

**CBSE Test Paper - 05**  
**Chapter - 2 Principles of Management**

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1. Who is responsible for keeping machine and tools ready for operation? **(1)**
  - a. Speed Boss
  - b. Gang Boss
  - c. Inspector
  - d. Repair Boss
  
2. Management should find "One best way" to perform a task. Which technique of scientific management is defined in this sentence? **(1)**
  - a. Fatigue Study
  - b. Motion Study
  - c. Method Study
  - d. Time Study
  
3. Science, not rule of thumb, this principle was given by \_\_\_\_\_ **(1)**
  - a. F.W.Taylor
  - b. James Lundy
  - c. Henry Fayol
  - d. Koontz
  
4. The Main objective of motion study is \_\_\_\_\_ **(1)**
  - a. To provide more work to the workers
  - b. To find out labour cost
  - c. To eliminate the rest hours of workers
  - d. To eliminate the unproductive motions
  
5. Taking the first step with self-motivation is one of the traits of an intelligent person. Which principle does it indicate? **(1)**
  
6. What does the principle of 'Initiative' indicate? **(1)**

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7. The subordinates in a company receive orders regarding their work from different operative heads for the same task. Which principle of management is being overlooked and why? **(1)**
  8. Ajay kumar is a sales manager in a Soap company. He is given the responsibility of meeting a sales target of 1500 detergents in a month. To achieve this target, Ajay kumar needs 30 sales executives. However, he has just 18 executives under him and he is not given the authority to employ 12 more executives. Ajay Kumar is able to sell only 900 Soap only. The General Manager of the company blames Ajay kumar for not achieving the target results. Do you think Ajay kumar can be blamed for this? **(1)**
  9. Explain briefly the technique of fatigue study. **(3)**
  10. List any two principles of scientific management formulated by Taylor for managing an organization scientifically? **(3)**
  11. Explain the Principle of centralization and decentralization. **(4)**
  12. There should be no conflict between the management and workers'. Name and explain the principle of management given by Taylor which can avoid this conflict. **(4)**
  13. Explain the technique of scientific management, i.e. the extension of principle of division of work and specialisation. **(5)**
  14. Explain any two principles of Taylor's scientific management. **(5)**
  15. Explain functional foremanship as a technique of scientific management. Illustrate it with the help of a diagram. **(6)**

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**Answer**

1. b. Gang Boss

**Explanation:**

Taylor advocated that Under the factory manager there was a planning incharge and a production incharge. Under Production incharge, personnel who would work were

- i. Speed boss - Responsible for timely and accurate completion of job.
- ii. Gang boss - Responsible for keeping machine and tools ready for operation.
- iii. Repair boss - To Ensure proper working condition of machines.
- iv. Inspector - To Check the quality of work.

2. c. Method Study

**Explanation:**

- The objective of **method study** is to find out **one best way** of doing the job.
- There are various methods of doing the job.
- To determine the best way there are several parameters.
- The objective of the whole exercise is to minimise the cost of production and maximise the quality and satisfaction of the customer

3. a. F.W.Taylor

**Explanation:**

**Science, not rule of thumb, this principle was given by F.W.Taylor.**

- Taylor believed that there was only one best method to maximise efficiency.
- This method can be developed through study and analysis.
- The method so developed should substitute 'Rule of Thumb' throughout the organisation.
- Scientific method involved investigation of traditional methods through work-study, unifying the best practices and developing a standard method, which would be followed throughout the organisation.

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4. d. To eliminate the unproductive motions

**Explanation:**

On close examination of body motions, for example, it is possible to find out:

- i. Motions which are productive
- ii. Motions which are incidental (e.g., going to stores)
- iii. Motions which are unproductive.

Taylor suggested that **Unnecessary movements (unproductive motions)** are sought to be **eliminated** so that it takes less time to complete the job efficiently.

5. Initiative.
6. It indicates that workers should be encouraged to develop and carry out their plans for improvement of the task that they perform. Thereby encouraging manpower to get self-motivated.
7. 'Unity of command' is being overlooked because here every operative head interferes in the working of the subordinates as they are over-cautious about the completion of work.
8. No, Ajay kumar cannot be blamed for not achieving the target results as the principle of 'Authority and Responsibility' is violated. According to this principle, there should be balance between authority and responsibility. In the given case, Ajay kumar is given the responsibility (sales target of 1500 detergents) without necessary authority (no authority to employ 12 more executives).
9. Fatigue study determines the amount and frequency of rest intervals in completing a task. Workers cannot work at a stretch. After putting in work for a certain periods of time, they feel tired which affects their performance. If they are allowed rest intervals, they will regain their stamina and will resume their work with greater efficiency. For instance, Mahesh who is a junior clerk in an organisation works at a stretch for two hours resulting into loss of concentration and thereby decrease in his efficiency. Therefore, in this situation the role of fatigue study becomes very crucial. His superior should monitor him continuously and provide him enough breaks in between to enable him to maintain his proficiency.

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10. i. Science Not Rule of Thumb: Taylor suggested that management is a science and not rule of thumb. It refers to the fact that the manager should not simply take decisions on the basis of intuitions rather he or she should keep the present facts and figures before drawing out the conclusions.
- ii. Harmony, Not Discord: Scientific management aims at removing differences between the workers and management. An Organisation is a bunch of individuals working to accomplish the common goals whether it may be a worker or a manager. All of them must strive to work collectively to achieve the goals keeping aside their individual differences.
11. Centralization means the concentration of authority in the hands of a few people at the top, whereas decentralization means the appropriate distribution of power at every level of management. According to Fayol, a company must be properly balanced i.e. it should neither be completely centralized nor decentralized. There must be some element of both depending upon the profile of the organization. The panchayat system in our country is a very good example of decentralization at the national level. Under this system, the power to take decisions unanimously has been distributed evenly among the 'panchs' and the ultimate authority to take a decision is the 'sarpanch'. Absolute Centralization makes the organization autocratic in nature, while absolute decentralization dilutes and weakens the decisive authority.
12. Harmony, not Discord:
- i. This principle requires that there should be a complete harmony between workers and management with respect to their mutual relations and work efforts.
- ii. To achieve this, Taylor advocated a complete "Mental revolution" i.e., a change in the attitude of workers and management towards one another from competition to cooperation.
- iii. Mental revolution on the part of management are:
- a. Management should adopt an enlightened attitude.
- b. Management should share the gains of productivity with workers.
- c. Management should create suitable working conditions and resolve all

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problems scientifically.

iv. Mental revolution on the part of workers are:

a. Workers should perform their work with utmost devotion, discipline and loyalty.

b. Workers should utilise the resources very efficiently.

v. This principle is necessary to derive the benefits of scientific management through harmony and co-operation rather than individualism and discord.

vi. In Japanese companies, there is complete openness between the management and workers. If at all workers go to strike they wear a black badge but work more than normal working hours to gain the sympathy of the management.

13. **Functional foremanship:** It is an extension of the principles of division of work and specialization. Functional foremanship means separation of planning from execution. Each worker is supervised by various specialists. For this, Taylor suggested that under the factory manager, there should be planning in charge and production in charge in order to smoothen his job. The main function of the planning in charge is to plan all aspects of a Job to be performed.

Under the planning in charge, the four personnel appointed are Route Clerk, Instruction Card Clerk, Time and Cost Clerk, and Disciplinarian. Under the production in charge, the four personnel appointed are only for the execution of the plans and they are Gang Boss, Speed Boss, Repair Boss, and Inspector.

14. Five principles of scientific management are as follows

i. **Science, not rule of thumb** Taylor has emphasized that in scientific management, organized knowledge should be applied, which will replace the rule of thumb. Scientific investigations should be used for taking managerial decisions instead of making the decisions on options, intuitions, estimates, prejudices, Likes and dislikes, etc. Under scientific management, decisions are made on the basis of facts developed by the application of scientific methods. There remains no place for hit and trial approach. It makes the achievement of the desired results look more realistic. The decisions taken on the basis of logical thinking and after reading the

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situation are always effective and in favour of the organisation.

- ii. **Harmony, not discord** (Conflict) There should be harmony between the management and the worker. This requires a change of mental attitudes of the workers and the management towards each other. Taylor called It mental revolution. In the 21st century, it is no longer the dictatorship style of leadership which can work, rather the need of the hour is the democratic style of leadership, therefore, the management should develop a cordial relation and a relationship of trust with the employees. Management should share gains of the company with workers They should create suitable working conditions and resolve all problems scientifically. Mental revolution on the part of workers requires that they should be disciplined. loyal and sincere in fulfilling the tasks assigned to them. Instead of fighting for dividing surplus or profit, the management and workers should cooperate to increase it.
- iii. **Cooperation, not individualism** There should be cooperation between workers and management It is only through cooperation with workmen, the managers can ensure that work is accomplished according to the plans. Cooperation is based on mutual faith, so managers should develop an understanding with workers to secure their cooperation.
- iv. **Development of each and every person to his/her greatest efficiency and prosperity** Industrial efficiency depends upon the efficiency of workers and worker's efficiency depends upon proper training and their proper selection. Taylor suggested that due care should be taken while selecting the employees and after selection, they must be given Job according to their physical, mental and intellectual capabilities Employees must be sent for training from time to time to update their knowledge and hone their skills. This will ensure the greatest efficiency and prosperity for both workers and management. Human resources are the ones which take the organisation at a higher level and therefore the management should work for developing them to their greatest efficiency and prosperity.
- v. **Maximum output in place of restricted output** The aim of both management and the workers should be to maximise output. This should be done by both parties in their own self-interest. For management, increased production means more profits and lower cost of production For workers, the increased output may

offer attractive wages In this way, self-interest impacts both management and the workers to achieve maximum output. Maximum output will also be in the interest of society. The workers must not forget that their development is always hidden in the development of the organisation. In fact, the source of the earnings of the workers lies in the profits generated by the organisation.

15. **Functional Foremanship:** According to this technique, the task of supervision is divided into several specialised functions and each function is given to a specialist foreman. This technique was developed to improve the quality of work as single supervisor may not be an expert in all the aspects of the work. Taylor felt that planning for factory operations and implementing(executive or production) should be held by different groups of people. He suggested the appointment of Planning Incharge for planning functions and Production Incharge for Executive functions supported by eight specialist foremen. The main purpose of functional foremanship is to achieve specialization at the supervisory level. This technique is the extension of the Principle of Division of Work. Here each worker is supervised by eight foremen(supervisors) who are specialists of their field. This technique will improve the quality of supervision resulting in improvement of quality work and efficiency of workers.

**Taylor suggested that under the factory manager there should be a planning in charge and a production in charge.**

