

Principles of Management

Que 1: F.W. Tylor emphasised the need to avoid unnecessary movements in the organisation and allow sufficient rest to the employees. He also insisted on facing standard time for doing every job. For ensuring these things he suggested some techniques.

a) Identify and explain them?

b) How it will improve the performance of the organisation? Marks : (5)

Ans: a. Motion study, fatigue study, time study (Explanation).

b. It reduces various kinds of wastages and improves efficiency and thus productivity and maximum return.

Que 2: Mango Tea Plantations Ltd. forced to close down their factory due to conflict between management and workers. The reason cited by the management for conflict was poor performance of the workers while workers claim low wages and poor welfare measures as the reasons.

Discuss the techniques put forward by F.W.Taylor, which are helpful in solving, such disputes. Marks : (5)

Ans: Mental revolution and explain the concept in detail.

Que 3: CEO of Signature Ltd. expresses the following statements in her address. Identify and explain the corresponding principles of Fayol with respect to each statement.

i) You are responsible to one boss only.

ii) Management never promote divide and rule policy.

iii) We will try to maintain each employee in a position for a reasonable period of time.

iv) We shall neither be biased nor allow any favoritism, instead, all are treated with fair justice and equality **Marks : (8)**

Ans: i) Unity of command ii) Union is strength iii) Stability of tenure of personnel, iv) Equity (Explanation)

b. Explain the principles.

Que 4: Arjun, a worker in a factory produces 100 units per day while Manoj, a worker in the same factory produces only 70 units of the same products per day. But both are paid the same amount of wages.

a) Identify the wage system prevailing in the factory?

b) Mention any three points on how it is beneficial both from the organisation and the workers' point of view. **Marks : (5)**

Ans: Time wage system (Time x Rate) and explain its merits

Que 5: Describe the concept of functional foremanship put forwarded by F W Taylor with the help of a diagram *Marks :(5)*

Ans: Having 8 specialist supervisors in 8 specialised areas under two divisions in factory viz. planning in charge and production in charge and flow chart showing the functional foremanship

Que 6: Identify the system of having specialist supervisors in the factory suggested by F W Taylor in his techniques of scientific management and draw a flow chart depicting the same. *Marks :(4)*

Ans: Functional foremanship and chart showing the functional foremanship

Que 7: Find the odd one from the following:

- (a) Science, not rule of thumb,
- (b) Harmony, not discord,
- (c) Functional foremanship
- (d) Cooperation, not individualism

Marks :(1)

Ans: (c) Functional foremanship, (It is a technique of Scientific Management and others are principles of management)

Que 8: Describe Scientific management, according to F W Taylor, in a single sentence. *Marks :(2)*

Ans: "Scientific management means knowing exactly what you want men to do and seeing that they do it in the best and cheapest way.

Que 9: Name the management expert who is known as the 'Father of Scientific Management. *Marks :(1)*

Ans: F W Taylor

Que 10: Principles of management are contingent in nature. Explain the statement. *Marks :(2)*

Ans: Principles of management is contingent or dependent upon the prevailing situation at a particular point of time. The application of principles has to be changed as per requirements.

Que 11: Principles of management are mainly behavioural in nature. Explain the statement. *Marks :(2)*

Ans: Principles of management are mainly behavioural in nature because they aim at influencing human behaviour.

Que 12: Some one in the modern era claims that, the principles of management that are derived in olden days have not much relevance in this age. Give your views in this regard by explaining at least four points. *Marks :(4)*

Ans: Cannot agree with this statement. Significance of Management
(1) Providing managers with useful insights into reality (2) Optimum utilisation of resources and effective administration (3) Scientific decisions: (4) Meeting changing environment requirements: (5) Fulfilling social responsibility: (6) Management training, education and research

Que 13: FW Taylor asked for 'mental revolution' on the part of both the workers and management. State the principle in which he suggested this and explain it. Marks :(3)

Ans: Harmony, Not Discord; In this Taylor suggested to avoid class conflict and have complete cooperation between managers and workers.

Que 14: Explain the concept 'Rule of thumb method' mentioned in the scientific management by FW Taylor and his suggestion in this regard. Marks :(2)

Ans: Traditional or indigenous methods adopted by managers are referred as 'Rule of thumb method'. Taylor suggested to find the one and the best way to maximise efficiency by study and analysis of the task.

Que 15: F W Taylor's assumption on scientific management is

- (a) analyse the work scientifically
 - (b) one best way to complete a task
 - (c) break the job in to components
 - (d) worker's cooperation
- Marks :(1)**

Ans: (b) one best way to complete a task

Que 16: Management principles helps the managers in meeting the changing environment requirements. Explain. Marks :(2)

Ans: Principles of management are flexible and as such modified to adapt to changing environment

Que 17: The principles of management are contingent because:

- (a) it has universal applicability
 - (b) depend upon other situations
 - (c) developed on the basis of observation and experimentation
 - (d) it influences human behaviour
- Marks :(1)**

Ans: (b) depend upon other situations

Que 18: Identify the statement that is not related to Principles of management

- (a) Guidelines for actions
 - (b) Helpful in decision making
 - (c) Developed on the basis of observation and experimentation
 - (d) Specific answer to situations
- Marks :(1)**

Ans: (d) Specific answer to situations

Que 19: Unity of command suggested by Henry Fayol and Functional foremanship suggested by F W Taylor are same in concept. Do you agree? Justify your view. Marks :(3)

Ans: Yes.

Though there are 8 specialist supervisors in Functional Foremanship, they are specialists in their area and not overlapping in to other supervisor's area. Unity of command says there should be only one superior to one subordinate. Hence in essence both are same.

Que 20: Name the management expert who is known as the 'Father of General Management'. Explain any seven principles of management propounded by him. Marks :(8)

Ans: Henry Fayol

Division of work, Authority and Responsibility, Discipline, Unity of Command, Unity of Direction, Subordination of Individual Interest to General Interest, Remuneration of Employees, Centralisation and Decentralisation, Scalar Chain, Order, Equity, Stability of Personal, Initiative, Esprit de Corps

Que 21: Which of the following is not applicable to principles of management?

- a. It is flexible
 - b. These are general guidelines
 - c. Universal applicability
 - d. None of these
- Marks :(1)**

Ans: d. None of these

Que 22: Principles of management had evolved over period of time. Describe any five characteristics of these principles. Marks :(5)

Ans: Nature of Management Principles:

(1) Universal applicability: (2) General guidelines: (3) Formed by practice and experimentation, (4) Flexible, (5) Mainly behavioural; (6) Cause and effect relationships; (7) Contingent;

Que 23: Management principles guide managers in decision making and its implementation. Substantiate the statement by explaining the significance of these principles. Marks :(6)

Ans: Significance of Management Principles

(1) Providing managers with useful insights into reality (2) Optimum utilisation of resources and effective administration (3) Scientific decisions: (4) Meeting changing environment requirements: (5) Fulfilling social responsibility: (6) Management training, education and research

Que 24: The industrial revolution has necessitated a scientific approach in the factory system of production. Marks :(8)

(a) Name the management expert who has suggested the concept of 'Scientific Management'.

(b) Explain any three principles he adopted in this regard.

(c) Describe any four techniques he suggested to have scientific approach in management.

Ans: (a) F W Taylor

(b) Science not Rule of Thumb; Harmony, Not Discord; Cooperation, Not Individualism; Development of Each and Every Person to His or Her Greatest Efficiency and Prosperity.

(c) Functional foremanship; Standardisation and simplification of Work; Method study; Motion study; time study; fatigue study; differential Piece Wage system.

Que 25: Group the following specialist supervisors of functional foremanship in to planning in charge and production in charge (a) Instruction card clerk (b)Speed boss (c) Route clerk (d) Time and cost clerk (e) Gang boss (f)

Repair boss (g) disciplinarian (h) Inspector Marks :(1)

Ans: Planning in charge - (a) Instruction card clerk (c) Route clerk (d) Time and cost clerk (g) disciplinarian Production in charge - (b)Speed boss (e) Gang boss (f) Repair boss (h) Inspector

Que 26: Match the column A with B

Marks :(5)

One Superior to one subordinate	Division of work
One head and one plan for entire <u>organisation</u>	Esprit <u>de</u> Corps
<u>Work Specialisation</u>	Unity of Direction
Chain of Authority	Unity of Command
Team work	Scalar Chain

Ans:

One Superior to one subordinate	Unity of Command
One head and one plan for entire <u>organisation</u>	Unity of Direction
<u>Work Specialisation</u>	Division of work
Chain of Authority	Scalar Chain
Team work	Esprit <u>de</u> Corps

Que 27: Name the principle suggested by Henry Fayol that says "one and only one boss for every individual employee" and explain its significance.

Marks :(3)

Ans: Unity of Command.

Brief explanation of Unity of Command

Que 28: According to Henry Fayol, Authority and Responsibility are the twin sides of same coin. Substantiate the statement

arks :(3)

Ans: Managers require authority matching to their responsibility. There should be a balance between authority and responsibility. An organisation should build safeguards against abuse of managerial power. At the same time a manager should have necessary authority to carry out his responsibility.

Que 29: Henry Fayol suggested to divide the work in to smallest but comprehensive elements. Explain the reasons he argued for it. Marks :(3)

Ans: A trained specialist who is competent is required to perform each job. Thus, division of work leads to specialisation. According to Fayol, "The intent of division of work is to produce more and better work for the same effort. Specialisation is the most efficient way to use human effort." Division of work is essential for all these.

Que 30: Explain any eight principles in his classical theory of management suggested by Henry Fayol Marks :(8)

Ans: Division of Work, Authority and responsibility, Discipline, Unity of Command, Unity of Direction, Subordination of Individual Interest to General Interest, Remuneration of employees, Centralisation and Decentralisation, Scalar Chain, Order, Equity, Stability of Personnel, Initiative, Esprit de Corps (Any 8 with brief explanation)

Que 31: Name the expert who tossed 'Classical theory' in management Marks :(1)

Ans: Henry Fayol

Que 32: F W Taylor strongly advocated for mental revolution among both the employer as well as employee. Explain Marks :(3)

Ans: Mental revolution involves a change in the attitude of workers and management towards one another from competition to cooperation. Both should realise that they require one another. Both should aim to increase the surplus. This would eliminate the need for any agitation. Management should share a part of surplus with workers. Workers should also contribute their best to the organisation so that the company makes profits.

Que 33: F W Taylor, as a technique to Scientific Management suggested to discriminate efficient and inefficient workers in their remuneration. Identify the concept and explain it. Marks :(3)

Ans: Higher piece rate to those who attain production of standard or above level and a lower piece rate to those whose production level is below the standard fixed. To Organisation, increased production will reduce production cost per unit and increase profit. To employees, efficient ones will get high remuneration and less efficient employees will improve their productivity.

Que 34: Explain the technique of 'Differential Piece Rate System' suggested by F W Taylor Marks :(2)

Ans: Higher piece rate to those who attain production of standard or above level and a lower piece rate to those whose production level is below the standard fixed.

Que 35: Fatigue Study is essential for increasing productivity and efficiency of workers. Substantiate the statement **Marks :(3)**

Ans: A person will feel tired physically and mentally if she/he does not rest while working. The rest intervals will help one to regain stamina and work again with the same capacity. This will result in increased productivity. Fatigue study seeks to determine the amount and frequency of rest intervals in completing a task. Even in a single shift a worker has to be given some rest interval to take her/his lunch etc. If the work involves heavy manual labour then small pauses have to be frequently given so that she/he can recharge her/his energy level for optimum contribution.

Que 36: The frequency and duration or rest intervals can be determined on the basis of

(a) Time Study (b) Motion Study (c) Fatigue Study (d) Method Study **Marks :(1)**

Ans: Fatigue Study

Que 37: The technique of 'Time Study' in scientific management is beneficial to the organisation in so many ways. Explain **Marks :(3)**

Ans: It determines the standard time taken to perform a well-defined job. The standard time is fixed for the whole of the task by taking several readings. The objective of time study is to determine the number of workers to be employed; frame suitable incentive schemes and determine labour costs

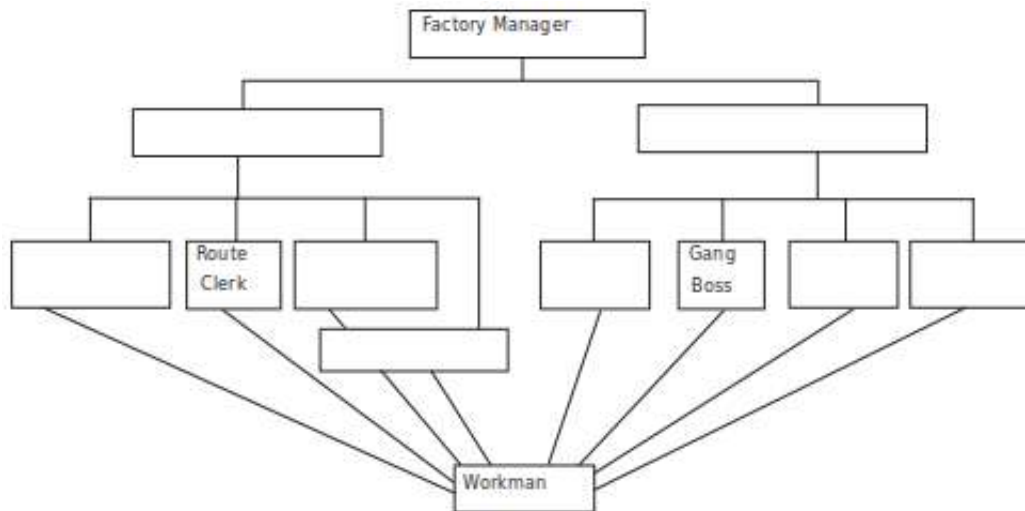
Que 38: Describe the technique of 'Motion Study' in scientific management and the purpose of it. **Marks :(3)**

Ans: Motion study refers to the study of movements like lifting, putting objects, sitting and changing positions etc., which are undertaken while doing a typical job. Unnecessary movements are sought to be eliminated so that it takes less time to complete the job efficiently.

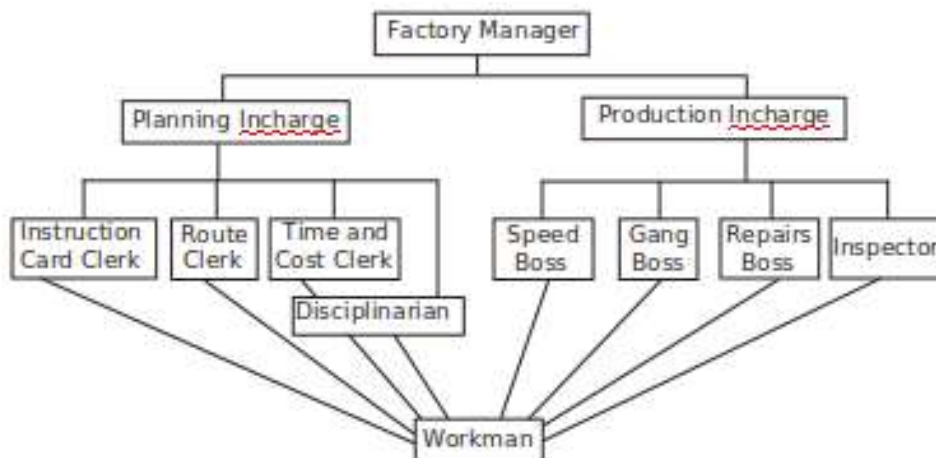
Que 39: There is always one best way of doing a task. Identify and explain the technique of scientific management referred in the statement. **Marks :(3)**

Ans: Method study and brief explanation of the same

Que 40: Fill up the diagram with the specialist supervisors in functional foremanship **Marks :(4)**



Ans:



Que 41: Standard time to complete a task by an average worker can be assessed by the technique of scientific management Marks :(1)

Ans: Time Study

Que 42: F W Taylor's insisted on mental revolution on the part of both workers as well as management. Identify the principle he suggested and explain the concept. Marks :(3)

Ans: Harmony, not discord to avoid class conflict between workers and managers and should have complete harmony among them. Workers should work hard to increase productivity and managers should share the higher profit with workers,

Que 43: Explain standardisation and simplification of work as a technique of scientific management and its benefits to the organisation. Marks :(4)

Ans: Standardisation and simplification of work means eliminating superfluous varieties, sizes and dimensions of products. It aims at eliminating unnecessary diversity of

products. It results in savings of cost of labour, machines and tools, reduced inventories, fuller utilisation of equipment and increasing turnover

Que 44: State the objectives of standardisation as a technique of scientific management. Marks :(4)

Ans: (i) Reduce a given line or product to fixed types, sizes and characteristics.

(ii) Establish interchangeability of manufactured parts and products.

(iii) Establish standards of excellence and quality in materials.

(iv) Establish standards of performance of men and machines

Que 45: Standardisation as a technique of management includes standardisation of :

(a) machinery

(b) production process

(c) raw materials

(d) all of these

Marks :(1)

Ans: (d) all of these

Que 46: Name the technique in scientific management which provides higher remuneration to efficient workers and lesser remuneration to employees with lesser productivity Marks :(1)

Ans: Differential piece rate system

Que 47: Identify the two right pairs from the following

(i) Time and cost clerk - Production in charge

(ii) Speed boss - Planning in charge

(iii) Inspector - Production in charge

(iv) Disciplinarian - Planning in charge

(a) i & ii, (b) ii & iii (c) iii & iv (d) i & iv **Marks :(2)**

Ans: (c) iii & iv

Que 48: In functional foremanship the specialist supervisor will come in the group of planning in charge Marks :(1)

(a) Route Clerk

(b) Speed Boss

(c) Gang Boss

(d) Repair Boss

Ans: (a) Route Clerk

Que 49: Explain differential piece rate system as a technique of scientific management and the benefit of such a system to the organisation as well as workers. Marks :(5)

Ans: Higher piece rate to those who attain production of standard or above level and a lower piece rate to those whose production level is below the standard fixed. To Organisation, increased production will reduce production cost per unit and increase profit. To employees, efficient ones will get high remuneration and less efficient employees will improve their productivity.