at its Gurgaon plant by manufacturing low price eco-friendly cars for price sensitive consumers and introducing new models with added features for quality conscious consumers. For this the company issues shares to the public and raises Rs. 150 crore. The company purchases more machinery required to increase production. Identify the type of plan the company is preparing. State the steps involved in this plan quoting the lines from the above case.
7. Laxmi Chemicals Ltd., a soap manufacturing company wanted to increase its market share from 30% to 55% in the long run. A recent report submitted by the Research & Development Department of the company had predicted a growing trend of herbal and organic products. On the basis of this report the company decided to diversify into new variety of soaps with natural ingredients having benefits and fragrances of Jasmine, Rose, Lavendear, Mogra, Lemon Grass, Greed Apple, Strawberry etc. The Unique Selling Proposition (USP) was to promote eco-friendly living the contemporary life style. The company decided to allocate Rs. 30 crores to achieve the objective. Identify the type of one of the functions of management mentioned above which will help the company to acquire dominant position in the market.
8. Arush joins as a sales manager of a company dealing in naturotherapy products. Being proficient in his work, he knew that without good planning he will not be able to organise, direct, control or perform any of the other managerial functions efficiently and effectively. Only on the basis of sales forecasting, he would assist in the preparation of the annual plans for its production and sales. Besides, he will have to prepare sales plans regularly on weekly, monthly, quarterly and half yearly basis. While preparing the sales forecasts, he undertakes intellectual thinking involving foresight, visualization and issued judgement rather than wishful thinking or guess work. Most importantly, all these planning activities will be meaningful only if they will coincide with the purpose for which the business is being carried out. In context of the above case, Identify the various features of planning highlighted in the above paragraph by quoting lines from it.
9. 'Natural disaster like floods in Gujarat has been responsible for failure of production and sales plans of Jindal Textile Industry.' Which limitations of planning are highlighted in the given statement? State any three such limitations.

### **CH-5 ORGANISING**

10. Ishita works as a corporate event coordinator in an event management company. She has been made an overall official in charge for organizing a painting exhibition for one of the clients of the company. For ensuring that the exhibition takes place successfully, she identifies the various activities involved and divides the whole work into various task groups like marketing committee, decoration committee and reception committee. In order to facilitate coordination within and among committees, she appoints a supervisor of each group. Each member in the group is asked to report to their respective supervisor of each group. Each member in the group is asked to report to their respective supervisors and all the supervisors are expected to work as per Ishita's orders. In context of the above case: Identify the function of management being performed by Ishita. Describe briefly the various steps involved in the performance of the function of management as identified in part (a) of the question.
11. As the head boy and head girl of 'Prakashay Public School', Deepak Chugh and Deepika Chawla have been given the responsibility of hosting the teacher's Day programme in the school. In order to conduct the programme in a systematic way, Deepak and



Deepika first called a meeting of the student council. In the meeting she decided about the content of the programme after taking into consideration the different available alternatives and choosing the best alternative among them. Then the various tasks required to be performed were identified and divided in accordance with predetermined schedule made by them. After that they grouped the similar activities into main groups as skit group, choir group, instrumental music group and contemporary dance group. Then each group was placed under the charge of a council member in accordance with his/her skills and competencies. These council members were in turn informed that they have to take orders and will be accountable only to Deepak and Deepika so as to facilitate coordination amongst various groups. In context of the above case:

- a) Identify of the above case:
- b) Describe briefly any two points highlighting the importance of each of the functions of management as identified in part (a) of the question.
- c) State any two values that 'Prakashay Public School' wants to communicate to society.

12. Rishu, Ashu and Ravi have decided to start a business of manufacturing toys. They identified the following main activities which they have to perform; Purchase of raw materials, Purchase of machinery, Production of toys, Arrangement of finance, Sale of toys, Identifying the areas where they can sell their toys Selection of employees In order to facilitate the work they thought that four managers should be appointed to look after Production, Finance, Marketing' Personnel.

- a) Identify the function of management involved in the above-mentioned para.
- b) Quote the lines from the above para which help you in identifying this function.
- c) State the steps followed in the process of this function of management.

13. Tanushree runs a factory wherein she manufactures shoes. The business has been doing well and she intends to expand by diversifying into leather bags as well as western formal wear, thereby making her company a complete provider of corporate wear. This will enable her to market her business unit as the one shop for working women.

- a) Which type of structure would you recommend for the expanded organization and why?
- b) State any four advantages of this organization structure.

14. The directors of Gunjan Ltd. an organization manufacturing colour televisions, have asked their production manager to achieve a target production of 150 televisions per day. The production manager has asked his foreman to achieve this target, but he did not give him the authority for the requisition of tools and materials from the stores department. The foreman could not achieve the desired target.

Can the directors blame the production manager?

Can the production manager blame his foreman for not achieving the target?

Explain in brief the relevant principles relating to this situation in support of your answer.

15. Home Creations Ltd.' is a well-known chain of large department store offering various types of products under one roof. The company owns fifty stores in various parts of the country. Each store is placed under the charge of a manager who is allowed to run their stores autonomously by deciding about the products which may be promoted, appointment of staff, ways to handle customer complaints etc. As these managers have a deeper knowledge of the local situations, it enables them to take these decisions effectively keeping in view the local circumstances and consumers' needs. This approach helps to improve customer service and at the same time serves to boost

morale and increase the job satisfaction of the store managers as it empowers them to innovate and use their initiatives. In the context of above case:

- a) Identify and explain the policy followed by 'Home Creations Ltd.' to run their stores successfully.
- b) Also, give any three points highlighting the importance of the approach followed as identified in part (a) of the question.
- c) List any two values that 'Home Creations Ltd.' wants to communicate to its employees.

16. Sudhir is working as a purchase manager in a power sector company. All his subordinates hold him in high regard for his exceptional managerial skills. On one hand, as a manager, he is a tough task master and expects strict compliance to the organizational rules and procedures from his subordinates. On the other hand, he makes conscious efforts to develop rapport with his subordinates by interacting freely with them during the lunch breaks in the cafeteria. Many a times this helps him to get an insight into the views and opinions of his team members about the policies of the organization. In the context of the case:

- a) Identify and explain the two types of organizations have been discussed.
- b) State any three differences between the types of organizations as identified in part (a) of the question.

17. A company manufacturing sewing machines set up in 1946 follows formal organization structure. It is facing a lot of problems such as delay in decision-making. As a result, it is not able to adapt to the changing business environment. The workforce is also not motivated, there is problem of red tapism and employees' turnover is very high. Advise the company with regard to change it should bring about in its organization structure to overcome the problems faced by it. Give reasons in terms of benefits it will derive from the changes suggested by you. In which sector can the company diversify keeping in mind the declining market for the product the company is manufacturing?

18. A company manufacturing consumer goods has grown in size. It was a market leader but with changes in economic environment and with the entry of MNCs its market share is declining. The company was following a centralized business model as even the minor decisions were in the hands of top level. Before 1991 this model was suitable for company but now the company is under pressure to reform. What changes should the company bring about in order to retain its market share? Give its three points of importance.

19. At Alpha Ltd. all expenses bills of employees are processed by general manager himself. He feels quite overburdened. He decided to delegate this work to deputy general manager. But after sometime the deputy general manager, disperses this authority to various levels throughout the organization. Now all bills for travelling are processed through respective department supervisor. Name the concept of management highlighted in above case before and after delegating the authority.

20. A manager has kept all right of decision making with himself. Each and every employee has to come to him for orders again and again. Identify and state the concept of management not followed by the manager. Which values are being violated here?