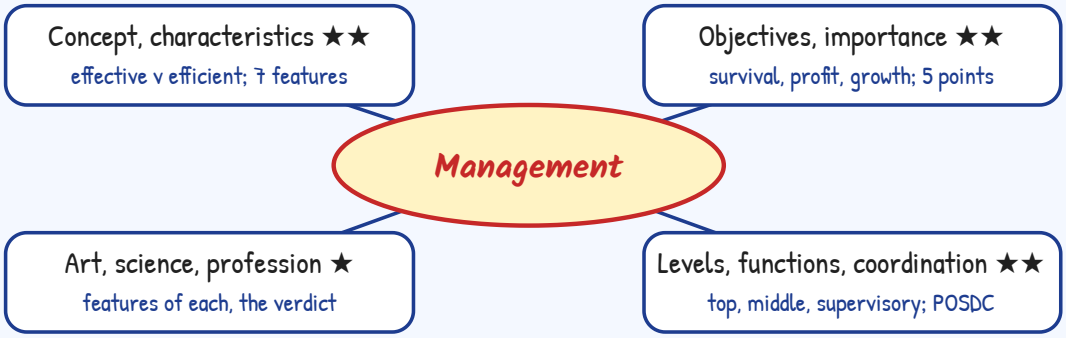
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Chapter 1
Nature and Significance of Management



NCERT Business Studies Part 1 (Chapter 1), Reprint 2026-27 · CBSE board 2027

Chapter map (★ = asked often in CBSE papers 2024–2026)



What is inside

1. Concept notes with comparison tables
2. NCERT exercises (all 17), fully solved
3. CBSE PYQs 2024–2026, fully solved
4. Quick-reference sheet; practice A–G, 20 MCQs, 6 A–R, answers, summary

Colour code used

red = key term green = definition
purple = sub-heading black = explanation
★ = high-frequency board topic
1 = mark the examiner gives for that point

★ **Exam tip:** The board sets case studies here: identify the **objective** (organisational, social, personal), the **level** from the duties described, the **feature** of coordination or the **importance** of management. Name the concept, then quote the line that shows it.

Based on NCERT Business Studies Part 1 (2026-27), Chapter 1. All answers written by us. Board questions are quoted from the CBSE papers named in each tag; 2025–2026 answers are checked against the CBSE marking schemes, 2024 answers follow NCERT.

1.1 Concept of management; effectiveness and efficiency ★★

Every organisation (a company, a school, a hospital, a government office) has goals. People work together in it, and someone must see that their efforts lead to those goals. NCERT's openers are **Tata Steel** (a group that kept growing by sound management) and **Smita Rai's Namchi Designer Candles** in Sikkim, a small unit with 100% women employees. Both are being *managed*.

Management is the process of getting things done with the aim of achieving goals **effectively** and **efficiently**.

Three words in this definition matter:

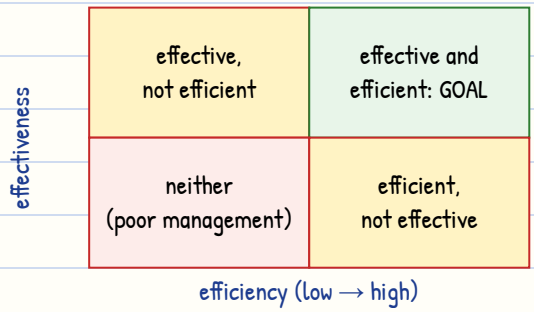
1. **Process**: a series of primary functions that management performs to get things done: **planning, organising, staffing, directing and controlling**.
2. **Effectiveness**: doing the right task, completing activities and **achieving goals**, i.e. finishing the given job on time. It is concerned with the **end result**.
3. **Efficiency**: doing the task **correctly and with minimum cost**; a cost-benefit relationship between input and output. If more output is obtained from the same input, or the same output from less input (money, time, material, people), efficiency rises.

Other definitions (NCERT): Harold Koontz and Heinz Weihrich: "the process of designing and maintaining an environment in which individuals, working together in groups, efficiently accomplish selected aims". Kreitner: "the process of working with and through others to effectively achieve organisational objectives by efficiently using limited resources in the changing environment". All agree: management is a **process**, works **through people**, aims at **goals**, and uses resources **efficiently**.

Effectiveness versus efficiency

	effectiveness	efficiency
meaning	doing the right thing; achieving the target on time	doing the thing right; minimum cost
focus	end result (output)	use of resources (input)
measure	was the target met?	output ÷ input

Both are needed. NCERT example: a firm that must produce 10,000 units a year produces them, but at a higher cost because of poor planning and machine breakdowns, is **effective but not efficient**. A manager who saves resources but misses the target is **efficient but not effective**. Good management is high on both.



The aim of management: top right

★ **Exam tip:** Board case: Ashita makes 500 bracelets at ₹ 110 each instead of ₹ 100 (effective, not efficient); Lakshita makes 450 at ₹ 90 (efficient, not effective). Always give the reason with each verdict.

1.2 Characteristics; 1.3 objectives; 1.4 importance ★★

Characteristics of management (7)

1. **Goal-oriented process**: it unites the efforts of different individuals to achieve basic, simple and clearly stated goals (a school's goal is to impart education).
2. **All-pervasive**: needed in all organisations, economic, social or political, and in every country; what managers do in India, the USA, Germany or Japan is the same; how they do it differs with culture.
3. **Multi-dimensional**: three main dimensions: (a) **management of work**: every organisation exists to do some work (a school educates); (b) **management of people**: people are its greatest asset; it means dealing with employees as *individuals* with diverse needs and as *groups*; (c) **management of operations**: the production process that turns inputs into output for consumers; it is linked with both work and people.
4. **Continuous process**: a series of ongoing functions (planning, organising, directing, staffing, controlling) performed simultaneously by all managers all the time.
5. **Group activity**: an organisation is a collection of individuals with different needs; management enables each member to grow while all work towards common goals.
6. **Dynamic function**: it adapts to the changing environment (social, political, economic, technological); e.g. McDonald's changed its menu for the Indian market.
7. **Intangible force**: it cannot be seen, but its presence is felt in the way the organisation functions: targets met, employees happy, orderliness instead of chaos.

Objectives of management

objective	meaning
Organisational: (a) **survival**	earn enough revenue to cover costs, so the business continues
(b) **profit**	covers costs and risks; an essential incentive for continued successful operation
(c) **growth**	for long-run prospects; indicators: sales volume, number of employees, number of products, capital investment
Social	creating benefit for society: quality products at reasonable price, environment-friendly methods, employment to disadvantaged sections, schools and crèches (e.g. ITC e-Choupal)
Personal	meeting employees' diverse needs: financial (competitive salaries, perks), social (peer recognition) and higher-level (personal growth); reconciling them with organisational goals

Importance of management (5)

1. **Achieving group goals**: gives common direction to individual efforts.
2. **Increases efficiency**: reduces costs and raises productivity through better planning, organising, directing, staffing and controlling.
3. **Creates a dynamic organisation**: helps people adapt to change, so the firm keeps its competitive edge (people often resist change).
4. **Achieving personal objectives**: by motivating and leading, it lets members achieve personal goals while contributing to organisational goals.
5. **Development of society**: good quality products and services, employment, better technology, growth and development.

★ **Exam tip:** "Survival" in a case = "earning enough revenue to cover costs"; "growth" = more sales, employees, products or capital invested. Social objective cases mention villages, environment, disadvantaged people.

1.5 Nature: art, science, profession; 1.6 levels of management

★

basis	art	science	profession
meaning	skilful and personal application of existing knowledge to achieve results	systematised body of knowledge explaining general truths	an occupation backed by specialised knowledge and training, entry restricted
features	(1) existence of theoretical knowledge (2) personalised application (3) based on practice and creativity	(1) systematised body of knowledge (2) principles based on experimentation (3) universal validity	(1) well-defined body of knowledge (2) restricted entry (3) professional association (4) ethical code of conduct (5) service motive
does management satisfy?	**yes**: literature exists; each manager applies it in a personalised, creative way	**partly**: an **inexact science**; principles deal with human behaviour, so results are not fully predictable	**partly**: knowledge, association (AIMA in India) exist; but **no restriction on entry**, no compulsory association or legally binding code

Verdict: management is both an **art and a science** (it has a systematic body of knowledge and requires skilful application); it is **not a full-fledged profession**, though professionalism is growing.

Levels of management

level	who	functions
Top	chairman, CEO, MD, president, VPs	integrate diverse elements and coordinate departments; formulate overall goals and strategies; analyse the business environment and its implications for survival; responsible for welfare and survival, and for all activities and their impact on society
Middle	division heads, plant superintendents, operations managers	interpret policies of top management; ensure the department has necessary personnel; assign duties and responsibilities; motivate them; cooperate with other departments; responsible for first-line managers
Supervisory (first-line / operational)	foremen, supervisors	directly oversee the workforce; maintain quality, reduce wastage, maintain safety standards; pass on middle managers' instructions and workers' problems; link between management and workers

1.7 Functions of management; 1.8 coordination, the essence

★★

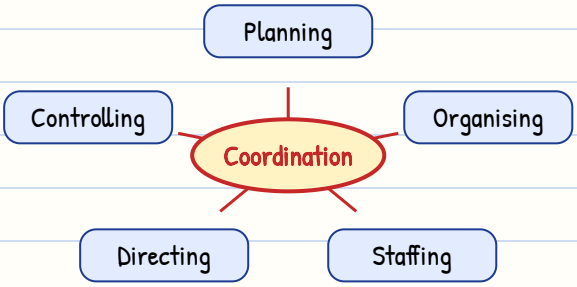
Functions of management

function	meaning

Planning	deciding in advance what to do and who is to do it; setting objectives and the means to achieve them
Organising	assigning duties, grouping tasks, establishing authority and allocating resources to carry out the plan
Staffing	finding the right people for the right job
Directing	leading, influencing, motivating and communicating with employees
Controlling	monitoring performance against standards and taking corrective action

Coordination is the process by which a manager **synchronises** the activities of different departments. It is the **force that binds all the other functions**; it is the **essence of management**, not a separate function.

Features: (1) **integrates group efforts** into purposeful activity; (2) ensures **unity of action**, a binding force between departments; (3) a **continuous process**, from planning to controlling; (4) **all-pervasive**, at all levels and in all departments; (5) the **responsibility of all managers**; (6) a **deliberate function**: even willing cooperation needs conscious coordination.



Coordination binds all five functions

Importance: (1) **growth in size**: more people, more diverse goals to harmonise; (2) **functional differentiation**: separate departments with own objectives must be linked; (3) **specialisation**: specialists think only they can judge; coordination reconciles their views.

★ ***Exam tip:*** Coordination quote clues: "conscious and deliberate" (deliberate); "begins at planning and continues till controlling" (continuous); "binding force" (unity of action); "all departments / all levels" (all-pervasive).

Coordination versus cooperation

basis	*coordination*	*cooperation*
meaning	orderly arrangement of group efforts for unity of action	willingness of individuals to help each other
nature	deliberate effort by managers	voluntary attitude of members
scope	wider: needs cooperation and more	narrower: one input of coordination
by whom	all managers, at all levels	any member

Case clues: which level is it?

words in the case	*level*
"analyses the business environment", "survival of the firm", "overall goals and strategies", "impact on society"	top
"interprets policies", "ensures the department has personnel", "assigns duties", "division / plant head"	middle
"directly oversees workers", "quality, wastage, safety", "foreman", "passes on instructions"	supervisory

★ **Exam tip:** Remember the chain: top management is responsible for all activities of the business; middle management for the activities of first-line managers; supervisors for workers.

NCERT exercises, fully solved

Very short answer

VSA 1. What is meant by management?

> **Ans.** Management is the process of getting things done with the aim of achieving goals effectively (on time) and efficiently (at minimum cost), through the functions of planning, organising, staffing, directing and controlling.

VSA 2. Name any two important characteristics of management.

> **Ans.** (1) Management is a goal-oriented process. (2) Management is all-pervasive. (Also: multi-dimensional, continuous, group activity, dynamic, intangible.)

VSA 3. Identify and state the force that binds all the other functions of management.

> **Ans.** **Coordination**: the process by which a manager synchronises the activities of different departments so that all efforts move towards common goals. It is the essence of management.

VSA 4. List any two indicators of growth of an organisation.

> **Ans.** (1) Sales volume. (2) Number of employees. (Also: number of products, increase in capital investment.)

VSA 5. Indian Railways launched a solar power DEMU train with 6 trailer coaches, expected to save about 21,000 litres of diesel and ₹ 12,00,000 a year, making trains greener. Name the objectives of management achieved.

> **Ans.** (1) **Social objective**: environment-friendly methods of production (greener trains, less pollution). (2) **Organisational objective** (profit/survival): cost saving of ₹ 12 lakh a year improves financial results.

Short answer

SA 1. Ritu is the manager of the northern division of a large corporate house. At what level does she work? What are her basic functions?

> **Ans.** She works at the **middle level** (a division head). Functions: (1) interpret the policies framed by top management; (2) ensure her division has the necessary personnel; (3) assign necessary duties and responsibilities to them; (4) motivate them to achieve desired objectives; (5) cooperate with other divisions for smooth functioning; (6) be responsible for the activities of first-line managers.

SA 2. State the basic features of management as a profession.

> **Ans.** (1) **Well-defined body of knowledge**: management has a systematised body of knowledge taught in colleges (satisfied). (2) **Restricted entry**: entry to a profession is through an examination or degree; no such restriction for managers (not satisfied). (3) **Professional association**: AIMA exists in India but membership is not compulsory (partly satisfied). (4) **Ethical code of conduct**: AIMA has a code but it is not legally binding (partly). (5) **Service motive**: the basic motive is to serve clients; for management, serving society through quality products at reasonable prices is now accepted (partly).

SA 3. Why is management considered a multi-dimensional concept?

> **Ans.** Because it is a complex activity with three dimensions: (1) **Management of work**: every organisation exists to do some work, and management translates it into goals and decides how to achieve them. (2) **Management of people**: dealing with employees as individuals with diverse needs, and as groups, and making their strengths effective and weaknesses irrelevant. (3) **Management of operations**: managing the production process that converts inputs into output delivered to consumers; it is interlinked with work and people.

SA 4. Company X makes washing machines, microwaves, refrigerators and ACs; margins, profits and market share are falling. Production blames marketing for missing sales targets, marketing blames production for poor quality, and finance blames both for falling ROI. What quality of management is the company lacking? What steps should it take?

> ***Ans.*** It lacks **coordination**: the departments work in isolation and blame each other instead of moving towards common goals. Steps: (1) set **common, clearly stated goals** (sales, quality, ROI) for all departments; (2) hold **regular joint meetings** of production, marketing and finance heads; (3) improve **communication** between departments (shared reports, feedback from customers to production); (4) appoint a **coordinating head** or committee; (5) set quality standards with marketing input and link incentives to company-wide results; (6) continuous coordination from planning to controlling.

SA 5. Coordination is the essence of management. Do you agree? Give reasons.

> ***Ans.*** **Yes.** Coordination is not a separate function but the force that binds all functions. (1) It is needed in **every function**: planning (coordinating departmental plans), organising (grouping and relating jobs), staffing (matching people and jobs), directing (unifying efforts) and controlling (matching results with plans). (2) It is needed at **all levels**. (3) It **integrates group efforts** and ensures **unity of action**. (4) It is required because of **growth in size, functional differentiation and specialisation**. Without it, departments pull in different directions and goals are missed.

SA 6. Ashita and Lakshita of Dazzling Enterprises were each to produce 500 bracelets in 4 days at ₹ 100 per bracelet. Ashita produced 500 at a total cost of ₹ 55,000; Lakshita produced 450 at ₹ 90 per unit. Are they efficient and effective?

> ***Ans.*** Standard: 500 units at ₹ 100 each = ₹ 50,000.
> **Ashita**: target met (500 units on time), so **effective**; cost ₹ 55,000 ÷ 500 = ₹ 110 per unit > ₹ 100, so **not efficient**.
> **Lakshita**: cost ₹ 90 per unit < ₹ 100, so **efficient**; only 450 of 500 units made, so **not effective**.
> Neither is both effective and efficient; good management needs both.

Long answer

LA 1. Management is considered to be both an art and science. Explain.

> ***Ans.*** **As an art** (skilful, personal application of knowledge): (1) **Existence of theoretical knowledge**: a lot of literature on management exists in various areas (marketing, finance, HR). (2) **Personalised application**: each manager applies this knowledge in his own way, depending on the situation, e.g. different leaders motivate in different ways. (3) **Practice and creativity**: a manager becomes better by practice and creative use of knowledge.
> **As a science**: (1) **Systematised body of knowledge**: management has its own theories and principles, drawing on economics, sociology, psychology and mathematics. (2) **Principles based on experimentation**: principles developed through observation and repeated testing (e.g. Taylor's experiments). (3) **Universal validity**: principles are not exactly universal, since they deal with human beings, so management is an **inexact science**.
> **Conclusion**: management is both: the science gives the knowledge, the art lies in applying it. They are complementary.

LA 2. Do you think management has the characteristics of a full-fledged profession?

> ***Ans.*** **No, not fully.** Testing each feature: (1) **Well-defined body of knowledge**: satisfied; management principles and theories are taught in institutes. (2) **Restricted entry**: not satisfied; anyone can be appointed a manager whatever his qualification, unlike doctors or lawyers who must hold a degree and licence. (3) **Professional association**: partly; AIMA exists but membership is not compulsory and it has no statutory backing. (4) **Ethical code of conduct**: partly; AIMA has a code, but it is not binding on all managers. (5) **Service motive**: partly; the basic purpose of management is achieving organisational goals, though serving society is increasingly accepted. Hence management is **not a full-fledged profession**, but it is moving towards professionalisation (MBA degrees are preferred).

LA 3. "A successful enterprise has to achieve its goals effectively and efficiently." Explain.

> ***Ans.*** **Effectiveness** means completing the right task and achieving the goal on time; **efficiency** means doing it at minimum cost (cost-benefit of input and output). Both are needed: (1) If goals are met at very high cost (effective, not efficient), profits fall and the firm may not survive in competition. (2) If costs are low but targets are missed (efficient, not effective), customers are lost and goals are not achieved. (3) Only when both are present does the firm achieve its goals with economy, earning profit and growth. E.g. producing 10,000 units on time but with machine breakdowns raises cost: the enterprise is not successful. Management must balance both.

LA 4. Management is a series of continuous interrelated functions. Comment.

> ***Ans.*** Management is a **process**: (1) **Planning**: deciding objectives and how to achieve them. (2) **Organising**: identifying and grouping tasks, defining authority and allocating resources. (3) **Staffing**: getting the right people for the right jobs. (4) **Directing**: leading, motivating and communicating with people. (5) **Controlling**: measuring performance against plans and correcting deviations. These functions are **interrelated**: organising follows planning, staffing fills the structure, directing puts plans into action, and controlling checks them and feeds back into new plans. They are **continuous**: managers perform them simultaneously all the time (e.g. on one day a manager may plan an exhibition, direct staff and control output). Coordination binds them.

LA 5. A company wants to modify its existing product due to decreasing sales. What steps should each level of management take?

> ***Ans.*** Example: a company making ordinary ceiling fans modifies them into energy-efficient remote-controlled fans.
>
> **Top level**: analyse the business environment (competition, demand for energy saving) and decide to modify the product; set objectives (e.g. raise sales by 20% in a year); formulate strategy and budget; allocate funds; coordinate departments; be responsible for the impact on society.
>
> **Middle level**: interpret the decision into departmental plans: R&D designs the new model, production plans manufacturing, marketing plans promotion and pricing; ensure each department has the needed personnel, assign duties, motivate them; coordinate with other departments.
>
> **Supervisory level**: oversee workers making the new fan; maintain quality and safety standards; reduce wastage; train workers on new methods; pass workers' problems up and instructions down.

LA 6. A firm plans in advance, has a sound structure, efficient supervisory staff and a control system, but plans are often not adhered to, leading to confusion and duplication of work. Advise remedy.

> ***Ans.*** The firm lacks **coordination**. Remedy: (1) **Clear common objectives** and well-defined plans communicated to all departments. (2) **Clear lines of authority** and responsibility so that work is not duplicated. (3) **Effective communication**: regular meetings, reports and feedback across departments. (4) **Coordinating committees** or a coordinating head to synchronise departmental schedules. (5) **Effective leadership and supervision** to unify group efforts. (6) Coordination as a **continuous, deliberate** activity from planning to controlling, the responsibility of every manager. This ensures unity of action and avoids confusion and duplication.

CBSE board questions 2024–2026, fully solved

Every question on this chapter from the 16 papers (2024 66/1–5, 2025 66/1, 2, 4–7, 2026 66/1–5), quoted with complete answers. "(OR)" items are the internal choice of the question above them.

A. MCQs and Assertion–Reason (1 mark each)

CBSE 2024 · 66/1/1 _____ refers to doing the task correctly and with minimum cost. (A) effectiveness (B) coordination (C) process (D) efficiency [1]

> ***Ans.*** Efficiency is the cost-benefit relationship between input and output. **(D)**

CBSE 2024 · 66/3/1 'Bonfast Cement Ltd' supports 7 villages with housing, schools, safe drinking water, health and hygiene, and sends employees every 15 days to see that the facilities are implemented on the ground. The objective: (A) personal (B) social (C) organisational (D) economic [1]

Ans. Creating benefit for society. **(B)**

CBSE 2024 · 66/3/1 Most organisations have adapted to the changing environment and built a strong presence on social media to engage target customers. The feature of management: (A) group activity (B) continuous process (C) multidimensional (D) dynamic function [1]

Ans. **(D)**

CBSE 2024 · 66/3/1 Match 1 top 2 middle 3 operational management with (i) directly oversee the efforts of the workforce (ii) ensure their department has the necessary personnel (iii) responsible for welfare and survival of the organisation. (A) 1-i, 2-ii, 3-iii (B) 1-iii, 2-ii, 3-i (C) 1-iii, 2-i, 3-ii (D) 1-ii, 2-iii, 3-i [1]

Ans. **(B)**

CBSE 2024 · 66/3/1 'Panmol Dairy' uses the environment-friendly 'Bilona' method of making ghee, employing hundreds of illiterate rural people. The objective of management: (A) national (B) personal (C) social (D) economic [1]

Ans. Environment-friendly methods and employment for the disadvantaged. **(C)**

CBSE 2024 · 66/4/1 A multinational sweets and snacks company wants to increase its sales volume, number of products and capital investment to grow in the long run. The organisational objective: (A) survival (B) profit (C) growth (D) corporate social responsibility [1]

Ans. **(C)**

CBSE 2024 · 66/4/1 Choose the incorrect statement about levels of management: (A) operational level maintains safety standards (B) middle level ensures the department has necessary personnel (C) the CEO at top level is responsible for all activities of first-line managers (D) top level is responsible for all activities of the business and its impact on society [1]

Ans. Middle-level managers are responsible for first-line managers. **(C)**

CBSE 2024 · 66/4/1 _____ is the process by which a manager synchronises the activities of different departments. (A) management (B) planning (C) coordination (D) directing [1]

Ans. **(C)**

CBSE 2024 · 66/5/1 _____ means doing the task correctly and with minimum cost. (A) efficiency (B) effectiveness (C) management (D) coordination [1]

Ans. **(A)**

CBSE 2024 · 66/5/1 Which is a function of top-level management? (A) ensure the department has necessary personnel (B) interact with workforce and pass on middle management's instructions (C) co-operate with other departments (D) analyse the business environment and its implications for survival [1]

Ans. (A), (C) are middle level; (B) is supervisory. **(D)**

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CBSE 2024 · 66/S/1 The activities involved in managing an enterprise are common to all organisations, economic, political or social. The feature: (A) multidimensional (B) all-pervasive (C) continuous (D) dynamic [1]

Ans. (B)

CBSE 2025 · 66/1/1 Bimal Rai of Funny Bunny Ltd (games and toys) integrates diverse elements, coordinates the activities of different departments, and analyses the business environment and its implications for the survival of the firm. His level of management is: (A) top level (B) middle level (C) operational level (D) both middle and operational level [1]

Ans. Integrating diverse elements, coordinating all departments and analysing the environment for survival are top-management tasks. (A)

CBSE 2025 · 66/1/1 Assertion (A): Coordination ensures unity of action. Reason (R): Coordination acts as a binding force between departments and ensures that all action is aimed at achieving the goals of the organisation. (A) both correct, R explains A (B) both correct, R does not explain A (C) A correct, R wrong (D) A wrong, R correct [1]

Ans. (A)

CBSE 2025 · 66/1/1 Sadhna, a management graduate, applies her acquired knowledge in a personalised and skilful manner in difficult situations, using imagination and creativity. The aspect of the nature of management is: (A) art (B) science (C) profession (D) both science and profession [1]

Ans. Personalised application of knowledge with skill and creativity is art. (A)

CBSE 2025 · 66/2/1 'It is the process of designing and maintaining an environment in which individuals, working together in groups, efficiently accomplish selected aims.' Identify the process: (A) management (B) organising (C) staffing (D) directing [1]

Ans. This is Koontz's definition of management. (A)

CBSE 2025 · 66/2/1 'AK Solutions' rented conference halls; when floods closed nearby libraries before exams, it converted some halls into libraries and study centres with subsidised food for students, increasing business and goodwill. The feature of management is: (A) continuous process (B) intangible force (C) dynamic function (D) group activity [1]

Ans. Adapting to the changing environment is the dynamic nature of management. (C)

CBSE 2025 · 66/S/1 'The task of management is to make people work towards achieving the organisational goals, by making their strengths effective and their weaknesses irrelevant.' The dimension of management is: (A) management of work (B) management of people (C) management of operations (D) both A and C [1]

Ans. (B) management of people.

CBSE 2026 · 66/2/1 The process by which a manager synchronises the activities of different departments is: (A) management (B) planning (C) organising (D) coordination [1]

Ans. (D)

CBSE 2025 · 66/S/1 'Management helps in providing good quality products and services, creates employment opportunities, adopts new technology for the greater good of the people and leads to growth and development.' The point of importance is: (A) achieving group goals (B) increases efficiency (C) achieving personal objectives (D) development of society [1]

Ans. (D)

CBSE 2025 · 66/S/1 In 'Anuja Garments Ltd', Ramesh (marketing) wants 15% more sales through discounts; Harish (finance) refuses as revenue would fall. Such conflicts arise when departments work in isolation; the concept that integrates the efforts of departments and levels is: (A) efficiency (B) effectiveness (C) controlling (D) coordination [1]

Ans. (D)

CBSE 2025 · 66/6/1 In 'Green Tech Solutions', production, marketing and sales worked without consulting each other, causing conflicts; CEO Madhur held inter-departmental meetings so managers consult each other, linking all departments so the right products are available, marketing matches availability and targets are met. The concept is: (A) organising (B) coordination (C) planning (D) staffing [1]

Ans. (B)

CBSE 2025 · 66/7/1 Shreyansh praised his company: complete orderliness, employees happy and satisfied with work and environment, targets met as per plans; Sudhir was unhappy in his firm. The characteristic of management highlighted by Shreyansh is: (A) group activity (B) dynamic function (C) intangible force (D) all pervasive [1]

Ans. Management cannot be seen but its presence is felt in orderliness, satisfaction and targets met. (C)

CBSE 2026 · 66/1/1 'CARO Tech Solutions' had to develop software in six months with a budget of ₹ 12,00,000; the team completed it on time by outsourcing part of it at an extra ₹ 2,00,000. The team is: (A) efficient and effective (B) efficient but not effective (C) effective but not efficient (D) neither [1]

Ans. Goal achieved on time (effective) but at a higher cost (not efficient). (C)

CBSE 2026 · 66/1/1 To launch eco-friendly heaters on time for a short winter, top managers coordinated with subordinates to follow policies, the production manager coordinated with operational managers, and operational managers coordinated workers' activities. The feature of coordination is: (A) a deliberate function (B) the responsibility of all managers (C) a continuous process (D) ensures unity of action [1]

Ans. Coordination at every level of management. (B)

CBSE 2026 · 66/2/1 Which function is NOT performed by top level management? (A) cooperating with other departments for smooth functioning (B) being responsible for the welfare and survival of the organisation (C) analysing the business environment (D) formulating overall goals and strategies [1]

Ans. Cooperating with other departments is a middle-level function. (A)

CBSE 2026 · 66/2/1 Neha, a manager at 'NutriBite', implements the organisation's marketing plans and ensures her department has the necessary personnel as per company policy. Her level is: (A) top (B) middle (C) operational (D) middle and operational [1]

Ans. (B)

CBSE 2026 · 66/3/1 'A manager motivates and leads his team so that members achieve personal goals while contributing to organisational objectives.' The importance highlighted: (A) achieving group goals (B) increasing efficiency (C) achieving personal objectives (D) development of society [1]

> **Ans.** (C)

CBSE 2026 · 66/4/1 Rohit plans production for the December sale in June every year, ensures enough workers, continuously monitors progress and informs the marketing team in time for promotions. The feature of coordination: (A) all-pervasive (B) continuous process (C) deliberate function (D) responsibility of all managers [1]

> **Ans.** It begins at planning and continues till controlling. (B)

CBSE 2026 · 66/4/1 Dinkar, GM at 'Tara Lamps', facing rising costs, rearranged work processes, assigned tasks by skill, gave clearer directions and controlled activities regularly, reducing cost and raising productivity and profits. The importance of management: (A) creates a dynamic organisation (B) helps achieve personal objectives (C) development of society (D) increases efficiency [1]

> **Ans.** (D)

CBSE 2026 · 66/5/1 Statement I: Entry to a profession is not restricted through an examination or an educational degree. Statement II: There is no restriction on anyone being appointed a manager irrespective of qualifications. (A) I true, II false (B) I false, II true (C) both true (D) both false [1]

> **Ans.** Entry to a profession is restricted; entry to management is not. (B)

B. Short answer (3 marks)

CBSE 2024 · 66/3/1 Sana and Mihir's startup 'Quick Solutions' earned enough revenue to cover costs from inception; through continuous improvement it gained recognition and started making profits, a big incentive for continued operation; in two years the customer base grew manifold and they invested more capital, hired more employees, invested in R&D and expanded the product line. Quoting lines, identify and state the objectives of management. [3]

> **Ans.** These are **organisational objectives**:
>
> (1) **Survival** ("earning enough revenue to cover the costs"): management must earn enough revenues to cover costs so the business survives.
>
> (2) **Profit** ("started making profits. It was a big incentive... for the continued successful operation"): profit covers costs and risks and is an incentive for continued operation.
>
> (3) **Growth** ("make additional capital investment and hired more employees... expanded their product line"): growth measured by sales, employees, products or capital investment.

CBSE 2024 · 66/4/1 MBA friends Aman, Ashish and Ashi formed 'Solutions' to improve living conditions in Mumbai slums. They adopted three slums and educated dwellers in their own creative manner: playway method, music, and activity-based learning; 'they used basic knowledge in their unique manner'. It implies that skilful and personal application of acquired knowledge varies from individual to individual. (a) Identify and state the nature of management. (b) Quoting lines, state two features. [3]

> **Ans.** (a) **Management as an art**: the skilful and personal application of existing knowledge to achieve desired results.
>
> (b) (1) **Existence of theoretical knowledge** ("They used basic knowledge"): an art presupposes a body of

knowledge that the practitioner learns. (2) **Personalised application** ("started educating the slum dwellers in their own creative manner… in their unique manner"): each person applies the knowledge in his own way. (3) **Based on practice and creativity**: art involves creative practice of existing knowledge.

CBSE 2024 · 66/S/1 Ashish of 'Cortico Fabrics', with eight regional teams across India, spends considerable time developing an orderly pattern of group efforts among the teams and securing unity of action in pursuit of a common purpose, ensuring suitable allocation of tasks and harmony, and balancing the teams. (a) Identify and explain the concept. (b) Explain one point of its importance. *[3]*

Ans. (a) **Coordination**: the process by which a manager synchronises the activities of different departments; it is the orderly arrangement of group efforts to provide unity of action in pursuit of a common purpose.
(b) **Growth in size**: as an organisation grows (eight teams across India), the number of people increases and it becomes hard to ensure everyone works towards the same goals; coordination integrates their efforts and harmonises individual and organisational goals. (Or: functional differentiation; specialisation.)

CBSE 2026 · 66/2/1 State any three features of coordination. *[3]*

Ans. (1) **Integrates group efforts**, unifying diverse interests into purposeful work. (2) **Ensures unity of action**, binding departments towards organisational goals. (3) **Continuous process**: from planning to controlling. (Also: all-pervasive; responsibility of all managers; a deliberate function.)

CBSE 2025 · 66/1/1 P. Madhav, production manager of Trendy Style Pvt. Ltd (office furniture), wants to raise production by 20% next year, but Sales Manager R. Shetty does not approve until the quality of wood, locks and handles is changed to the latest trends. This conflict brings to light a concept that can link the activities of departments. (i) Identify and explain the concept. (ii) State any two points of its importance. *[3]*

Ans. (i) **Coordination**: the process by which a manager synchronises the activities of different departments towards the achievement of a common goal.
(ii) (1) **Growth in size**: as the number of employees grows, coordination is needed to integrate their efforts and harmonise individual and organisational goals. (2) **Functional differentiation**: departments such as production and sales pursue their own targets; coordination links their activities (as between Madhav and Shetty). (Also: **specialisation**: specialists may not take advice from others; coordination reconciles their differences.)

CBSE 2026 · 66/1/1 State any three functions of middle level management. *[3]*

Ans. (1) **Interpret the policies** framed by top management. (2) Ensure their department has the **necessary personnel**. (3) **Assign duties and responsibilities** to personnel in their department. (Also: motivate people; cooperate with other departments; implement and control plans and strategies of top management; responsible for the activities of first-line managers.)

C. Long answer I (4 marks)

CBSE 2024 · 66/1/1 State any four characteristics of management. *[4]*

Ans. (1) **Goal-oriented process**: it unites efforts to achieve basic goals. (2) **All-pervasive**: common to all organisations, economic, social or political, in every country. (3) **Multi-dimensional**: management of

work, people and operations. (4) **Continuous process**: a series of ongoing functions. (Also: group activity; dynamic function; intangible force.)

CBSE 2024 · 66/1/1 (OR) State any four functions of top-level management. [4]

Ans. (1) Integrate diverse elements and coordinate activities of departments according to overall objectives. (2) Formulate overall organisational goals and strategies. (3) Be responsible for all activities of the business and its impact on society. (4) Analyse the business environment and its implications for survival. (Also: responsible for the welfare and survival of the organisation.)

CBSE 2025 · 66/2/1 Explain the features of coordination: (i) coordination integrates group efforts (ii) coordination is the responsibility of all managers. [4]

Ans. (i) It unifies unrelated or diverse interests into purposeful work activity and gives a common focus to group effort so that performance is as planned and scheduled.
(ii) It is the function of every manager: top managers coordinate with subordinates to carry out overall policies; middle managers coordinate with top and first-line managers; operational managers coordinate their workers' activities so work proceeds as planned.

CBSE 2025 · 66/2/1 (OR) Explain the features of management: (i) management is a goal-oriented process (ii) management is a continuous process. [4]

Ans. (i) An organisation has basic goals that are the reason for its existence, simple and clearly stated; management unites the efforts of different individuals towards achieving them.
(ii) Management is a series of continuous, composite but separate functions (planning, organising, staffing, directing, controlling) performed simultaneously by all managers all the time.

CBSE 2026 · 66/5/1 State any four features of coordination. [4]

Ans. (1) **Integrates group efforts** into purposeful work activity. (2) **Ensures unity of action**, binding departments towards common goals. (3) **Continuous process**: from planning till controlling. (4) **All-pervasive**: needed at all levels and in all departments. (Also: responsibility of all managers; a deliberate function.)

CBSE 2025 · 66/5/1 Explain the features of management: (i) a dynamic function (ii) an intangible force. [4]

Ans. (i) **Dynamic function**: management must adapt to the changing environment; an organisation interacts with its external environment (social, economic, political) and must change itself and its goals according to its needs to succeed.
(ii) **Intangible force**: management cannot be seen but its presence is felt in the way the organisation functions: targets are met as planned, employees are happy and satisfied, and there is orderliness instead of chaos.

CBSE 2025 · 66/2/1 Nisha set up a dress-refurbishing unit with 15 girls in three groups, each to refurbish 150 old dresses in a fortnight at ₹ 30 a dress. Group I did 150 at ₹ 30; Group II 150 at ₹ 35; Group III 140 at ₹ 27. (i) Identify the concepts for each group, with reasons. (ii) Give their meaning and state which is important for management and why. [4]

Ans. (i) **Group I**: effective and efficient: met the target (150) at the planned cost (₹ 30). **Group II**: effective but not efficient: met the target but at a higher cost (₹ 35). **Group III**: efficient but not effective: lower cost (₹ 27) but missed the target (140).

(ii) **Efficiency**: doing the task correctly, with minimum cost (cost-benefit). **Effectiveness**: doing the right task, completing activities and achieving goals on time. Management must be **both effective and efficient**: achieving goals at the lowest cost; one without the other is not good management.

CBSE 2025 · 66/6/1 Shreedar, after ten years as an operations manager in a cab aggregator, started 'Easy Cab' with Mukesh; Shreedar is CEO and Mukesh COO; they will start in Goregram and borrow to buy electric cars. (a) Identify their level of management. (b) State three functions at this level. *[4]*

Ans. (a) Both are at the **top level**.

(b) (1) Integrate diverse elements and coordinate the activities of different departments according to overall objectives. (2) Formulate overall organisational goals and strategies for their achievement. (3) Analyse the business environment and its implications for survival. (Also: responsible for the welfare and survival of the organisation; responsible for all activities and their impact on society.)

CBSE 2025 · 66/7/1 'Silver Mills', a B2B supplier of millet seeds set up in a backward area, earned just enough to cover costs; with rising awareness of millets' health benefits and 2023 as the International Year of Millets, it began earning profits, a vital incentive to continue; it expanded into millet flour, snacks and beverages and gave employment especially to women in dehusking, cleaning and packing. State the objectives of management highlighted. *[4]*

Ans. (1) **Organisational objectives**: using human and material resources to the maximum advantage to fulfil economic objectives: **survival** (earning enough revenue to cover costs), **profit** (a vital incentive, covering costs and risks) and **growth** (exploiting growth potential: new millet products).

(2) **Social objectives**: creating economic value for society: environment-friendly methods, **employment opportunities** for disadvantaged sections (women in a backward area), basic amenities.

CBSE 2026 · 66/1/1 For launching 'EcoPac' sustainable packaging, the CEO of 'GW Industries' translated the work into clear goals and assigned means to achieve them; got work done through human resources, the greatest asset; and put in place a production process managing the flow of input materials and technology to convert them into high-quality packaging. Identify and explain the characteristic of management. *[4]*

Ans. **Management is multidimensional**, with three dimensions: (1) **Management of work**: all organisations exist to perform some work; management translates it into goals and assigns the means to achieve them. (2) **Management of people**: dealing with employees as individuals with diverse needs and behaviour, and as groups. (3) **Management of operations**: a production process involving the flow of input materials and technology to transform inputs into the desired output.

CBSE 2026 · 66/5/1 (OR) State any four points of importance of management. *[4]*

Ans. (1) Helps achieve **group goals** by giving common direction to individual effort. (2) **Increases efficiency** by reducing costs and raising productivity. (3) Creates a **dynamic organisation** that adapts to change. (4) Helps achieve **personal objectives** while contributing to organisational objectives. (5) Helps in the **development of society**.

CBSE 2026 · 66/4/1 At 'Apex Ltd', Arjun analyses the business environment and its implications for the firm's survival and is responsible for its welfare and survival; Neha heads the marketing department, ensuring it has the necessary personnel and motivating them. Apart from these, state two more functions each that they perform at their level. [4]

Ans. **Arjun (top level)**: (1) integrate diverse elements and coordinate activities of departments per overall objectives; (2) formulate overall organisational goals and strategies; (3) be responsible for all activities and their impact on society.
Neha (middle level): (1) interpret policies framed by top management; (2) assign duties and responsibilities to departmental personnel; (3) co-operate with other departments; (4) be responsible for first-line managers; (5) implement and control plans and strategies of top management. (Any two each.)

CBSE 2025 · 66/1/1 (OR) Objectives of management can be classified into organisational, social and personal objectives. Explain these objectives. [6]

Ans. (1) **Organisational objectives**: using human and material resources to the maximum advantage to fulfil the economic objectives of the business: **survival** (earn enough revenue to cover costs), **profit** (to cover costs and risk) and **growth** (exploit the growth potential to remain in the industry).
(2) **Social objectives**: consistently creating economic value for various constituents of society: using environment-friendly methods of production, giving employment to the under-privileged, providing basic amenities like schools and health care.
(3) **Personal objectives**: people working in organisations have diverse needs (financial, social, higher-level); management must reconcile personal goals with organisational objectives for harmony.

D. Long answer II (6 marks)

CBSE 2024 · 66/2/1 Nalini runs an online flower and gift business with eight outlets. She coordinates her staff's efforts in a conscious and deliberate manner, plans for wedding-season demand in June, ensures adequate workforce, monitors progress and briefs marketing in time; her coordination with all departments begins at planning and continues till controlling; it acts as a binding force between departments, ensuring all action aims at organisational goals; she gives a common focus to group effort. Quoting lines, identify and explain four features of the concept. [6]

Ans. Concept: **coordination**.
(1) **Deliberate function** ("coordinates the efforts of her staff in a conscious and deliberate manner"): a manager must coordinate consciously; even cooperation needs coordination to give it direction.
(2) **Continuous process** ("begins at the planning stage and continues till controlling"): it is not a one-time function.
(3) **Ensures unity of action** ("acts as a binding force between the departments and ensures that all action is aimed at achieving organizational goals").
(4) **Integrates group efforts** ("give a common focus to group effort"): it unifies diverse interests into purposeful work activity.
(Also: all-pervasive, "coordination with all departments".)

CBSE 2025 · 66/4/1 'Successful organisations do not achieve their goals by chance, but by following a deliberate process called management.' Explain any four points of importance of management. [6]

> **Ans.** (1) **Achieving group goals**: management gives a common direction to individual efforts towards the overall goal. (2) **Increases efficiency**: reduces costs and raises productivity through better planning, organising, directing and controlling. (3) **Creates a dynamic organisation**: helps people adapt to change so the organisation keeps its competitive edge. (4) **Achieving personal objectives**: through motivation and leadership, individuals achieve their personal goals while contributing to organisational goals. (5) **Development of society**: good quality products, employment, new technology, growth and development.

CBSE 2025 · 66/4/1 (OR) 'Coordination is the process by which a manager synchronises the activities of different departments towards common goals.' Explain any four features of coordination. [6]

> **Ans.** (1) **Integrates group efforts**: unifies diverse interests into purposeful work and gives a common focus. (2) **Ensures unity of action**: acts as a binding force between departments so all action aims at organisational goals. (3) **Continuous process**: begins at planning and continues till controlling. (4) **All-pervasive function**: needed at all levels and in all departments because activities are interdependent. (5) **Responsibility of all managers** at top, middle and lower levels. (6) **Deliberate function**: a manager has to coordinate consciously even among cooperating people.

CBSE 2026 · 66/3/1 At 'Global Tech Ltd' (10,000 employees): "Every department had its own objectives, policies and style of working... conflicts arose"; "The specialists... often did not consider suggestions from others... This resulted in conflict"; "The increasing size of workforce... made it difficult to ensure that everyone worked towards the same organisational goals." (i) Identify and state the concept needed. (ii) Quoting lines, state three points of its importance. [6]

> **Ans.** (i) **Coordination**: the process by which a manager synchronises the activities of different departments towards common goals.
> (ii) (1) **Functional differentiation** ("Every department had its own objectives, policies and style of working"): departments are created for finance, production etc.; coordination links their activities.
> (2) **Specialisation** ("The specialists were confident... did not consider suggestions from others"): specialists think only they can judge and do not take advice; coordination reconciles their differences.
> (3) **Growth in size** ("The increasing size of workforce..."): as the number of people grows, coordination integrates their efforts and harmonises individual and organisational goals.

What the board asked (16 papers, 2024–2026)

Type	2024	2025	2026	Total
MCQs and Assertion-Reason (1 mark each)	11	10	9	30
Short answer (3 marks)	3	1	2	6
Long answer I (4 marks)	2	6	4	12
Long answer II (6 marks)	1	3	1	5

Quick-reference sheet

topic	remember

management	process of getting things done effectively and efficiently
effective / efficient	right thing, on time / right way, minimum cost
7 characteristics	goal-oriented, all-pervasive, multi-dimensional, continuous, group activity, dynamic, intangible
3 dimensions	work, people (individuals and groups), operations
organisational objectives	survival, profit, growth
5 points of importance	group goals, efficiency, dynamic organisation, personal objectives, society
art features	theoretical knowledge, personalised application, practice and creativity
science features	systematised knowledge, experimentation, universal validity (inexact)
profession features	knowledge, restricted entry, association, ethical code, service motive
levels	top (survival, strategy), middle (interpret, staff, assign), supervisory (oversee workers)
functions	planning, organising, staffing, directing, controlling
coordination features	integrates efforts, unity of action, continuous, all-pervasive, all managers, deliberate
need for coordination	growth in size, functional differentiation, specialisation

Case study (practice): 'Green Leaf Tea'. Green Leaf, a tea company, earns just enough to cover costs in its first year. In year three it doubles its gardens, employs 400 more workers and launches green tea. It runs a free school for workers' children and uses organic manure. Its plantation heads meet every Monday so that picking, processing and packing move at the same pace, and the MD studies the impact of new tea-export rules.
(i) Which objective is shown in year one? (ii) Which objective is shown in year three? Give two indicators. (iii) Identify the social objective with two lines. (iv) Name the concept shown by the Monday meetings and one feature. (v) At which level does the MD work? Give one function from the case.

★ ***Exam tip:*** When a question says "identify and explain", write the concept as a heading, quote the line in brackets, then the textbook explanation. For "state", one clear sentence per point is enough.

Practice set: test yourself *Exam-style*

Try every question before looking at the answers at the end of the chapter. 60 or more out of 75 means you are ready for the board.

A. Fill in the blanks (1 mark each)

1. Doing the right task on time is _____.
2. Doing the task at minimum cost is _____.
3. _____ is called the essence of management.
4. Survival, profit and growth are _____ objectives.
5. Management is an _____ science.
6. Foremen work at the _____ level of management.
7. In India, the professional body of managers is _____.
8. Management of _____ converts inputs into output.

B. True or false? (1 mark each)

1. Management is needed only in business organisations.

2. Coordination is a separate function of management.
3. Entry to management is restricted by a degree.
4. Middle managers interpret policies of top management.
5. Effectiveness is concerned with cost of input.
6. Management is a dynamic function.
7. Coordination is the responsibility of top managers only.
8. Number of employees is an indicator of growth.

C. Very short answer (1 mark each)

1. Define management.
2. What is efficiency?
3. Name the three dimensions of management.
4. Give one social objective of management.
5. Why is management called intangible?
6. Name one feature of an art.
7. Who is a first-line manager?
8. Why is coordination deliberate?
9. Name two indicators of growth.
10. Name any two functions of management.

D. Short answer I (2 marks each)

1. Distinguish between effectiveness and efficiency.
2. State two personal objectives of management.
3. Why is management called all-pervasive?
4. State two functions of top management.
5. Why is management not a full profession? Give two reasons.
6. State two features of coordination.
7. How does management help in the development of society?
8. Why is management a group activity?

My score (fill in after checking the answers)

Section	A /8	B /8	C /10	D /16	E /21	F /12	G (bonus)	Total /75
My marks								

Rough work

E. Short answer II (3 and 4 marks)

1. Explain three dimensions of management.
2. Explain the organisational objectives of management.
3. Explain three points of importance of coordination.
4. Explain how management is an art.
5. State four functions of middle-level management.
6. Explain four points of importance of management.

F. Long answer (6 marks each)

1. "Management is a science, but an inexact one." Explain the features of science and examine how far management satisfies them.
2. Explain any six characteristics of management.

G. HOTS (higher-order thinking)

1. A hospital and a car factory both need management. Which characteristic does this show, and how does the "how" differ?
2. Why can a firm be effective but still fail?
3. Why does a bigger organisation need more coordination than a small shop?
4. Should managers be required to hold a licence, like doctors? Argue one side.

20 MCQs

1. Management is the process of getting things done:
   (a) at any cost (b) by oneself (c) effectively and efficiently (d) only on time
2. Doing the task correctly and with minimum cost is:
   (a) efficiency (b) effectiveness (c) coordination (d) planning
3. Completing the task on time is:
   (a) efficiency (b) productivity (c) control (d) effectiveness
4. The characteristic that management is needed in all organisations is:
   (a) dynamic (b) all-pervasive (c) intangible (d) continuous
5. Which is NOT a dimension of management?
   (a) management of work (b) management of profit (c) management of people (d) management of operations
6. Which is an organisational objective?
   (a) employment to disabled (b) clean environment (c) peer recognition (d) survival
7. An indicator of growth is:
   (a) number of products (b) employee absenteeism (c) rent paid (d) dividend rate
8. Supplying quality products at reasonable prices is a:
   (a) personal objective (b) growth objective (c) social objective (d) survival objective

9. Management is called an inexact science because:
(a) it has no theory (b) it is new (c) it has no principles (d) it deals with human behaviour

10. Which feature of a profession does management NOT satisfy?
(a) body of knowledge (b) restricted entry (c) service motive partly (d) association exists

11. AIMA stands for:
(a) All India Managers' Academy (b) Asian Institute of Management (c) All India Management Association (d) Association of Indian Managers' Affairs

12. Analysing the business environment for the firm's survival is done by:
(a) top management (b) supervisors (c) middle management (d) workers

13. Assigning duties to department personnel is done by:
(a) top management (b) middle management (c) workers (d) shareholders

14. Maintaining quality and safety standards on the shop floor is done by:
(a) CEO (b) board (c) supervisory management (d) middle management

15. The force that binds all functions of management is:
(a) controlling (b) directing (c) staffing (d) coordination

16. "Coordination starts at planning and continues till controlling" shows that it is:
(a) continuous (b) deliberate (c) pervasive (d) optional

17. Which is NOT a reason for the need of coordination?
(a) fall in prices (b) growth in size (c) specialisation (d) functional differentiation

18. "Its presence is felt when targets are met and employees are happy" describes management as:
(a) a group activity (b) multi-dimensional (c) a continuous process (d) an intangible force

19. Skilful and personal application of knowledge is the feature of:
(a) science (b) art (c) profession (d) none

20. Deciding in advance what to do is:
(a) organising (b) controlling (c) planning (d) staffing

1 (c) · 2 (a) · 3 (d) · 4 (b) · 5 (b) · 6 (d) · 7 (a) · 8 (c) · 9 (d) · 10 (b) · 11 (c) · 12 (a) · 13 (b) · 14 (c) · 15 (d) · 16 (a) · 17 (a) · 18 (d) · 19 (b) · 20 (c)

Answers to the practice set

A. 1. effectiveness 2. efficiency 3. Coordination 4. organisational 5. inexact 6. supervisory (first-line) 7. AIMA 8. operations

B. 1. F 2. F 3. F 4. T 5. F 6. T 7. F 8. T

C. 1. the process of getting things done to achieve goals effectively and efficiently 2. doing the task correctly at minimum cost 3. work, people, operations 4. quality products at reasonable prices (environment-friendly methods, employment to disadvantaged) 5. it cannot be seen; its presence is felt in results 6. personalised application (theoretical knowledge; practice and creativity) 7. a foreman or supervisor who directly oversees workers 8. even willing cooperation needs a manager's conscious effort to synchronise 9. sales volume, number of employees (products, capital investment) 10. planning, organising (staffing, directing, controlling)

D. 1. see '1.1 Concept of management; effectiveness and efficiency' table 2. competitive salary and perks; peer recognition; personal growth (any two) 3. needed in all organisations and all countries 4. formulate goals and strategies; analyse environment (coordinate; responsible for survival and impact on society) 5. no restricted entry; association not compulsory (code not binding) 6. continuous; deliberate (integrates efforts, unity of action, pervasive,

all managers) 7. quality goods, employment, new technology, growth 8. an organisation is a group of individuals with different needs working to common goals

E. 1. see '1.2 Characteristics; 1.3 objectives; 1.4 importance' 2. see '1.2 Characteristics; 1.3 objectives; 1.4 importance' 3. see '1.7 Functions of management; 1.8 coordination, the essence' 4. see '1.5 Nature: art, science, profession; 1.6 levels of management' table 5. see '1.5 Nature: art, science, profession; 1.6 levels of management' 6. see '1.2 Characteristics; 1.3 objectives; 1.4 importance'

F. 1. features see '1.5 Nature: art, science, profession; 1.6 levels of management' table; verdict: systematised knowledge yes, experimentation yes, universal validity not exact (human behaviour) 2. see '1.2 Characteristics; 1.3 objectives; 1.4 importance'

G. 1. all-pervasive; the activities are the same, but methods differ with culture, tradition and the type of work 2. it meets targets but at high cost, so profits fall and it cannot survive competition 3. more people, departments and specialists with their own goals need harmonising 4. e.g. no: managing needs varied talents and creativity, and a licence would restrict entrepreneurship (or yes: it would raise standards and ethics)

Case. (i) survival: "earns just enough to cover costs" (ii) growth: more gardens, 400 more workers, new product (green tea) (iii) social: "free school for workers' children", "organic manure" (iv) coordination; continuous / unity of action ("so that picking, processing and packing move at the same pace") (v) top level; analyses the environment (new export rules) and its implications for survival

Last-night summary

- Management = getting things done effectively (on time) and efficiently (minimum cost); a process of POSDC.
- 7 characteristics: goal-oriented, all-pervasive, multi-dimensional (work, people, operations), continuous, group activity, dynamic, intangible.
- Objectives: organisational (survival, profit, growth), social, personal. Importance: group goals, efficiency, dynamic organisation, personal objectives, society.
- Both art and science (inexact); not a full profession (no restricted entry, voluntary association, non-binding code).
- Levels: top, middle, supervisory. Coordination: essence of management; 6 features; needed for growth in size, functional differentiation, specialisation.

Assertion–Reason (6)

(a) Both true, R explains A. (b) Both true, R does not explain A. (c) A true, R false. (d) A false, R true.

1. A: Management is called a dynamic function. R: It adapts itself to the changing environment.
2. A: Management is a full-fledged profession. R: Management has a well-defined body of knowledge.
3. A: Coordination is the essence of management. R: It is needed in all functions and at all levels.
4. A: A firm producing its target at a higher cost is efficient. R: Efficiency means achieving the target on time.
5. A: Management is an inexact science. R: Its principles deal with human behaviour.
6. A: Profit is an organisational objective. R: Profit is an incentive for continued successful operation.

Key: 1 (a) · 2 (d) · 3 (a) · 4 (d) · 5 (a) · 6 (a)