

M.Com. I Semester**Paper Title: Management Concepts & Principles****Paper Code: AS-2364**

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Note: These model answers are a depiction of important points which, an examinee must have to mention, to secure high marks in particular question. The length of the answer may vary as per the examinee's understanding, interpretation, and his/her ability to comprehend the content.

Section – A (Short Answer Type Questions)**1. (i) Distinction between Management & Administration:**

Management and Administration are different in concept. There are three different schools of thinkers considering Management and Administration with different parameters. While American School of Management thinks that Administration is wider than Management; the English School of Management thinks that Management is wider than Administration. There is another school of thinkers who advises that Management and Administration are synonymous.

(ii) Main Aspects of Directing:

The four basic aspects of directing are:

- (a) Motivation
- (b) Leadership
- (c) Supervision, and
- (d) Communication

(iii) Scalar Chain of Authority:

Scalar chain of authority is one of the fourteen principles of management given by Henri Fayol. As per this principle, there must be a direct or indirect linkage of every individual in the organisation with the chief of the organisation.

(iv) Limitations of Scientific Management:

The biggest limitation of Scientific management is that it treated man as machine and avoided the human relations approach in management. The routine task, routine motion, least chance for innovation, and robot-like functioning are the greater limitations of scientific management.

(v) Behavioural Science Approach:

Behavioural science is improvement over the scientific management. It considers the scientific manner of operations in an organisation and also takes care of human behaviour in its functioning. It is basically the study of human behaviour.

(vi) Proactive vs. Reactive Planning:

The examinee should explore the difference between proactive planning and reactive planning. Proactive planning deals with manager's ability to foresee the future and plan accordingly while reactive planning is simply action taken by the management after the activity have already taken place.

(vii) Types of organisation on the basis of objectives:

There are six major types of organisations on the basis of objectives. These are:

- (a) Profit organisations
- (b) Government organisations
- (c) Protective organisations
- (d) Service organisations
- (e) Religious organisations, and
- (f) Social organisations

(viii) Advantages of Delegation:

- (a) Reduction in the workload of busy managers
- (b) Development of subordinate executives
- (c) Optimum utilisation of organisational skills
- (d) Improvement in Human relations
- (e) Facility of co-ordination, communication, and control

(ix) Controlling as forward looking process:

Indeed controlling is a forward looking process as it sees that there should not be any deviation from the standard already set; and if there is any such, it takes corrective measures to make them on predetermined path.

(x) Principles of Co-ordination:

(a) Direct Contact

(b) Achieving co-ordination in the early stages of planning and policy making

(c) Reciprocal relationships

(d) Continuing process

Section – B (Long Answer Type Questions)**2. Different concepts of management:**

The examinee has to explain about different concepts of management like:

(i) Functional concept

(ii) Human Relations concept

(iii) Decision-making concept

(iv) System concept, and

(v) Contingency concept

Examinees are expected to give a crisp but concise explanation of these concepts. Proper examples will be added advantages for securing better marks.

3. Contribution of Henry Fayol in the field of management:

The examinee should explain Henry Fayol's fourteen principles of management in this regard and conclusively mention a statement that Fayol is very rightly considered as 'Father of Modern Management.'

4. Meaning and characteristics of managerial planning:

Planning is the utmost essential part for any action. When planning is being done for management of any organisation, it is broadly called as managerial planning.

The examinee should discuss two or three definitions of planning given by different management thinkers and on the basis of the same, can give meaning to the term ‘managerial planning’ in his own words. One such attempt could be like this, “managerial planning is looking forward the objectives, intentions, vision of the organisation; requirement of finance, human resource and other aspects in this regard and hence framing the organisational structure and positions, creation of authority and responsibility and hence forth planning for communication needs, motivational aspects for employees, leadership requirements and controlling and co-ordination among these functionalities.”

Characteristics of Managerial Planning:

The examinee has to explain following characteristics of planning:

- (i) An intellectual process
- (ii) A pre-action stage process
- (iii) A pervasive process
- (iv) A continuous process
- (v) An integrated process
- (vi) A dynamic process
- (vii) A participative process

5. Concepts of Organisation:

The word organisation is used in four different senses. These are (i) as a process, (ii) as a structure of relationships, (iii) as a group, and (iv) as a system.

The examinee, then, has to explain these different concepts with suitable examples.

6. Delegation of Authority and Responsibility:

Answer to this question should be emphasised upon the fact that authority can never be delegated without proper responsibility. If authority is given without responsibility, it is termed as defective delegation and that only result to confusion in an organisation. Later on, the examinee should elaborate upon the following principles of delegation:

- (i) Delegation by result expected
- (ii) Functional delegation
- (iii) Scalar principle

- (iv) Absoluteness of responsibility
- (v) Parity of Authority and Responsibility
- (vi) Unity of Command, and
- (vii) Clarification of the limits of authority

7. Controlling and its steps:

The examinee has to define controlling with the help of certain definitions given by different authors and then have to explain about the different steps in the process of controlling. The answer can be in this format:

According to Terry, “Controlling is determining what is being accomplished, that is, the performance, evaluating the performance, and, if necessary, applying corrective measures so that performance takes place according to plans.

There are following steps in the Control process:

- (i) Establishment of Standards
- (ii) Measurement of actual performance and comparison with established standards, and finally
- (iii) Taking corrective actions

8. Co-ordination and suggestions for effective co-ordination:

The examinee should define co-ordination as the last yet integral part of the management. The examinee can make use of different definitions to support his/her answer like, according to Fayol, “to co-ordinate is to harmonise all the activities of a concern in order to facilitate its working and its success.”

Following steps can be suggested for effective co-ordination:

- (i) Constructing small number of units for better span of management
- (ii) Inculcating within employees about priority to the organisational goals than to his own goals
- (iii) Provision of acute and real delegation (or, avoidance of defective delegation)
- (iv) Making impact to minimise party politics within the organisation, and
- (v) Breaking-down the employee’s desire for self-importance

Answers with suitable examples shall be considered better than the others with no or improper examples.

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