



BUSINESS STUDIES

BOOKS - SHREE RADHEY PUBLICATION

BUSINESS STUDIES (HINGLISH)

PRINCIPLES OF MANAGEMENTS

Case Study

1. Ram is a class twelfth commerce student in a reputed school in Punjab. Mohan is his elder brother who is doing his Masters in Hospital administration

from Delhi after completing his B.Sc course. During vacations when Mohan comes home, Ram shows him the business studies project that he is preparing on the topic 'Principles of Management'. Mohan tells him that these principles are also a part of MBA course curriculum at the beginner level as they form the core of management in practice. But he finds these principles different from those of pure science. In context of the above case:

- (i) Outline the features of principles of management highlighted above.
- (ii) How are management principles formed?



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2. After finishing the BBA degree course, Tanya gets a job of Assistant Manager in a retail company through the reference of her cousin Taruna who works in the same company as a Senior Manager. Taruna decides to guide Tanya through her experience by making her aware of the important facts about management in practice. She tells her that neither the principles of management provide any readymade, straitjacket solutions to all managerial problems nor they are rigid prescriptions, which have to be followed absolutely.

(i) Identify the two features of principles of management mentioned in the above paragraph by quoting lines from the paragraph.

(ii) Why do the principles of management not provide readymade, straitjacket solution to all managerial problems ?



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3. Manager of ABC Ltd. Does not allocate work as per the capability of workers. Which principle is volated by them.



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4. Productino manager of Beta Ltd, took special care of the interest and ability of his subordinated while

distributing work among them. He was of the firm opinion that a worker should be given one work again and again so that he may become expert in it. State the principle of management followed here ?



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5. A manager should have the right to punish a subordinate for wilfully not obeying a legitimate order but only after sufficient opportunity has been given to his/her case. Identify the principle of management highlighted here.



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6. The salesman of ABC Ltd. Could not achieve his sales target of 1000 units on enquiry it was found that he was not allowed to take decision related to give discount or credit to any of his customer. State the Principle of Management violated in this case.



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7. Voltech India Ltd. Is manufacturing LED bulbs to save electricity running under heavy losses. To revive from the losses, the management thought of shifting the unit to a backward area where labour is available at a low cost. The management also asked the workers to

work overtime without any additional payment and promised to increase wages of the workers after achieving its mission. Within a short period the company started earning profits because both the management and the workers honoured their commitments.

State the principle of management described in the above para.



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8. Vijay works as a Plant Superintendent in a shoe manufacturing company. Due to increase in demand the sales manager insisted the workers to faster the

production, the production manager asked the work overtime instead of increasing the speed to maintain the quality of production. Whereas the finance manager is strictly against this practice of overtime. Because it will increase the cost of production. Identify and explain the principle of management violated in above case.



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9. Suraj is engaged in the business of carpet making handmade carpet as well as machine made carpet. There is a lot of overlapping of activities, so the production manager advised there should be two

separate division for both of them where in each division should have its own income, plans and execution.



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10. Mr. Malhotra, Finance manager of ABC Ltd. Applied for leave to attend a family function in Amritsar. The director of the company requested him to cancel his leave as there is an important meeting schedule on that date. Mr. Malhotra immediately agreed and cancelled his trip as he thought attending meeting is more important for company's benefit.

Which principle of Fayol is applied by Mr. Malhotra ?



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11. Mr. Ram started a small business with limited investment, he hired labour and then very less wages over the time with broad vision of Ram and hard work of his employees. The business started earning very good revenue but with increase in earning capacity of company also Ram did not increase the wages and salary of his employees, they were not able to maintain a reasonable standard of living.

Identify the principle of management, overlooked by Mr. Ram.



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12. ABC Limited permits their sales to give discount upto 10 % as per their discretion and credit to their regular customer. If the sales men wants to give more than 10 % discount for special order then they have to take permission from top level.

This is related to which principle of management



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13. In a school principal makes sure that every instruction, order or information given by him must be passed to vice-principal then Head to the department and then to teachers and students must

be respective teachers only. He never allows teachers to directly communicate with him.

(i) State the Principle of Henry Fayol followed by the school principal.

(ii) In case of emergency which concept of Scalar Chain can be used by teacher to pass urgent message directly to principal.



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14. In a school books are kept in office, chalks in the library, officer records and files in staff room.

Which principle of management is violated here.



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15. Tina and Anshu completed their MBA and started working in a multinational company at the same level. Both are working hard. Anshu has the habit of backbiting and wrong reporting about his colleagues to impress the boss. All the employees in the organisation known about it. At the time of performance appraisal also Tina's performance was rated better than Anshu. Even then their boss decided to promote Anshu stating that being a female, Tina will not be able to handle the complications of higher post.

Identify and explain the principle of management that was not followed by this company.



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16. Mr. Rajiv the senior manager of unique enterprise considered himself very wise and used to take all the decisions himself without consulting the employees, he never used to help any one nor he used to take help of anyone. The employees of unique enterprise were not working efficiently and company's profit margin started declining to declining to tackle the problem, the company appointed a new manager from IM Bangalore. The new manager after joining made a policy that all the decisions will be taken after consulting employees in the meeting. All employees must give some suggestions and best suggestions

will be rewarded with financial and nonfinancial incentives. This policy had very positive effects on company.

State and explain the principle of Henry Fayol used by new manager.



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17. School principal announced in a meeting that every month there will be an inter-class competition to check the cleanliness, discipline and decoration of class board. All the class teachers requested the students that each one of you must take care of cleanliness, discipline and decoration. But Miss Aditi, formed three teams in class

and made them incharge of cleanliness, discipline and decoration, there was a spirit or unity and harmony among the students and al members suported each other as a result Miss Aditi's class got best class trophy. Identify the principle of management used by Miss Aditi.



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18. Nutan Tiffin Box service was started in Mumbai by Mumbai Dobbawalas. The Dabbawalls who are the solu of entire Mumbai aim to provide prompt and efficient service by providing tasty homemade tiffin to all office gorrs at right time and place. The service is

uninterrupted even on the days of bad weather, political unrest and social disturbances. Recently they have started online booking system through their website "mydabbawala. com" Owing to their tremendous popularity amongst the hasppt and satisfied customer and members, teh dabbawalas sperater in a group of 25-30 people along with a group leader. Each group team up with other groups in order to deliver teh tiffin on time. They are not reansferred on frequent basis as they have to remember the addresses of their customers. They follow certain rules while doing treade-No alcohol during working hours, No leave without pemission, Wearing of withe cap & carrying ID ardsduring business hours.

Recently on the suggestion of few self motivated fellow men, the dabbawalls thought out and executed a plan of providing food left in tiffins by costumers to slum children. They have instructed their customers to place red sticker if food is left in the tiffin, to be fed to poor children later.

State four principles of management given by Fayol.



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19. Alpha Ltd. Was engaged in business of garment manufacturing and selling its products under a popular brand. The demand for their product was increasing. In order to keep the market share in short

run, the company directed its existing workforce to work overtime but this resulted in many problems. Due to increase pressure of work the efficiency of workers declined. Sometimes workers worked under more than one superior. The departments which were producing one product were asked to produce more than one type of products. This resulted in lot of overlapping and wastage. The workers were becoming indisciplined. The spirit of team was also reducing. Workers were feeling cheated and their morale was declining. The quality of garments started declining and market share decreased. Based on this case answer the following questions:

Identify which principles of Henry Fayol were violated in above case.



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20. Rohan is desirous of setting up a small factory to manufacture packing materials. He planned to use logical approach and take every decision with factor and figure, with proper reasoning rather than relying an Hit or Miss method.

State the principle of Scientific Management used by Rohan.



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21. ABC Ltd., a tyre manufacturing concern has been established for more than ten years. Having made good profits in the past, company wanted to expand further and hence did not declare bonus for the previous year. The workers got agitated and trade union declared strike and demanded bonus and other facilities. The management decided not to give into their demands.

Which principle of scientific management is overlooked in the given case?



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22. The top level management of ABC organisation has regular training session of their employees and even during selection process, they make sure only capable and competent persons join their organisation. State the scientific principle followed by ABC Ltd.



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23. Sanchit, after completing his entrepreneurship course from Sweden returned to India and started a coffee shop 'Aroma Coffee Can' in a famous mall in New Delhi. The speciality of the coffee shop was the special aroma of coffee and a wide variety of flavors

to choose from. Somehow, the business was neither profitable nor popular. Sanchit was keen to find out the reason. He appointed Sandhya, an MBA from a reputed college, as a manager to find out the causes for the same.

Sandhya took feedback from the clients and found out that though they loved the special unique aroma of coffee but were not happy with the long waiting time being taken to process the order. She analysed and found out that there were many unnecessary obstructions in between which could be eliminated. She fixed a standard time for processing the order.

She also realised that there were some flavours whose demand was not enough. So, she also decided to stop the sale of such flavours. As a result within a short

period Sandhya was able to attract the customers.

Identify and explain any two techniques of scientific management used by Sandhya to solve the problem.



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Exercise

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

(a) Unity of command

(b) Order



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2. Enumerate any two techniques of scientific management.



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3. What did Taylor want to communicate through his mental revolution?



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4. Give any one point of difference between management principles and scientific principles.



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5. Give any one difference between Management principle and values.



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6. Give any one point of difference between management principles and techniques.



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7. Give any two features of management principles.



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8. Are the principles of management static ?



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9. List any two principles of 'scientific management' formulated by Taylor for managing any organisation scientifically?



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10. How are management principles derived ?





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11. Why are that management principles universal ?



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12. Which principle of management insists in orderly arrangement of men and material ?



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13. An organisation is following the principle of scalar chain and principle of equality. What are the positive

effects of these principles?



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14. Name the foreman who arrange all the resource input and setup to start the work smootly.



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15. In a company there are four departments for finnacne. Marketing prodiction and human resource development. Identify the priciple of managemetn used in this company.



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16. Which principle of Fayol cannot be applied when organisation is following technique of functional management?



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17. Describe the meaning of "replacement of rule of thumb with science."



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18. How do the techniques of time study and motion study help in improving the efficiency level ?



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19. Which principle of mangament is violated in following situations :

(a) When a worker receives orders from more than one boss ?

(b) When the employee is given responsibility to achieve target production of 500 units with no authority to access over raw materials ?

(c) when worker is wstign time in search of tool box in

the organisation ?

(d) When manager grants one month medical leave to supervisor with pay and only one week medical leave to accountant ?



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20. Why does the principle of unity of command not hold good in an organisation using technique of functional foremanship ?



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21. Taylor techniques of management are universally applicable . Do you agree ? Give you agree ? Give four reasons to support your answer.



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Hots Higher Order Thinking Skills And Case Studies

1. Briefly explain work study techniques that help in developing standards to be followed throughout the organization.



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2. Which technique of Talyo insts on hiring specialist for every job? Explain that technique.



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3. Which technique of Talyor inssts in paying higher waes to efficient employees?



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4. Which technique of Talyor insts in using most optimum way of doing a job?



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5. Fayol points out the danger and cost of unnecessary labour turnover in one of his principles of management, Name that principle.



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6. Identify the techniques of Taylor which bring uniformity and standardisation in work.



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7. Name the device which permits direct communication between employees working at same level.



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8. Specify the consequence of violating principle of remuneration.



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9. Which principle of management insist "workers should be encouraged to develop and carry out their

plans for development"? Explain that principle.



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10. The management of a company promises the workers to pay extra wages if they work overtime, but later on management refuses to pay extra wages. Which principle is violated in this case?



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11. A manager should replace "I" with "we" in all his conversation to encourage team spirit identify the principle of management emphasised here.



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12. Which technique of Taylors technique of functional foremanship is based



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13. On which principle of Fayol, Tayols techniques of functional formemanship is based ?



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14. Purchase manager of ABC Ltd. Gave order to supply raw material ○ *Rs.* 1000 per quintal of his relative whereas same quality raw material is available ○ *Rs.* 900 per quintal by another supplier. This is violation of which principle of management? Explain that principle.



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15. Name the technique of Tayloe which is the strongest motivator for workers to reach standard performance.



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



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17. The management and workers have entered into agreement that workers will do overtime to cover up losses of the company. In return the manager will increase the wages but management later refused to

increase the wages. Name the principle related to above situation.



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18. In one of the principles of scientific management, Tylor emphasises that there should be equal division of work and responsibility between workers and management and management should work almost side by side with workers helping them. Identify the principle.



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19. Name any two companies who have successfully applied standardisation and simplification of work.



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20. Explain the technique of scientific management that is the extension of principle of division of work and specialisation.



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21. Beena, a student of management, like to relate what she learnt in class to real life situations. She

observed many situations while watching educational programmes on television that remind her of concepts of Scientific Management. In one such programme, factories manufacturing parts for products like automobiles, computers and mobile phones were being telecast. Name the technique of Scientific management that should be adhered to, while manufacturing parts for such products.



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22. A sales person is asked to finalize a deal with customer. The marketing manager allows him to give a discount of up to 10 % if the Finance Manager allowed

him to give discount of upto 25 % Which principle is violated here ?



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23. principles of Taylor and Fayol are mutually complementary. One believed that the management should share the gain with the workers while the other suggested that employees compensation should depend upon the earning capacity of the company and should give them a reasonable standard of living. Identify and explain the principles of management by Taylor and Fayol referred to in para ?



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24. A manager should have the right to punish a subordinate for wilfully not obeying a legitimate order but only after sufficient opportunity has been given to his/her case. Identify the principle or management highlighted here.



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25. Fayol insists that good sense and experience are needed to ensure fairness to all employees who should be treated as fairly as possible. Identify the principle of management.

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26. Voltech Ltd. Is engaged in producing electricity from domestic garbage. There is almost equal division of work and responsibility between workers and management. The management even takes workers into confidence before taking important decisions. All the workers are satisfied as the behaviour of management is good.

State the principles of management described in above para.

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27. 90 % staff of 'work well ltd. Consists of male employees. The female employees are employed for very basic jobs like receptionists etc. The management is of opinion that female employees cannot contribute at par with male employees. They pay much lesser salaries to female staff despite the fact they work for same number of hours.



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28. Production manager of Beta ltd. Took special care of the interest and ability of his subordinates while distributing work among them, He was of the firm opinion that a worker should be given one work again

and again so that the workers were not doing their job quickly. On enquiry, he learnt that the workers worked non-stop which main cause of their slow speed. He immediately issued an order that during their working hours, the workers will have an interval to take rest.

(a) State the principle of management followed here?

Explain.

(b) Which technique of scientific management is indicated in above para?



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29. Nowadays in schools, students or parents can file their complaints or requests to the respective class teachers and if needed class teacher may discuss the issue with head of department followed by Vice-Principal and if the issue is extremely serious it may be taken to the Principal. Which principle of management is indicated here? Explain it with its exception.



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30. In one of his principles, Taylor suggested that job performance should be based on scientific enquiry and not on will/wish or personal intuition of manager?

(i) Name that principle.

(ii) What values can be followed by using this principle?



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31. In one of the principles of scientific management, Taylor emphasises that there should be equal division of work and responsibility between workers and management and management should work almost side with workers helping them:

(i) Identify the principle.

(ii) State any other two scientific principles.



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32. The management and workers have entered into an agreement that workers will do overtime to cover up losses of the company. In return the manager will increase the wages but management later refused to increase the wages.

Name of principle related to above situation.



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33. The production department of Alpha Ltd. Was not performing well on detailed analysis, it was observed that the workers of that department were

overburdened. They were forced to work for longer hours without any break. So the management planned to replace the production manager. They appointed Mr. Harias the new production Manager. He observed the average worker and note down their times He noted down the time they worked and the time they required to be fresh to join back the work. Based on this observation, he set the break intervals for workers. He gave small breaks no workers to recharge their energy.

Name and explain the technique of scientific management used by Mr.Hari.



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34. One of the principles of Scientific management emphasizes to make the employee efficient, by training all workers. It further insists that each employee must be scientifically selected and work assigned to employees should suit their physical, mental and intellectual capabilities.

Name and explain the principle of scientific management involved in above case.

(ii) Name the value emphasized by this principle.



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35. In the staff meeting the principle of the school raised objection that teachers start the teaching after

5 to 10 minutes in third floor classes. He warned them as students are complaining about this. The teachers explained the principle that when we climb steps from ground to third floor. We get some tiredness and need 5 to 10 minutes rest before starting the lecture. The principal planned to install a lift in school so that teachers do not waste their energy on wasteful activity of climbing steps.

1. State the techniques of scientific management used by principal.
2. State any other technique of scientific management.



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36. In a factor the toolbox was kept under the table of every worker, whenever worker needs tools he had to bend tape out too from tool box and keep it back after use. The newly appointed supervisor obsrrved it and suggested to keep a stool near every worker's chain where toolbox can he placed so that workers do not waste their energy in bending again and again.

1.Which technique of schenitific management is used by New supervisor.

2. State the objective of naotion study.



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37. Mr. Mukesh used to manufacture shoes by employing labour who were easily available. When his son after completing his MBA joined the business, he analysed that if we use capital intensive method by using a machine it will reduce the cost and the quality of shoes will also improve.

1. Which technique of Scientific management is used by his son.
2. What is the objective of that technique.



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38. Neeraj is selected for the post of software developer in an IT Company. On the first day of his joining Mehul, his project manager tells Neeraj that during the course of his work he will come across many such opportunities which may tempt him to misuse his powers for individual or family's benefit at the cost of larger general interest of the company. In such situations, he should rather exhibit exemplary behaviour as it will raise his stature in the eyes of the company. Also for interacting with anyone in the company on official matters, he should adopt the formal chain of authority and communication. In context of the above case:

Identify the various principles of management that

Mehul is advising Neeraj to follow. Which doing his job.



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39. Pawan is working as a Production Manager in CFL Ltd. Which manufactures CFL bulbs. There is no class-conflict between the management and workers. The working conditions are very good. The company is earning huge profits. As a policy, the management shares the profits earned with the workers because they believe in the prosperity of the employees. State the principle of management described in the above paragraph.



40. Mr. Rajiv is the owner of 'Laxmi Dairy,' He is producing various milk products. He always tests various ways of producing different products and chooses the best and most economical way of production. He is also very particular about fixing a place for everything and he makes sure that all the employees are given a fixed place so that there is no wastage of time and delay in production.

1. Which technique of scientific management is applied by Mr. Rajiv?
2. Which principle of Henry Fayol is followed by him?



41. Mr. Rajiv the senior manager of Unique enterprise considered himself very wise and used to take all the decisions himself without consulting the employees, he never used to help any one nor he used to take help of anyone. The employees of unique enterprise were not working efficiently and company's profit margin started declining to tackle the problem, the company appointed a new manager from IIM Bangalore. The new manager after joining made a policy that all the decisions will be taken after consulting employees in the meeting. All employees just give some suggestions and best suggestions will be rewarded

with financial and nonfinancial incentives. This policy had a very positive effects on company.

State and explain the principle of Henry Fayol used by new manager.



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42. In a school principal makes sure that every instruction, order or information given by him must be passed to vice-principal then Head of the department and then to teachers and students must be informed by respective teachers only. He never allows teachers to directly communicate with him.

1. State the Principle of Henry Fayol followed by the

school principal.

2. In case of emergency which concept of Scalar Chain can be used by teacher to pass urgent message directly to principal.



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Multiple Choice Questions

1. Principles of management are not

A. Universal

B. Flexible

C. Absolute

D. Behavioural

Answer: c.) Absolute



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2. How are principles of management formed?

- A. In a laboratory
- B. By experience of a manager
- C. By experience of customers
- D. Adaptation to changing technology

Answer: d.) Adaptation to changing technology



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3. The principles of management are significant because of

- A. increase in efficiency
- B. initiative
- C. Optimum utilisation of resources
- D. Adaptation to changing technology

Answer: a.) increase in efficiency



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4. Henry Fayol was a

- A. Social Scientist
- B. Mining engineer
- C. Accountant
- D. Production engineer

Answer: b.) Mining engineer



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5. Which of the following statements best describes the principles of 'Division of Work'?

- A. Work should be divided into small tasks.
- B. Labour should be divided
- C. Resources should be divided among jobs.
- D. It leads to specialisation.

Answer: d.) It leads to specialisation.



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6. She/he keeps machines, materials, tools, etc., ready for operations by different workers. Whose work is described by this sentence under functional foremanship?

A. Instruction card clerk

B. Repaid boss

C. Gang boss

D. Route clerk

Answer: c.) Gang boss



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7. Which of the following is NOT a principle of Management given by Taylor?

A. Science, not rule of the Thumb

B. Functional foremanship

C. Maximum not restricted output

D. Harmony not discord.

Answer: b.) Functional foremanship



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8. Management should and 'one best way' to perform.

Which technique of scientific management is defined in this sentence?

A. Time study

B. Motion study

C. Fatigue study

D. Method study

Answer: d.) Method study



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9. Which of the following statements best describes 'Mental Revolution'?

A. It implies change of attitude.

B. The management and workers should not play the game of one upmanship.

C. Both management and worker require each other.

D. Workers should paid more wages.

Answer: a.) It implies change of attitude.



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10. Which of the following statements is false about Taylor and Fayol?

A. Fayol was a mining whereas Taylor was a mechanical engineer.

B. Fayol's principles are applicable in specialised situation whereas Tylor's principles

C. Faylo's principles were formed through personal experience whereas Taylor's principles were formed through experiments

D. Fayol's principles are applicable at the top level of management whereas Taylor's principles are applicable at the shop floor.

Answer: b.) Fayol's principles are applicable in specialised situation whereas Tylor's principles



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Short Answer Type Questions

1. How is the principle of 'Unity of Command' useful management? Explain briefly.



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2. Define scientific management. State any three of its principles.



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3. If an organisation does not provide the right place for physical and human resources in an organisation, which principle is violated? What are the consequences of it? [Ans. Principle of order.]



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4. Explain any five points of significance of principles of management.



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5. What is the principle of 'Scalar Chain' and gang plank ?



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Long Answer Type Questions

1. Explain the Principle of Scientific management given by Taylor.



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2. Explain the following Principle of Management by

Fayol with examples:

(a) Unity of direction

(b) Equity

(c) Esprit de corps

(d) Order

(e) Centralisation and decentralisation

(f) Initiative.



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3. Explain the concept of 'Mental Revoluation' as enunciated by Taylor.



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4. Discuss the following techniques of Scientific work study:

(a) Time study

(b) Motion study

(c) Fatigue study

(d) Method study

(e) Standardisation and simplification of work.



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5. Discuss the relevance of Taylor and Fayol's contribution in the contemporary business environment.



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One Mark Questions

1. What is determined by Time Study?



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2. How do principles of management help managers in taking decisions scientifically? State.



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3. How do principles of management help managers in fulfilling social responsibility? State.



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4. How do principles of management help managers in meeting the requirements of the changing environment? State.



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5. State the role of 'route clerk' in functional foremanship.



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6. Why is it said that principles of management are mainly behavioural in nature?



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7. State the role of 'gang boss' in functional formanship.



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8. State the role of Inspector in functional formanship.



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Three Markes Questions

1. Explain briefly 'Unity of Direction' and 'Order' as principles of general management.



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2. Explain 'unity of command' and 'equity' as principles of general management.



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3. Explain briefly 'discipline' and 'scalar chain' as principles of general management.



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4. Explain 'order' and 'initiative' as principles of general management.



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5. Explain briefly 'Unity of Direction' and 'Order' as principle of general management.



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6. Explain briefly 'initiative' and 'Esprit de Corps' as principles of general management.



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7. Explain briefly 'Remuneration of Employees' and 'Scalar Chain' as principles of general management.



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8. Explain briefly 'Unity of Direction' and 'Order' as principles of general management.



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9. Explain briefly Remuneration of Employees'.



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10. Explain 'unity of command' and 'equity' as principles of general management.



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Four Marks Questions

1. State any four features of 'Principles of Management'.



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2. What is meant by principles of management? State any three points of their importance.



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3. Aapka Vidyalaya' believes in the holistic development of students and encourages team building through a mix of curricular, co-curricular, and sports activities. On its founder's day, a stage performance had to be put up. A committee of ten prefects was constituted to plan different aspects of the function. They all decided to use recycled paper for decoration. There was a spirit of unity and

harmony and all members supported each other. With mutual trust and belongingness, the program was systematically planned and executed. Kartic, one of the prefects realized that unknowingly the group had applied one of the principles of management while planning and executing the programme. He was so inspired by the success of the function that he asked his father to apply the same principle in his business. His father replied that he was already using this principle.

(a) Identify the principle of management applied for the success of the programme.

(b) State any two features of management highlighted in the above para.



Five Six Marks Questions

1. With the help of a diagram explain 'Functional Foremanship' as a technique of scientific management.

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2. Explain the following principles of management:

(i) Scalar chain.

(ii) Harmony, not discord.

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3. Karan nath took over 'D' north Motor Company' from his aliling father three months ago. In the past the company was not performing well. Karan was determined to improve the company's performance. He obseved that the methods of production as well as selection of employees in hte company were not scientific.

He believed that there was only one best method to maximize efficiency. He also felt that once the method is developed, the workers ofthe company should be trained to learn that best method'.

He asked the Production Mangaer the develop the est method and carry out the necesasary training. The

Production Manager developed this method using several parameters right from deciding the sequence of operations, place for men, machines and raw materials till the delivery of the product to the customers. This method was implemented throughout the organization. It helped in increasing the output, improving the quality and reducing the cost and wastage.

Identify and explain the principles and the technique of scientific management followed by the Production Manager in the above case.



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4. Explain the following principles of management:

(a) Harmony, not discord

(b) Discipline.



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5. With the help of a diagram explain "Functional Foremanship" as a technique of scientific management.



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6. Explain any five characteristics of principles of management.



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7. Explain the following principles of management:

(a) Science, not rule-of-thumb.

(b) Discipline.



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8. Explain any four points that highlight the importance of principles of management.



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