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Answers Key:

5 Marks

1. Henry Fayol is the father ofmodern management. The following are the major principles of modern management are,

1. Division of Work:

According to this principle the whole work is divided into small tasks. The specialization of the workforce according to the skills of a person,creating specific personal and professional development within the labour force and therefore increasing productivity.

2. Authority and Responsibility:

Authority means the right of a superior to give the order to his subordinates; whereas responsibility means obligation for performance.

3. Discipline:

It is obedience, proper conduct in relation to others, respect of authority, etc. It is essential for the smooth functioning of all organisations.

4. Unity of Command:

This principle states that each subordinate should receive orders and be accountable to one and only one superior.

5. Unity of Direction:

All related activities should be put under one group, there should be one plan of action for them and they should be under the control of one manager.

2. The management concept can be understood from its profound characteristic features as follows:

1. Body Knowledge:

(i) Management has now developed a specialised body of management theory and philosophy.Management literature is growing in all countries.

2. Management Tools:

Tools of management have been developed such as, accounting, busines law, psychology, statistics, econometrics, data processing, etc.

3. Separate Discipline:

Management studies in many universitis and institutions of higher learning are recognised as a separate discipline.

4. Specialisation:

There is a growing tendency to select and appoint highly qualified, trained and experienced persons to manage the business in each functional area of management.

5. Code of Conduct:

Enlightened businessmen have recognised that business management is a social institution and it has social responsibilities to be fulfilled - towards customers, employees, and the public or community.

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3 Marks

3. According to Koontz and Weihrich, "Management is the process of designing and maintaining of an environment in which individuals working together in groups efficiently accomplish selected aims.

4.

	Basis	Management	Administration
1.	Meaning	An organised way of managing people and things of a business is called management	The process of administering an organisation by a group of people is known as administration
2.	Authority	Middle and lower level	Top level
3.	Concerned with	Policy implementation	Policy formulation
4.	Role	Executive	Decisive
5.	Area of operation	It works under administration	It has full control over the activities of the organisation.

5. Taylor propounded the principles of scientific management. They are:
(i) Science, Not Rule of Thumb
(ii) Harmony, Not Discord
(iii) Mental Revolution
(iv) Co-operation, Not individualism
(v) Development of each and every person to his or her greatest efficiency and prosperity.

6. (i) The Span ofManagement has two implications:
1. Influences the complexities of the individual manager's job
2. Determine the shape or configuration of the Organization
(ii) The span of management is related to the horizontal levels of the organization structure, There is a wide and a narrow span of management.
(iii) With the wider span, there will be lesshierarchical levels,and thus, the organizational structure would be flatter.
(iv) Whereas,with the narrow span, the hierarchical levels increases,hence the organizational structure would be tall.

2 Marks

7. Management is the process of giving direction and controlling the various activities of the people to achieve the objectives of an organisation.
8. Tools of managements have been developed such as accounting, business law, psychology, statistics, econometrics, data processing, etc.
9. Authority means the right ofa superior to give the order to his subordinates whereas responsibility means obligation for performance.
10. (i) The span of management refers to the number of subordinates who can be managed efficiently by a superior.
    (ii) Simply, the manager having the group of subordinates who report him directly is called as the span of management.

Multiple Choice Question

11. (a) Manager
12. (c) Art and Science
13. (b) Taylor
14. (c) Division of work
15. (b) Less

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