

## PRACTICE QUESTIONS

### MCQ

- Q1.** Wayne, the manager of RSA Ltd granted one month medical leave to a supervisor with pay and the same to a accountant without pay. Which principle of management is violated here?  
(a) Remuneration (b) Espirit de corps  
(c) Equity (d) Discipline
- Q2.** 'Shirt Up' is a company engaged in the production of men's shirt. The company follows Taylor's differential wage rate payment method and has the following piece rate wages  
(i) ₹15 per shirt to every worker who is able to produce the standard output of 8 shirts or more, per day.  
(ii) ₹12 per shirt to every worker who is not able to produce the standard output.  
Calculate the wages payable to Satish, who produced 11 shirts.  
(a) ₹132 (b) ₹165  
(c) ₹33 (d) None of these
- Q3.** The effect of managerial principles vary from situation to situation. It is related to which characteristic of management principle?  
(a) Cause and effect relationship  
(b) Flexible  
(c) Universal application  
(d) Contingent
- Q4.** Vijay purchased the raw material (required by company in which he is purchase manager) at a higher price from a relative. Which principle is violated here?  
(a) Discipline  
(b) Equity  
(c) Subordination of individual interest to general interest  
(d) Order
- Q5.** The main objective of 'motion study' is to :  
(a) To save cost of labour and machines  
(b) To determine and eliminate the unnecessary movements  
(c) To plan and execute day-to-day work  
(d) To represent a clear picture of management
- Q6.** Which of the following are the statement of fundamental truth, which serve as guidelines for decisions and actions of the managers?  
(a) Values of Management  
(b) Principles of Management  
(c) Techniques of Management  
(d) None of the above
- Q7.** Which of the following techniques rely on operation research and process charts to minimise the cost of production and maximise the quality of product and satisfaction of customer?  
(a) Fatigue study (b) Time study  
(c) Method study (d) Motion study
- Q8.** Which principle means that an employee should receive orders from one superior only?  
(a) Coordination (b) Unity of command  
(c) Discipline (d) Unity of direction
- Q9.** Identify the positive effects of principle of equity.  
(a) It ensures loyalty among the workers  
(b) Cordial relation between workers and managers  
(c) Congenial atmosphere within the organization  
(d) All of the above
- Q10.** Which principle of management states that each group having same objectives must have one head and one plan?  
(a) Principle of equity  
(b) Principle of unity of command  
(c) Principle of unity of direction  
(d) Principle of authority and responsibility
- Q11.** What does principle of initiative indicates?  
(a) It indicates that employee at all levels should be encouraged  
(b) It indicates that employee at only lower level should be encouraged  
(c) It indicates that no employee should be encouraged for the task  
(d) None of the above
- Q12.** Why is stability of tenure of personnel important in an organisation?  
(a) It reduces employee turnover and reduces productivity  
(b) It increases employee turnover and increases productivity  
(c) It reduces employee turnover and increases productivity  
(d) None of the above
- Q13.** An organisation should strive to achieve proper balance between centralisation and decentralisation. Which principle of management is highlighted here?  
(a) Unity of command  
(b) Centralisation and decentralisation  
(c) Remuneration of employees  
(d) Mental revolution
- Q14.** The goals are achieved after integrating the efforts of different individuals who are working in an organisation to satisfy their own personal needs. Identify the principle of management.  
(a) Subordination of individual interest to general interest  
(b) Remuneration of employees  
(c) Unity of direction  
(d) None of the above
- Q15.** Name the principle of scientific management which emphasised that there should be complete harmony between the management and workers.  
(a) Harmony, not discord  
(b) Cooperation, not individualism  
(c) Science, not rule of thumb  
(d) Development of each and every person to his/her greatest efficiency

- Q16.** Under which system of wage payment, wages are paid on the basis of work done?  
 (a) Functional foremanship  
 (b) Motion study  
 (c) Time study  
 (d) Differential piece wage system
- Q17.** Which technique of scientific management suggests that, a disciplinarian should be appointed under the planning incharge, in order to maintain discipline among workers?  
 (a) Harmony, not discord  
 (b) Cooperation not individualism  
 (c) Functional foremanship  
 (d) None of the above
- Q18.** Identify the reason from the following, why principles of management do not provide readymade solution to all managerial decisions?  
 (a) Because they provide general guidelines to the managers  
 (b) Because they are evolved or developed by personal experiences of the managers  
 (c) Because management principles are ethical in nature  
 (d) None of these
- Q19.** Which of the following statements is false about Taylor and Fayol?  
 (a) Fayol was a mining engineer whereas Taylor was a mechanical engineer  
 (b) Fayol's principles are applicable in specialised situations whereas Taylor's principles have universal application  
 (c) Fayol's principles were formed through personal experience whereas Taylor's principles were formed through experimentation  
 (d) Fayol's principles are applicable at the top level management whereas Taylor's principles are applicable at the shop floor
- Q20.** 'She/he keeps machines, materials, tools etc., ready for operations by concerned workers. Whose work is described by this sentence under functional foremanship?  
 (a) Instruction card clerk  
 (b) Repair boss  
 (c) Gang boss  
 (d) Route clerk

### SUBJECTIVE QUESTIONS

- Q1.** Production manager of Beta Ltd. took special care of the interest and ability of his subordinates while distributing work among them. He was of the firm opinion that a worker should be given one work again and again so that he may become expert in it. State the principle of management followed here?
- Q2.** Bright India Ltd. is manufacturing LED bulbs to save electricity and running under heavy losses. To revive from the losses, the management thought of shifting the

unit to a backward area where labour is available at a low cost. The management also asked the workers to work overtime without any additional payment and promised to increase wages of the workers after achieving its mission. Within a short period the company started earning profits because both the management and the workers honoured their commitments. State the principle of management described in the above para.

- Q3.** Ankit was engaged in the business of carpet making. Since company was making handmade carpet as well as machine made carpet. There were lot of overlapping of activities, so the production manager advised there should be two separate division for both of them where in each division should have its own incharge, plans and execution. Identify the principle of management insisted by Production Manager.
- Q4.** Mr. Mittal, Finance manager of ABC Ltd. applied for leave to attend a family function in Amritsar. The director of the company requested him to cancel his leave as there is an important meeting schedule on that date. Mr. Malhotra immediately agreed and cancelled his trip as he thought attending meeting is more important for company's benefit.  
 Which principle of Fayol is applied by Mr. Mittal?
- Q5.** Mr. Ram started a small business with limited investment, he hired labour and them very less wages over the time with broad vision of Ram and hard work of his employees. The business started earning very good revenue but with increase in earning capacity of company also Ram did not increase the wages and salary of his employees, they were not able to maintain a reasonable standard of living.  
 Identify the principle of management, overlook by Mr. Ram.
- Q6.** GNP Limited permits their sales to give discount upto 10% as per their discretion and credit to their regular customer. If the sales men wants to give more than 10% discount for special order then they have to take permission from top level. This is related to which principle of management.
- Q7.** In a school principle makes sure that every instruction, order or information given by him must be passed to vice-principal then Head of the department and then two teachers and students must be informed by respective teachers only. He never allows teachers to directly communicate with him.  
 (i) State the Principle of Henry Fayol followed by the school principle.  
 (ii) In case of emergency which concept of Scalar Chain can be used by teacher to pass urgent message directly to principal.

- Q8.** Tina and Anshu completed their MBA and started working in a multinational company at the same level. Both are working hard. Anshu has the habit of backbiting and wrong reporting about his colleagues to impress the boss. All the employees in the organisation know about it. At the time of performance appraisal also Tina's performance was rated better than Anshu. Even then their boss decided to promote Anshu stating that being a female, Tina will not be able to handle the complications of higher post. Identify and explain the principle of management that was not followed by this company.
- Q9.** Mr. Akash the senior manager of Unique enterprise considered himself very wise and used to take all the decisions himself without consulting the employees, he never used to help any one nor he used to take help of anyone. The employees of unique enterprise were not working efficiently and company's profit margin started declining to tackle the problem, the

company appointed a new manager from IIM Bangalore. The new manager after joining made a policy that all the decisions will be taken after consulting employees in the meeting. All employees must give some suggestions and best suggestions will be rewarded with financial and nonfinancial incentives. This policy had a very positive effects on company. State and explain the principle of Henry Fayol used by new manager.

- Q10.** Safe Ltd., a tyre manufacturing concern has been established for more than ten years. Having made good profits in the past, company wanted to expand further and hence did not declare bonus for the previous year. The workers got agitated and trade union declared strike and demanded bonus and other facilities. The management decided not to give into their demands. Which principle of scientific management is overlooked in the given case?

## HOMework QUESTIONS

### MCQ

- Q1.** Sachin is appointed as a mechanic in repair and maintenance department of Raghu Industries. However, he is not allotted a particular workshop and everyday he has to carry tools from one place to another. As a result, the workers have to search for Sachin in case of any problem in the machine. Which principle of Fayol is violated here?  
(a) Discipline (b) Initiative  
(c) Order (d) None of these
- Q2.** Under functional foremanship, who frames the time table for doing various jobs and maintain the records of the cost of the work.  
(a) Gang boss (b) Route clerk  
(c) Inspector (d) Time and Cost clerk
- Q3.** Bheem an employee in ABC Ltd. Always comes 1½ hour late in the office and leave 30 minutes before the scheduled time. No panel action is taken by the management against him. Other employees also started coming late in the office. As a result, the management is very disturbed and the whole functioning of the organisation is adversely affected. Which principle of Fayol is being overlooked here ?  
(a) Unity of command (b) Unity of direction  
(c) Discipline (d) Order
- Q4.** Sohan and Mahesh are typists in a company having same educational qualifications. Sohan is getting ₹15,000 per month and Mahesh is getting ₹10,000 per month as salary for the same working hours. Which principle of management is violated in the above case?  
(a) Equity (b) Initiative  
(c) Espirit de corps (d) None of the above
- Q5.** On which basis principles of management have been developed ?  
(a) Observation  
(b) Experimentation  
(c) Personal experiences of the manager  
(d) All of the above
- Q6.** Which of the following statements is/are true with reference to principles of management?  
(a) The principles are guidelines to action.  
(b) The principles denote a cause and effect relationship.  
(c) Principles help the manager to take decisions while performing various management functions.  
(d) All of the above.
- Q7.** The principles of management are intended to be applied to all types and sizes of organisations. This statement reflects that the principles of management are  
(a) General guidelines (b) Flexible  
(c) Universally applicable (d) Mainly behavioural
- Q8.** Yash Industries has adopted a new policy of cost cutting. Instead of appointing employees on permanent basis, it has started recruiting them as 'trainees' on temporary basis to avoid increment benefits. It immensely benefitted the company in financial terms. However, after one month, the trainees started leaving the company due to feeling of job insecurity. As a result, financial savings made by the company were spent in the process of new recruitment. Identify the Fayol's principle not observed by Yash Industries ?  
(a) Equity  
(b) Discipline  
(c) Espirit de Corps  
(d) Stability of tenure of personnel
- Q9.** Principles of management can be modified by the manager when the situation demands. This statement implies that the principles of management are  
(a) Rigid (b) Contingent  
(c) Flexible (d) Universally applicable
- Q10.** The principles of management enhance the understanding of relationship between human and material resources for the achievement of organisational goals. Identify the feature of the principles of management being described in the given statement.  
(a) Cause and effect relationships  
(b) Optimum utilisation of resources and effective administration  
(c) Formed by practice and experimentation  
(d) Mainly behavioural
- Q11.** The application of the principles of management has to be changed as per the requirements of the prevailing situation at a particular point of time. Which feature of the principles of management is being described in the given statement?  
(a) Contingent  
(b) Mainly behavioural  
(c) Cause and effect relationship  
(d) General guidelines
- Q12.** Which technique of scientific management aims at elimination of superfluous varieties, sizes and dimensions of the product  
(a) Functional foremanship  
(b) Simplification of work  
(c) Differential piece wage system  
(d) None of the above
- Q13.** 'The production manager assigned a target of producing 1,000 TV sets in the month of April to a group of 10 workers. They mutually decided to produce 100 TV sets each. Among them, Tilak (one of the worker in the group) fall sick. The other workers refused to divide his work among themselves and concentrated only on the production of their own individual target of production. As a result the group target of 1,000 TV sets could not be achieved. Name the principle of Fayol which is violated in the given case ?  
(a) Equity (b) Discipline  
(c) Espirit de Corps (d) Stability of personnel

- Q14.** According to Taylor, "even a small production activity like loading figures of iron into boxes can be scientifically planned and managed. This can result in tremendous savings of human energy as well as wastage of time and materials." Identify the related principle of scientific management.  
 (a) Harmony, not discord  
 (b) Science, not rule of thumb  
 (c) Development of each and every person to get his/her greatest efficiency and prosperity  
 (d) None of the above
- Q15.** According to this principle of scientific management, "Scientific management has for its foundation the firm conviction that true interest of the management and workers are one and the same; the prosperity for the employer cannot exist for a long time unless it is accompanied by prosperity for the employees and vice versa."  
 (a) Science, not rule of thumb  
 (b) Co-operation, not individualism  
 (c) Harmony, not discord  
 (d) All of the above
- Q16.** Lakshman is a worker in Campus Shoe Company. He is regularly provided instructions by one of his superior. Another superior lays down the sequence of operations. His speed, efficiency and quality of work are also supervised by different superiors who specialize in their respective fields. Name the technique of scientific management followed by Campus shoe company?  
 (a) Functional foremanship  
 (b) Standardisation and Simplification of work  
 (c) Work piece  
 (d) None of these
- Q17.** According to Taylor, "each specialist is to be assigned work according to his/her qualities, the employees who possess technical mastery should be involved in planning work whereas those with energy and good health may be assigned execution work." Name the related principle of scientific management.  
 (a) Functional foremanship  
 (b) Science, not rule of thumb  
 (c) Development of each and every person to his or her greatest efficiency and prosperity  
 (d) None of the above
- Q18.** Considering the fact that it is difficult to find one single person with all the needed qualities, Taylor suggested appointment of a specialist through this technique of scientific management. Identify the technique.  
 (a) Standardisation and simplification of work  
 (b) Method study  
 (c) Functional foremanship  
 (d) Motion study
- Q19.** Nirbhay, the production manager of PQR Ltd., wants to increase the speed of packaging. In order to identify and eliminate needless and unproductive movements of workers in packaging. He installed a movie camera in the factory. Which technique of Taylor is adopted by Nirbhay ?  
 (a) Motion study (b) Method study  
 (c) Fatigue study (d) Time study
- Q20.** In the festive season, Malhotra Industries (leading manufacturers of gift items) decided to reduce the rest interval of workers from 40 minutes to just 8 minutes. However, due to heavy work load and reduction in time of rest interval, the workers' efficiency level went down and it led to fall in production level, instead rising. Which technique of Scientific management should be followed by Malhotra Industries ?  
 (a) Motion study  
 (b) Method study  
 (c) Fatigue study  
 (d) Time study
- Q21.** Karan, a manager, very often speaks to people at all levels, passing on instructions regarding his department and other departments. State the management principle being violated here.  
 (a) Equity (b) Scalar chain  
 (c) Order (d) None of the above
- Q22.** Goldy, the purchase manager of Ram Ltd., has to purchase 50 tones of raw material. He purchased the raw material from a company owned by his relative., at a rate more than the market price. Explain the principle of management which is being violated in the given example.  
 (a) Subordination of Individual interest to General Interest  
 (b) Stability of Tenure of personnel  
 (c) Unity of Direction  
 (d) None of these
- Q23.** "Sakshi drafts instructions for the workers". Whose work is being described by this sentence under functional foremanship ?  
 (a) Route clerk (b) Instruction card clerk  
 (c) Time and cost clerk (d) Disciplinarian
- Q24.** Mr. Animesh, the salesman in Nokia Ltd., designed a new cost saving advertisement technique through his personal experience and suggests the same to his sales manager but it was not appreciated by his sales manager and he also warned him not to come with any suggestions in future. Which principle of Fayol is being overlooked by the sales manager? What should have been the appropriate way of response by the sales manager?  
 (a) Order  
 (b) Stability of personnel  
 (c) Equity  
 (d) Initiative
- Q25.** The application of this principle of management leads to higher production and better work for the same effort. Identify the related principle of general management.  
 (a) Discipline (b) Equity  
 (c) Division of work (d) Scalar chain



- Q26.** According to this principle of general management, “an organisation should safeguard against abuse of managerial power, but at the same time a manager should have the necessary authority to carry out his responsibility.” Name the principle of management being described in the given statement.  
 (a) Discipline  
 (b) Authority and responsibility  
 (c) Unity of command  
 (d) Unity of direction
- Q27.** “He/She is responsible for timely and accurate completion of job”. Whose work is being described by this sentence under functional foremanship ?  
 (a) Speed boss (b) Gang boss  
 (c) Repair boss (d) Inspector
- Q28.** Ritesh is working in a shoe manufacturing company. The management asked him to work overtime so as to produce more in order to meet increase in demand in the market. But he was not paid adequate wages for extra time and so he never contributed to his maximum. Which principle of Fayol is violated in the above case?  
 (a) Remuneration of employees  
 (b) Initiative  
 (c) Subordination of Individual interest to General interest  
 (d) None of the above
- Q29.** Through this principle of management, Henri Fayol guides the managers to exhibit exemplary behaviour and advises that they should not fall into temptation of misusing their powers for personal benefit at the cost of general interest of the organisation. Which principle of management is being described in the above statement?  
 (a) Remuneration of employees  
 (b) Centralisation and decentralisation  
 (c) Subordination of individual interest to general interest  
 (d) Equity
- Q30.** Principal of Taylor and Fayol are mutually complementary. One believed that the management should scientifically select the person and the work assigned should suit his/her physical and intellectual capabilities, while the other suggested that the work can be performed more efficiently if divided into specialized tasks. Identify the principle of Taylor and Fayol referred in the above para.  
 (a) Development of each and every person to his greatest efficiency, Division of work  
 (b) Development of each and every person to his greatest efficiency, Discipline  
 (c) Simplification of work, Division of work  
 (d) Functional foremanship, Order

### SUBJECTIVE QUESTIONS

- Q1.** 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 principle of Taylor and Fayol referred to in the above paragraph.

- Q2.** Principles of Taylor and Fayol are mutually complementary. One believed that the management should share the gain with the workers while the other suggested that employees compensation should depend upon the earning capacity of the company and should give them a reasonable standard of living. Identify and explain the principles of management by Taylor and Fayol referred to in para?
- Q3.** Voltas Ltd. is engaged in producing electricity from domestic garbage. There is almost equal division of work and responsibility between workers and management. The management even takes workers into confidence before taking important decisions. All the workers are satisfied as the behaviour of management is good.  
 State the principles of management described in above para.
- Q4.** Production manager of Beta Ltd. took special care of the interest and ability of his subordinates while distributing work among them. He was of the firm opinion that a worker should be given one work again and again so that he may become expert in it. One day he took round of his department and noticed that the workers were not doing their job quickly. One enquiry, he learnt that the workers worked non-stop which main cause of their slow speed. He immediately issued an order that during their working hours, the workers will have an interval to take rest.  
 (a) State the principle of management followed here? Explain.  
 (b) Which technique of scientific management is indicated in above para?
- Q5.** In one of the principles of scientific management, Taylor emphasises that there should be equal division of work and responsibility between workers and management and management should work almost side by side with workers helping them:  
 (i) Identify the principle.  
 (ii) State any other two scientific principles.
- Q6.** The production department of Alpha Ltd. was not performing well on detailed analysis, it was observed that the workers of that department were overburdened. They were forced to work for longer hours without any break. So the management planned to replace the production manager. They appointed Mr. Hari as the new Production Manager. He observed the average worker and note down their times. He noted down the time they worked and the time they required to be fresh to join back the work. Based on this observation, he set the break intervals for workers. He gave small breaks to workers to recharge their energy. Name and explain the technique of scientific management used by Mr. Hari.

- Q7.** Naresh is selected for the post of software developer in an IT Company. On the first day of his joining Mehul, his project manager tells Naresh that during the course of his work he will come across many such opportunities which may tempt him to misuse his powers for individual or family's benefit at the cost of larger general interest of the company. In such situations, he should rather exhibit exemplary behaviour as it will raise his stature in the eyes of the company. Also, for interacting with anyone in the company on official matters, he should adopt the formal chain of authority and communication.

**In context of the above case:**

Identify the various principles of management that Mehul is advising Naresh to follow while doing his job.

- Q8.** Mr. Rajiv the senior manager of Unique enterprise considered himself very wise and used to take all the decisions himself without consulting the employees, he never used to help any one nor he used to take help of anyone. The employees of unique enterprise were not working efficiently and company's profit margin started declining to tackle the problem, the company appointed a new manager from IIM Bangalore. The new manager after joining made a policy that all the

decisions will be taken after consulting employees in the meeting. All employees must give some suggestions and best suggestions will be rewarded with financial and nonfinancial incentives. This policy had a very positive effects on company.

State and explain the principle of Henry Fayol used by new manager.

- Q9.** In the staff meeting the principal of the school raised objection that teachers start the teaching 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.
- Q10.** In Trend Ltd. receptionist does not stay at one place and nobody attends the urgent call. Even she does not keep anything on its place. As a result, the company has to face problems. Identify the principle of management overlooked above.

## SOLUTIONS

### SOLUTION FOR MCQ QUESTIONS

S1. (c)  
S2. (b)  
S3. (d)  
S4. (c)  
S5. (b)  
S6. (b)  
S7. (c)

S8. (b)  
S9. (d)  
S10. (c)  
S11. (a)  
S12. (c)  
S13. (b)  
S14. (a)

S15. (a)  
S16. (d)  
S17. (c)  
S18. (a)  
S19. (b)  
S20. (c)

### SOLUTIONS FOR SUBJECTIVE QUESTIONS

- S1.** Principle of 'Division of Work' is followed here.
- S2.** Principle of 'Unity of Discipline' is described here.
- S3.** Principle of 'Unity of Direction' is described here.
- S4.** Principle of 'Subordination of Individual Interest to General Interest' is described here.
- S5.** Principle of 'Remuneration of Employees' is overlooked here.

- S6.** Principle of Centralisation and Decentralisation
- S7.** (i) Scalar Chain  
(ii) Gang Plank
- S8.** Principle of Equity is not followed by the company.
- S9.** Principle of Initiative is used by the new manager.
- S10.** Harmony, not discord is overlooked here.



## SOLUTION FOR HOMEWORK QUESTIONS

### SOLUTION FOR MCQ QUESTIONS

- S1. (c)  
S2. (d)  
S3. (c)  
S4. (a)  
S5. (d)  
S6. (d)  
S7. (c)  
S8. (d)  
S9. (c)  
S10. (d)  
S11. (a)  
S12. (b)  
S13. (c)  
S14. (b)  
S15. (c)  
S16. (a)  
S17. (c)  
S18. (c) Through the technique of functional foremanship, Taylor suggested appointment eight specialists to monitor various aspects of a job.  
S19. (a)  
S20. (c)  
S21. (b)  
S22. (a)  
S23. (b)  
S24. (d)  
S25. (c) The application of principle of division of work enables an employee to gain proficiency in work by doing it repetitively over a period of time.  
S26. (b) Through the principle of authority and responsibility, Taylor advocated that there

should always be a balance between the authority granted and the

- responsibility entrusted to an employee.

- S27. (a)  
S28. (a)  
S29. (c) Through this principle, Fayol advocates that the interest of the organisation should supersede individual interest of an employee under all kinds of situations.  
S30. (a)

### SOLUTION FOR SUBJECTIVE QUESTIONS

- S1. The principles of Taylor and Fayol referred in the above paragraph are  
(i) Initiative  
(ii) Cooperation and not individualism  
S2. Fayol -- Remuneration,  
Taylor -- Harmony not Discord (Mental Revolution).  
S3. "Authority & Responsibility" and "Initiative".  
S4. (a) Principle of Division of work.  
(b) Fatigue study.  
S5. (i) The principle referred in above para is "Cooperation not individualism."  
(ii) Other scientific principles are:  
(i) Science not rule of thumb.  
(ii) Harmony not discord.  
S6. Fatigue study.  
S7. The various principles of management that Mehul is advising Neeraj to follow while doing his job are as follows:  
(i) Subordination of Individual Interest to General Interest  
(ii) Scalar Chain  
S8. (i) Principle of initiative  
(ii) "Cooperation not individualism."  
S9. Motion Study  
S10. Order