

Remembering-based Questions

Q.1. What is meant by 'Principles of Management'?
[CBSE 2011, 2013]

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Ans. Principles of management are broad and general guidelines for decision making and behaviour of managers.

Q.2. State the principle of 'Order'.

Ans. It states that 'a place for everything (everyone) and everything (everyone) in its (his/her) place.'

Q.3. What does scientific management mean?

Ans. It refers to that management which thinks that by scientifically analysing work, it would be possible to find 'one best way' to do it.

Q.4. Name the person who has propounded 'Scientific Management'.

Ans. Fredrick Winslow Taylor.

Q.5. State any two features of scientific management.

Ans.

- a. It is a systematic approach.
- b. It brings complete mental change.

Q.6. State any one principle of scientific management.

Ans. Cooperation not Individualism: According to this principle, all activities done by different people must be carried on with a spirit of mutual cooperation.

Q.7. List any two principles of 'Scientific Management' formulated by Taylor for managing an organisation scientifically.

Ans.

- i. Science, not rule of thumb.
- ii. Harmony, not discord.

Q.8. As a technique of scientific management what is the meaning of 'Standardisation of Work'?

Ans. It refers to the process of setting standards for various business activities.

Q.9. As a technique of scientific management what is the meaning of 'Simplification'?

Ans. It refers to put an end to unnecessary types, qualities, size/weight, etc. of products.

Q.10. What is meant by 'Method Study'?

Ans. It refers to identifying the most suitable way to do a particular activity.

Q.11. State the objective of 'Motion Study'? *[CBSE 2010]*

Ans. The main objective of the motion study is to eliminate the unnecessary motions.

Q.12. What is meant by 'Time Study'?

Ans. It refers to determining the standard time required to complete a particular activity.

Q.13. What is determined by 'Time-Study'?

Ans. Time study determines the standard time taken to perform a well defined job.

Q.14. What is meant by 'Fatigue Study'?

Ans. It refers to determining the duration and frequency of rest intervals to complete a particular job.

Q.15. Give the meaning of 'Mental Revolution' as suggested by F.W. Taylor.
[CBSE 2011]

Ans. It refers to the change in the attitude of management and workers towards one another from competition to cooperation.

Q.16. What is the objective of 'Method Study' as a technique of scientific management?

Ans. The objective of method study is to find out one best way of doing the job.

Q.17. State the objective of 'Time-Study'.

Ans. The main objective of time-study is to get the estimated figure of labour costs, to determine the number of required workers and to decide about the suitable incentive plan.

[3 marks]

Q.1. State any three characteristics of principles of management. *[CBSE Sample Paper 2013]*

Ans.

- i. **Universal Applicability:** Universality refers to that truth which is equally applicable in all spheres (Both business and non business). The principles of management are also universal in nature.

- ii. **General Guidelines:** The principles of management are of the nature of general guidelines, and they cannot be applied strictly.
- iii. **Formed by Practice and Experimentation:** Principles of management are the results of various problems faced by the professional people. First of all problems appeared and then through careful research work solutions were found. Thus, we recognise the solutions, found with the help of practice and experience as principles of management.

Q.2. What are the aims of 'time' and 'motion' study?

Ans.

- i. **Time Study:** To get the estimated figure of labour cost.
- ii. **Motion Study:** To increase the speed of work.

[4 marks]

Q.1. Explain Fayol's principles of 'equity' and 'order' with examples. [CBSE 2011]

Ans. Fayol's Principle of Equity: This principle tells that the managers should treat their subordinates in a just and kind manner so that they develop a feeling of dedication and attachment for their work.

For example, a labourer completes 10 units of goods in a day. Another labourer who happens to be a relative of the supervisor completes 8 units but both get equal remuneration. This violates the principles of equality. The second labourer should get less remuneration than the first one.

Fayol's Principle of Order: According to Fayol every enterprise should have two different orders— Material Order for Physical Resources and Social Order for Human Resources. Keeping the physical resources in order means that 'a proper place for everything and everything in its right place'. Similarly, keeping the human resources in order means 'a place for everyone and everyone in his appointed places'.

Q.2. Write any four features of Scientific Management.

Ans.

- i. **Systematic Approach:** Scientific management is a systematic approach to management and its use ensures that all activities are completed in a systematic and scientific manner.
- ii. **Brings Complete Mental Change:** Scientific management brings about a complete mental change both in the owners as well as the employees of the organisation. Both the parties start aiming for more and better production targets rather than merely chasing higher profits. They are able to comprehend that increased and better production will automatically result in higher profits which will benefit both the parties.

- iii. **Discards Traditional Management:** The approach of scientific management completely discards traditional management. It calls for the discarding of old techniques and adoption of new and modern techniques, with the aim of improving the efficiency of employees.
- iv. **Requires Strict Observance of Rules:** Scientific management requires very strict observance of rules, because the rules are formed only after due analysis and there is very little chance of error among them.

Q.3. Explain any four points of importance of principles of management.
[CBSE 2015, 2016]

Ans. Importance of Principles of Management:

- i. **Provide Useful Insight to Managers:** The principles of management make the manager aware about the manner in which he should act in various situation so that he does not repeat the mistakes of the previous managers. In this way, timely guidance reduces the wastage of resources and the objectives can be achieved in a less expensive manner.
- ii. **Optimum Utilisation of Resources and Effective Administration:** In every organisation physical (material, machines, money, etc.) and human (manpower) resources are used. The function of management is nothing but to put them to optimum use or avoid wastage of resources. And it is possible only when a manager makes use of the principles of management. The primary need of every organisation is that its administrative system should be effective. This is made possible with the help of the principles of management.
- iii. **Scientific Decisions:** A scientific decision means a balanced decision. The principles of management provide the necessary training to the managers so that they can take scientific/balanced decisions.
- iv. **Fulfilling Social Responsibility:** The principles of management increase the efficiency of the managers and enable them to fulfill their social responsibility. More efficient managers can make good quality products at reasonable prices available all the times.

Q.4. State any four features of 'Principles of Management'. *[CBSE 2015, 2016]*

Ans. The four features or nature of Principles of Management are as follows:

- i. **Universal Applicability:** Universality refers to that truth which is equally applicable in all spheres (both business and non-business). The principles of management are also universal in nature. All business (industrial units, etc.) and non-business organisations (educational institutions, government offices, playgrounds, agricultural farms, army, clubs and other social organisations), in order to achieve their objectives have to apply more or less the same principles.
- ii. **General Guidelines:** The principles of management are not definite like the principles of physics and chemistry. The principles of physics and chemistry are

very clear and definite, and their outcomes can be predicted. The principles of management, on the other hand, are of the nature of general guidelines, and they cannot be applied strictly.

- iii. **Formed by Practice and Experimentation:** Principles of management are the results of various problems faced by the professional people. First of all problems appeared and then through careful research work solutions were found. Thus, we recognise the solutions, found with the help of practice and experience as principles of management. Similarly, researchers undertake experimental study to find out the principles of management.
- iv. **Flexibility:** The principles of management as they exist today are not in the form of final truths. As and when political, economic and social changes take place, new kinds of problems arise. Old principles are altered and new principles are propounded. Therefore, the principles of management are dynamic in nature and cannot be called stagnant or fixed.

Q.5. What is meant by principles of management? State any three points of their importance. *[CBSE 2015]*

Ans. Meaning of Principles of Management: Principles of management are broad and general guidelines for decision making and behaviour of managers.

Importance of Principles of Management: Refer to Point (i) to (iii) of Q. 3 above.

Q.6. Enumerate any two techniques of scientific management. *[CBSE Sample Paper 2016]*

Ans. Techniques of Scientific Management:

1. **Time Study:** It refers to determining the standard time required to complete a particular activity. The standard time is determined on the basis of average time taken by the several experiences of the same work. This study is conducted with the help of a stopwatch. The main objectives of the study are (i) to get the estimated figure of labour costs, (ii) to determine the number of required workers and (iii) to decide about the suitable incentive plan.
2. **Fatigue Study:** It refers to determining the duration and frequency of rest intervals to complete a particular job. The rest refreshes the workers. They work again with their full capacity. The main objective of this study is to maintain the efficiency level of workers. There may be so many causes of fatigue, such as long working hours, **poor working conditions, unsuitable work, unhappy relations with the boss, etc.**

[5 marks]

Q.1. Explain the principles of Scientific Management given by Taylor.

Ans.

- i. **Science, not Rule of Thumb:** This principle says that we should not get stuck in a set and continue with the old techniques of doing work, rather we should be constantly experimenting to develop new techniques which make the work much simpler.
- ii. **Harmony, not Discord:** As per this principle, such an atmosphere should be created in the organisation that labour (the major factor of production) and management consider each other indispensable. Taylor has referred to such a situation as a 'Mental Revolution'. Taylor firmly believed that the occurrence of a mental revolution would end all conflicts between the two parties and would be beneficial to both of them.
- iii. **Cooperation, not Individualism:** According to this principle, all the activities done by different people must be carried on with a spirit of mutual cooperation. Taylor has suggested that the manager and the workers should jointly determine standards. This increases involvement and thus, in turn, increases responsibility.
- iv. **Development of each and every person to his/her greatest efficiency and prosperity:** According to this principle, the efficiency of each and every person should be taken care of right from his selection. A proper arrangement of everybody's training should be made. It should also be taken care that each individual should be allotted work according to his ability and interest.

Q.2. Explain in brief the techniques of scientific management.

Ans.

- i. **Functional Foremanship:** F.W. Taylor has propounded the functional organisation. This form of organisation is totally based on the principle of specialisation and makes full utilisation of expertise of various experts. In a functional organisation, work is divided into many small parts and each part is assigned to an expert. In this manner, all the benefits of specialisation are availed of.
- ii. **Standardisation of Work:** Standardisation means setting standards for different factors, after due deliberation. For example, the amount of work to be done by a worker in a day may be standardised. In other words, the worker is expected to do the standard amount of work everyday. In the same manner, standards may also be set for raw materials, machines and tools, techniques, conditions of work, etc.
- iii. **Simplification:** Simplification means putting an end to the unnecessary types, qualities, sizes/weights, etc. For example, it is all right for a shoe manufacturing company to manufacture shoes of 0, 1, 2, 3,4,5 sizes but if it starts manufacturing shoes of 0, 0.5, 1, 1.25, 1.5, 1.75, 2, 2.25, 2.5, 2.75, 3..... it will be simply wrong. There is no justification in the difference of such sizes. In such a situation different types of machines shall have to be installed, more stock shall have to be maintained and increased labour costs shall have to be borne. Therefore, it is advisable to manufacture shoes only of the proper sizes. In other words, simplification of the product is the answer.
- iv. **Scientific Study of Work:** It means to conduct the deep analysis of all the activities being performed in the organisation with the aim of producing maximum

possible quality output at minimum costs. Taylor has conducted the following studies:

- a. **Method Study:** It refers to identify the most suitable way to do a particular activity.
- b. **Motion Study:** It refers to conduct the study of motions being performed by workers and machines while doing the job so that the unnecessary motions can be eliminated.
- c. **Time Study:** It refers to determine the standard time required to complete a particular activity.
- d. **Fatigue Study:** It refers to determine the duration and frequency of rest intervals to complete a particular job.
- v. **Differential Wage System:** Taylor has advised the adoption of differential wage systems in order to motivate the employees. According to this system, wages are paid on the basis of work done and not on the basis of time spent in doing the work. In this system, two different wage rates are used: one is the high wage rate and the other is the low wage rate. Those workers who are able to produce the standard number of units within a fixed duration are paid as per the high wage rate, and those workers who are not able to produce the standard number of units within the same time are paid as per the lower wage rate.

Q.3. Discuss the following techniques of scientific work study:

Q. Time Study

Ans. Time Study: It refers to determine the standard time required to complete a particular activity. The standard time is determined on the basis of average time taken by the several experiences of the same work. This study is conducted with the help of a stop watch. The main objective of the study is to get the estimated figure of labour costs, to determine the number of required workers and to decide about the suitable incentive plan.

Q. Motion Study

Ans. Motion Study: It refers to conduct the study of motions being performed by workers and machines while doing the job. The movie camera is used to conduct this study. The main objective of this study is to eliminate the unnecessary motions and keep the number of necessary activities at the minimum. For example, during an experiment it was found that while laying a brick, a mason was conducting 18 different activities, but after eliminating the unnecessary activities the number of activities could be reduced to 5, and in certain cases even down to 2 activities.

Q. Fatigue Study

Ans. Fatigue Study: It refers to determine the duration and frequency of rest intervals to complete a particular job. The rest refreshes the workers. They work again with their full capacity. The main objective of this study is to maintain the efficiency level of

workers. There may be so many causes of fatigue, such as, long working hours, poor working conditions, unsuitable work, unhappy relations with the boss, etc.

Q. Method Study

Ans. Method Study: It refers to identify the most suitable way to do a particular activity. To conduct this study, process chart and operation research techniques are used. The main objective of this study is to minimise the cost of production and maximise the quality and level of consumer satisfaction.