

Higher Order Thinking Skills (HOTS)

[1 marks]

Q.1. “The principles of management are different from those of pure sciences.” State any one difference.

Ans. The principles of management are not definite like the principles of pure science.

Q.2. Give any one reason of why principles of management do not provide readymade solution to all managerial problems?

[CBSE 2010]

Ans. It is so as business situations are dynamic.

Q.3. Give any one reason of why principles of management are not rigid prescriptions.

[CBSE 2010]

Ans. Because they are directly concerned with human behaviour and behaviour of human beings is always uncertain.

Q.4. Why did Fayol introduce the concept of ‘Gang Plank’ in the principle of ‘Scalar-Chain’?

Ans. This concept was developed to contact with the employees of equal rank in case of emergency to avoid delay in communication.

Q.5. Distinguish between Taylor and Fayol on the basis of ‘Unity of Command’.

Ans. According to **Taylor**, unity of command is violated.

According to **Fayol**, the principle is applied strictly.

Q.6. Distinguish between Taylor and Fayol on the basis of ‘Personality’.

Ans. According to **Taylor**, personality is scientific. According to **Fayol**, personality is professional.

[3 marks]

Q.1. ‘Principles of management are general guidelines.’ Explain.

Ans. 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.

Q.2. ‘Principles of management are contingent.’ Explain.

Ans. The principles of management are not permanent. They are affected by situations. Therefore, the decision to implement them or not is taken according to the situations.

Q.3. How do principles of management make possible 'effective administration'?

Ans. The primary need of every organisation is that its administrative system should be effective. Only that administrative system is called effective where the managers can take balanced and quick decisions. In order to take such decisions, sufficient information and authority should be available. This is made possible with the help of the principles of management. For example, the principle of 'authority and responsibility' advocates granting of sufficient authority, while the principle of scalar chain advocates making adequate provision for providing information.

Q.4. Explain how principles of management:

Q. help in optimum utilisation of resources and effective administration, and

Ans. 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. Only that administrative system is called effective where the managers can take balanced and quick decisions. In order to take such decisions, sufficient information and authority should be available. This is made possible with the help of the principles of management.

Q. help the managers in meeting changing environment requirements.

Ans. Meeting Changing Environmental Requirements: In modern times only such a business unit can remain alive and develop which can keep pace with the rapidly changing environment. In every field of business activity (production, marketing, etc.) new techniques are emerging every day. A manager who can understand the changing situation well in time can alone face competition successfully. The principles of management enable the managers to face this challenge.

Q. 5. Name and explain the principle of management according to which a manager should replace 'I' with 'We' in all his conversations with workers.

[CBSE 2013]

Ans. Espirit De Corps: As per this principle, a manager should continuously make efforts to develop a team spirit among the subordinates. To do this, he/she should use the word 'We' instead of 'I' during the conversation with subordinates. For example, a manager should always say that 'we will do this work' instead of 'I will do it'. This behaviour of a manager will keep alive the spirit of cooperation among the subordinates.

Q.6. Explain 'Harmony Not Discord' as a principle of Scientific Management.

[CBSE 2013]

Ans. 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.

[4 marks]

Q.1. Explain any two reasons why proper understanding of management principles is necessary.

Ans. A proper understanding of management principles is necessary because of the following reasons:

- i. **Provides Useful Insight to Managers:** The principles of management were developed on the basis of the experience of various professional people. The principles inform the manager about the manner in which he should act in various situations so that he does not repeat the mistakes of the previous managers.
- 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. Only that administrative system is called effective where the managers can take balanced and quick decisions. In order to take such decisions, sufficient information and authority should be available. This is made possible with the help of the principles of management.

Q.2. Which principle of management suggests that employees should be treated with 'justice and kindness'? Why is this principle essential in management?

Ans. The principle of 'Equity' suggests that employees should be treated with 'Justice and Kindness'. It means all the employees should be treated equally and impartially. The principle is essential in the management because of the following causes:

- i. The employees remain satisfied.
- ii. Increases the sense of devotion to the organisation.
- iii. Skilled employees try to improve upon their skill.
- iv. Unskilled employees try to achieve some skill.

Q.3. Which principle of management suggests that employees should not leave the organisation frequently? Give two adverse effects if this principle is violated.

Ans. The principle of 'Stability of Personnel' suggests that employees should not leave the organisation frequently. According to this principle, there should be stability of tenure of the employees so that the work continues efficiently.

Following are the violating effects of it:

- i. Decline in the reputation of the organisation.
- ii. Heavy recruitment and training expenses.

Q.4. What contradiction do you find in the principle of 'Unity of Command' and the technique of 'Functional Foremanship' and why?

Ans. The principle of unity of command states that an employee should receive orders from and be answerable only to one superior. On the other hand, under functional foremanship an employee receives order from many superiors at a time and he/she is answerable to all of them. Hence, we find that there is a contradiction between the two. This contradiction is because of the difference in their respective objective.

The objective of the principle of unity of command is to avoid confusion regarding the work to be done and that of functional foremanship is to make possible the full utilisation of expertise of various experts.

Q.5. Explain briefly the principle of 'unity of command'. How does it differ from the principle of 'unity of direction'?

Ans. According to this principle, an employee should receive orders from only one superior at a time and that employee should be answerable only to that superior. The following are the differences between the principles of 'unity of command' and 'unity of direction':

Basis of Difference	Unity of Command	Unity of Direction
1. Aim	It prevents dual subordination.	It prevents overlapping of various activities.
2. Implications	It affects an individual employee.	It affects the entire organisation.

[6 marks]

Q.1. Discuss the difference between the contribution of Taylor and Fayol.

Ans. Following are the dissimilarities in the ideas of Taylor and Fayol:

Difference between Taylor and Fayol

Basis of Difference	Taylor	Fayol
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1. Perspective	Related to production activities/related to factory area.	Related to higher level of management.
2. Unity of Command	Unity of Command is violated. A worker works under the supervision of eight specialists simultaneously.	The Principle is applied strictly.
3. Applicability	It is applied in special situations.	It is applied universally.
4. Basis of Formation	Established principles of scientific management by observations and experimentation.	Presented personal experiences in the form of universal truth.
5. Focus	Increasing productivity with the help of simplification, the study of time and speed, etc.	Reforming the entire administration by following different principles.
6. Personality	Scientific	Professional