

CBSE Test Paper - 03
Chapter - 2 Principles of Management

1. Gang Plank means _____. (1)
 - a. Direct Contact
 - b. Appointment before Contact
 - c. Contact not allowed
 - d. Indirect Contact
2. Who is considered as father of Scientific Management? (1)
 - a. Henry Fayol
 - b. Gilbreth
 - c. F.W.Taylor
 - d. Harold Koontz
3. Which of the following is not concerned with the Henry Fayol? (1)
 - a. Time Study
 - b. Scalar Chain
 - c. Unity of Command
 - d. Espirit De Corps
4. Which nature is not present in Principles of management? (1)
 - a. Universal
 - b. Flexible
 - c. Behavioural
 - d. Absolute
5. State the objective of time study. (1)
6. Which technique of scientific management is an extension of the principle of division of work and specialisation to the shop floor? (1)
7. What is the main objective of 'Time study'? (1)

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8. Name the principle of scientific management which emphasises on study and analysis of methods rather than estimation. **(1)**
 9. The application of principles of management is dependent upon the prevailing situation at a particular point of time'. State and explain the feature of management principle mentioned here. **(3)**
 10. Name and explain the technique of scientific management which helps in establishing interchangeability of manufactured parts and products. **(3)**
 11. Name and explain the principle of management In which workers should be' encouraged to develop and carry out their plans for improvements in the organisation. **(4)**
 12. What is meant by Work Study? **(4)**
 13. Principles of Taylor and Fayol are mutually complementary. One believed that the management should share the gains with the workers, while the other suggested that employees compensation should depend on the earning capacity of the company and should give them a reasonable standard of living. Identify and explain the principles of Fayol and Taylor referred to in the above para. **(5)**
 14. Name and explain that principle of Fayol which suggests that communication from top to bottom should follow the official lines of command. **(5)**
 15. Discuss the relevance of Taylor and Fayol's contribution in the contemporary business environment. **(6)**

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Answer

1. a. Direct Contact

Explanation:

- According to Fayol, chain of authority and communication should not be violated in the normal course of formal communication.
- A worker cannot directly contact the CEO of the company. If at all she/he has to, then all the formal levels i.e., foreman, superintendent, manager, director etc have to know about the matter.
- However, in an emergency it can be possible that **a worker can contact CEO directly. This is called Gang Plank.**

2. c. F.W.Taylor

Explanation:

F.W. Taylor is considered as father of Scientific Management.

- He proposed scientific management as opposed to rule of thumb.
- He broke up human activity into small parts and found out how it could be done effectively, in less time and with increased productivity.
- It implies conducting business activities according to standardised tools, methods and trained personnel in order to increase the output, improve its quality and reduce costs and wastes.

3. a. Time Study

Explanation:

Time study is one of the work study techniques given by F.W. Taylor where as Espirit De Corps, Scalar chain and Unity of command are principles given by Henri Fayol.

4. d. Absolute

Explanation:

Principles of management are not absolute rather than they are :

- **Flexible** - Principles of management are not rigid as these can be

modified as per the situation.

- **Universal applicable** - The principles of management are intended to apply to all types of organisations, business as well as non-business, small as well large, public sector as well as private sector, manufacturing as well as the services sectors.
- **Mainly behavioural** - Management principles aim at influencing behaviour of human beings. Therefore, principles of management are mainly behavioural in nature.

5. The objective of time study is to determine the standard time required to perform a job and finding flaws in the same.
6. Functional foremanship is an extension of principle of division of labour, resulting in specialisation. In order to improve the quality of the supervision of workers Taylor developed the concept of functional foremanship.
7. Time study is concerned with determining the standard time required to perform a well-defined job effectively.
8. Science, not rule of thumb. According to this principle, there should be scientific study and analysis of each element of a job, in order to replace the old rule of thumb approach or hit and trial method.
9. Contingent.
 - a. The application of principles of management is contingent or dependent upon the prevailing situation at a particular point of time.
 - b. The application of principles has to be changed as per requirements.
 - c. For example, employees deserve fair and just remuneration.
 - d. But what is just and fair is determined by multiple factors. They include contribution of the employee, paying capacity of the employer and also prevailing wage rate for the occupation under consideration.
10. The technique which has been talked about here is Standardization of work. It is the process of setting standards for every business activity, process, raw materials, time, product and machinery.

Taylor advocated the standardization of tools and equipment, cost system and several other items. The objectives of standardization are

- i. To reduce a given line or product to fixed types.
- ii. To establish interchangeability of manufactured parts and products.

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- iii. To establish quality standards.
 - iv. To establish performance standards of men and machines.
 - v. To sustain the increasing competition in the industry.
 - vi. To generate higher employment opportunities.
 - vii. To satisfy the customers with the available line of product.

11. Initiative.

- i. Workers should be encouraged to develop and carry out their plans for improvements, according to Fayol. Initiative means taking the first step with self-motivation.
- ii. An organisation should encourage desire and initiative among its managers and employees by extending opportunities and freedom to contribute their best.
- iii. This principle states that:
 - a. Subordinates should be given an opportunity to take initiative in making and executing the plans.
 - b. Subordinates with initiative should be encouraged within the limits of authority and discipline.
- iv. Initiative should not be confused with going against the established practice, or doing something against respect for authority or discipline.
- v. For example, every employee has a right to give suggestions about any matter of the organisation but once a decision is taken on any issue then there is no scope for disobedience.
- vi. A good company should have an employee suggestion system whereby initiative/suggestions which result in substantial cost/time reduction should be rewarded.

12. i. Work study refers to a scientific study of techniques to determine a fair day's work for every worker.

- ii. Its main objective is to improve efficiency.
- iii. It includes method, motion, time and fatigue studies.

13. Taylor believed 'management should share the gains with workers'. This has been emphasized by the principle of 'harmony, not discord' which also emphasized on mental revolution.

Harmony, not discord: The interests of the employers and employees should be fully harmonized so as to create a good relationship. Both have a mutual interest in terms of each other. Taylor emphasized that there should be complete harmony between

the management and workers. This requires a transformation in the thinking of both. which can be achieved through mental revolution. Management should share the gain of the company with the workers. At the same time, workers should work and embrace changes. They must not at all times be complaining in nature. Management should look forward to inviting the workers to participate in the functioning.

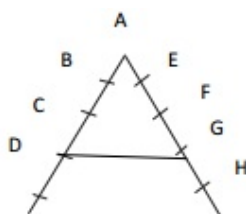
Taylor believed in that prosperity for the employer cannot exist for a long time unless it is accompanied by prosperity for the employees and vice-versa.

In the same way, Fayol's principle of 'remuneration of employees' suggested that the employees' compensation should depend on the earning capacity of the company and should give them a reasonable standard of living.

Remuneration of employees: According to Fayol, the quantum and methods of remuneration payable to employees should be fair and reasonable. It should be satisfactory to both employers and employees. In other words, the employer must not try to exploit the workers by providing them with less remuneration which may not be at par with the services rendered by them.

Thus, we can say that Taylor's and Fayol's principles are mutually complementary. It can be said that Taylor's principles in comparison with Fayol's principles are like old wine in a new bottle.

14. The principle of Fayol which suggests that communication in an organization from top to bottom should follow official lines of command is Scalar Chain. The principle of the scalar chain suggests that an organisation should have a chain of authority and communication that runs from top to bottom and should be followed by managers and the subordinates. In normal circumstances, the formal communication is required to be made by following this chain as this ensures unity of command and effective communication in the organisation.



Scalar Chain and Gang Plank

Example: The above figure shows the scalar chain linking managers at lower levels with the top management. If D has to communicate with G, The message should ordinarily move up through C and B to A, and then down from A to E, F and G.

However, to avoid delays and to remove hurdles in the exchange of information, concept of Gang Plank has been suggested by Fayol, shown by the dotted line joining D and G. It must be noted that the concept of Gang Plank is possible only for the employees of the same level and also after informing their respective superiors.

Scalar Chain helps in:

- i. A smooth flow of information
- ii. Clear lines of authority and responsibility relationship
- iii. Presence of Unity of Command
- iv. No communication gap

15. Both Fayol and Taylor have contributed immensely to the knowledge of management, which has formed a basis for further practice by managers. It must be pointed out that their contributions are complementary to each other. Though both differ in their perspective but their contribution to the contemporary business environment cannot be ignored.

The relevance of Taylor and Fayol's contribution:

- i. Both contributed in the form of principles.
- ii. Both developed their principles through practical experience.
- iii. Both emphasized on mutual cooperation and bringing team spirit between management and employees.
- iv. Both advocate division of work and responsibility on the basis of specialisation.
- v. Both were emphasizing on maximizing the efficiency of work and performance.
- vi. Both were emphasizing on organizational interest over the individual interest.
- vii. Both wanted to involve workers participation in management decisions.
- viii. Both of them have contributed immensely to the knowledge of management, which has formed a basis for further practice by managers.