

## Understanding-based Questions

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**Q.1. Give any one reason of why the principles of management are called contingent.**

*[CBSE 2010]*

**Ans.** Because principles of management are affected by situations.

**Q.2. State how the management principles are flexible.**

**Ans.** They are not in the form of final truth and can be changed any time.

**Q.3. What is meant by 'Universal applicability' of principles of management?**

**Ans.** It means that the principles of management are intended to apply to all types of organisations at all places.

**Q.4. How are principles of management helpful for managers in fulfilling their social responsibility?**

**Ans.** The principles of management increase the efficiency of the managers and enable them to fulfil their social responsibility.

**Q.5. How are principles of management helpful in developing 'management research'?**

**Ans.** The various advantages of the principles of management encourage the researchers to bring in more improvement in them.

**Q.6. State any one reason why 'Principles of Management' are important.**

*[CBSE 2011]*

**Ans.** Principles of management are important because they provide useful insight to managers.

**Q.7. What does the principle of 'Initiative' indicate?**

**Ans.** According to this principle, it is the duty of a manager to encourage the feeling of initiative among his employees for doing some work or taking some decision.

**Q.8. Scientific management is useful for which type of organisations?**

**Ans.** It is useful for larger organisations.

**Q.9. State the role of 'Speed Boss' in functional foremanship?** *[CBSE 2016]*

**Ans.** The role of 'speed boss' is to ensure timely and accurate completion of job.

**Q.10. Different techniques were developed by Taylor to facilitate principles of scientific management. One of them is 'Fatigue Study'. What is the objective of this study?**

**Ans.** The main objective of this study is to maintain the efficiency level of workers.

**Q.11. State the role of 'gang boss' in functional foremanship.**

**Ans.** The role of 'gang boss' is to ensure that both the workers and the machines are fit enough for production and that the material required for their use has been made available to them.

**Q.12. State the role of 'inspector' in functional foremanship.**  
*[CBSE 2016]*

**Ans.** The role of inspector in functional foremanship is to check the quality of work.

**Q.13. State the role of 'route clerk' in functional foremanship.** *[CBSE 2016]*

**Ans.** The role of route clerk in functional foremanship is to specify the sequence of completing a particular task.

**[3 mark]**

**Q.1. What do you understand by the universality of principle of management?**

**Ans.** Universality refers to that truth which is equally applicable in all spheres (both business and nonbusiness). 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.

**Q.2. What do you understand by the 'Flexibility' of principle of management?**

**Ans.** 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.3. How is principle of 'Unity of Command' useful for management? Explain briefly.**

**Ans.** As per this principle, an employee should receive orders from only one superior at a time. Because of it, there will be no confusing situation for the subordinates and hence, their efficiency increases.

**Q.4. If an organisation does not provide the right place for physical and human resources, which principle is violated? What are the consequences of it?**

**Ans.** In this case the principle of 'Order' is violated. Following are the consequences of it:

- i. Misuse of resources.
- ii. Increase in the possibility of accidents.
- iii. Height of disorder.

**Q.5. How does the technique of 'Motion Study' help to improve the efficiency of workers. Give any two points in support of your answer.**

**Ans.** The motion study helps to improve the efficiency of the workers as under it the efforts are made:

- i. to eliminate the unnecessary motions and.
- ii. keep the number of necessary motions at the minimum.

**Q.6. How does the technique of 'Time Study' help to improve the efficiency of workers? Give any two points in support of your answer.**

**Ans.** The time study helps to improve the efficiency of the workers as because of it:

- i. The workers try to complete their task within specified period.
- ii. The workers get the benefit of incentive plan prepared on its basis.

**[4 marks]**

**Q.1. Explain that technique of scientific management which is the strongest motivator for a worker to reach standard performance.**

*[CBSE 2012]*

**Ans. Differential Wage System/Differential Piece Rate** 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. For example, let the standard output per day be 20 units and the two wage rates be ₹ 5 per unit and ₹ 4 per unit respectively. Worker 'A' produces 20 units in a day and in doing so he earns ₹ 100 (20 units × ₹ 5 per unit). Another worker 'B' produces only 18 units in a day and hence he will earn only ₹ 72 (18 units × ₹ 4 per unit). In this way, even though 'B' has produced only 2 units less than 'A' the difference in their wages will be ₹ 28 (₹ 100 – ₹ 72). As a

result, less efficient workers will be motivated to work more and efficient workers will be motivated to maintain their efficiency.

**Q.2. (i) Name and explain the principle of management which requires judicious application of penalties by the management.**

**(ii) Name and explain the technique of scientific management which helps in establishing interchangeability of manufactured parts and products.**

**Ans. (i) The name of this principle of management is 'Discipline'.** Discipline is essential for any successful work performance. Fayol considers discipline to mean obedience, respect for authority, and observance of established rules. Discipline can be established by providing good supervision at all levels, clearly explaining the rules, and implementing a system of reward and punishment. A manager can present a good example to his subordinates by disciplining himself.

**(ii) The name of this technique of scientific management is '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.

**Q.3. (i) 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.**

**(ii) Name and explain the technique of scientific management which helps in eliminating unnecessary diversity of products and thus results in saving cost.**

*[CBSE 2010]*

**Ans. (i) It is 'Principle of Initiative'.** According to Fayol, it is the duty of the manager to encourage the feeling of initiative among his employees for doing some work or taking some decision but within the limits of authority and discipline. It will be possible only when the manager will welcome the thoughts of his/her subordinates.

**(ii) It is Simplification Technique.** 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.

[6 marks]

Q.1. Explain the following principles of management given by Fayol.

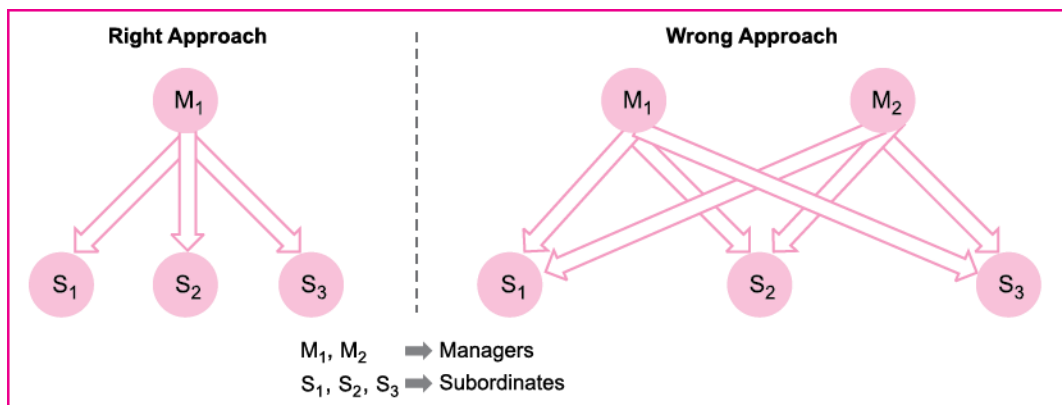
[CBSE Sample Paper

2015]

Q. Unity of command

**Ans. Unity of Command:** According to the principle of unity of command, an individual employee should receive orders from only one superior at a time and that employee should be answerable only to that superior.

The principle of unity of command has been shown in the following diagram:



In the first diagram,  $S_1$ ,  $S_2$  and  $S_3$  all the three subordinates have one manager  $M_1$ .  $S_1$  gets orders only from  $M_1$  and the same is the case with  $S_2$  and  $S_3$ . Here the principle of unity of command is being followed. Therefore, it is the right approach.

In the second diagram, all the three subordinates  $S_1$ ,  $S_2$  and  $S_3$  get their orders from two managers  $M_1$  and  $M_2$ .  $S_1$  gets orders from both  $M_1$  and  $M_2$  simultaneously. (Same is the position of  $S_2$  and  $S_3$  also.) He is unable to understand as to which order is to be given priority. Both the managers would like their orders to be given priority. There is likely to be heart burning between the two. Here the principle of unity of command is being violated. Therefore, this is a wrong approach.

Q. Order

**Ans. Order:** According to the principle of order, a right person should be placed at the right job and a right thing should be placed at the right place. 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 place**'.

**Q.2. 'Taylor's principles of scientific management and Fayol's principle of management are mutually complementary.' Do you agree with this view? Give any four reasons in support of your answer.**

**Ans.** Yes, I do agree that principles of both the management experts are mutually complementary. Following are the reasons of it:

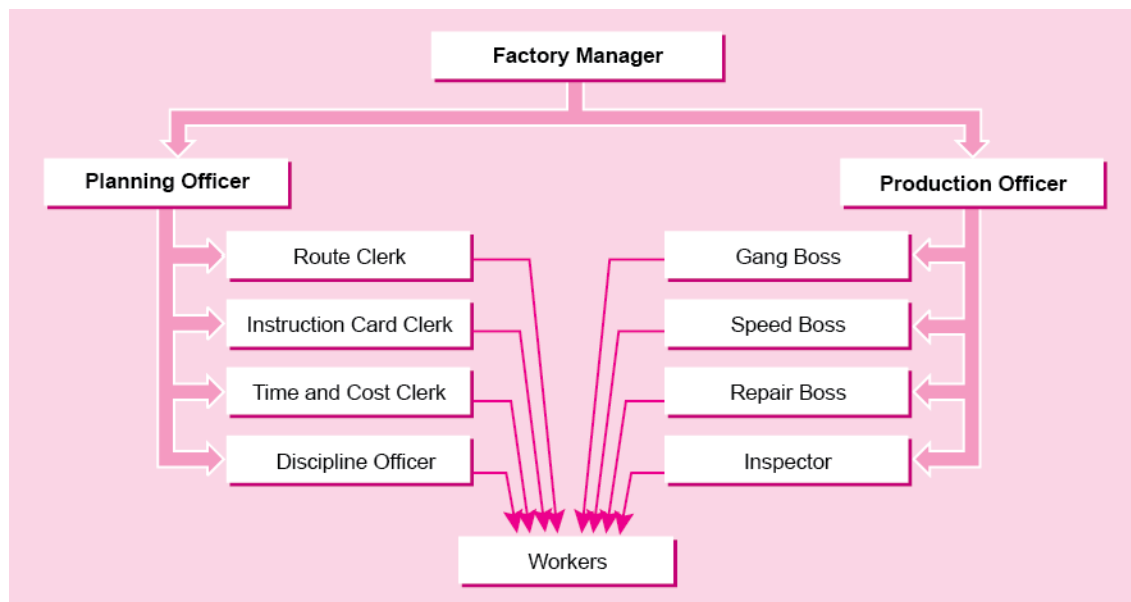
- i. Taylor started his career as a labourer whereas Fayol started his career as a high ranking manager.
- ii. Taylor gave a number of suggestions in order to increase the efficiency of workers whereas Fayol brought into existence many principles in order to solve the problems of high ranking managers.
- iii. Taylor's principles are useful in production activities whereas Fayol's principles are important for all functional areas (such as marketing, finance, personnel, etc.).
- iv. Taylor's principles are related with mainly bottom level whereas Fayol's principles are related with mainly top level.

**Q.3. With the help of a diagram explain 'Functional Foremanship' as a technique of scientific management.**

[CBSE 2015]

**Ans. 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.

Functional organisation has been clarified in the following diagram:



### Specialist of Planning Department and their Functions

- i. **Route Clerk:** This clerk specifies the sequences of completing a particular work, meaning thereby the stages it shall have to pass before being finalised. He also decides the job to be done for the day and where it is to be done.
- ii. **Instruction Card Clerk:** This clerk prepares the instruction cards for the workers and hands them over to the gang boss. These cards contain information about the nature of the work, procedure of doing it, material to be used and the details about machinery.
- iii. **Time and Cost Clerk:** This clerk decides as to when a particular work is to be started and finished, meaning thereby as to what time the whole work will take. It is also decided at the same time at what cost the product will be produced.
- iv. **Discipline Officer:** The discipline officer ensures that every work is being performed in a disciplined manner.

### Specialist of Production Department and their Functions

- i. **Gang Boss:** He is expected to ensure that both the workers and the machines are fit enough for production and that the material required for their use has been made available to them.
- ii. **Speed Boss:** The main function of the speed boss is to ensure that all the workers are performing their job at the required or expected speed.
- iii. **Repair Boss:** The main function of the repair boss is to keep the machines and tools in working condition.
- iv. **Inspector:** He inspects the things produced and compares their quality with the standard prescribed for them and tries to find out the difference. In case of unfavourable result, he initiates corrective action.

**Q.4. Explain the following techniques of scientific management:**  
[CBSE 2015]

#### Q. Differential piece wage system

Ans. **Differential Piece 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. 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.5. Explain the following techniques of scientific management:**

**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. Simplification of Work**

**Ans. Simplification of Work:** 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.

**Q.6. Explain the following principles of management:**

*[CBSE 2015]*

**Q. Science, not rule-of-thumb**

**Ans. Science, not rule of thumb:** This principle states that:

- a. There may be only one best way/method to maximise efficiency.
- b. This method can be developed through scientific study and analysis of each element of a job and should substitute 'Rule of Thumb'.
- c. This standard method then should be followed throughout the organisation.

**Q. Discipline**

**Ans. Discipline:** This principle states that:



- a. We must obey the organisational rules and employment agreement which are necessary for the working of the organisation.
- b. There must be good superiors at all levels, clear and fair agreement and judicious application of penalties.
- c. Workers and management both should honour their commitments towards one another without prejudice.

**Q.7. Explain the following principles of management:**

*[CBSE 2015]*

**Q. Subordination of Individual Interest to General Interest.**

**Ans. Subordination of Individual Interest to General Interest:**

- a. The interests of an organisation should take priority over the interests of any individual employee.
- b. The interests of the workers and other stakeholders should be considered more important than the interest of any single person.
- c. A manager can ensure this by his exemplary behaviour.

**Q. Development of Each and Every Person to His to Her Greatest Efficiency.**

**Ans. Development of Each and Every Person to his to her Greatest Efficiency:**

- a. As per this principle, the efficiency of each and every person should be taken care of right from the selection.
- b. A proper arrangement of everybody's training should be made.
- c. It should also be taken care that each individual should be allotted work according to his ability and interest.

**Q.8. Explain the following principles of management:**

*[CBSE 2015]*

**Q. Scalar chain.**

**Ans. Scalar Chain:**

- a. **Meaning of Scalar Chain:** It refers to a formal line of authority which moves from highest to the lowest ranks in a straight line.
- b. **Fayol's Opinion:** This chain must be followed in a strict manner. It means each communication must move from top to bottom and vice versa in a straight line. The important condition here is that no step (post) should be overlooked during communication.
- c. **Utility:** Due to more clear system of authority and communication, problems can be solved faster.

- d. **Gang Plank:** It is the exception of the principle of scalar chain. This concept was developed to establish a direct contact with the employee of equal rank in case of emergency to avoid delay in communication.

**Q. Harmony, not discord.**

**Ans. 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.