



## **BUSINESS STUDIES**

# BOOKS - SHREE RADHEY PUBLICATION BUSINESS STUDIES (HINGLISH)

## **PRINCIPLES OF MANAGEMENTS**



 Ram is a calss twelfth commerce student in a reputed schol in Punjab. Mohan is his elder brother who is doing his Masters in Hospital administration from Delhi after competing 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 teles him that these principles are also a psrts of MBA course curriculum at the beginner is level as they from the core of management in paractive. But he finds these principle different from those of pure science. In context of the above case:

(i) Outline the feature of principle of management highlighted above.

(ii) How management principle are formed?



2. After finishing he BBA degree course, Tanya gets a job of Assistant Manager in a retail company through the reference of her cousing Taruna who works in the same company as a Senior Manager. Taruna decides to guide Tanya through her experience by making her awar of the important facts about management in paracice. She talls heer that neighter the principles of management provide any readymade, straitjacket solutions to all managerial problems nor they ar not rigid prescriptions, which have to be followed absolutely.

(i) Identify the two features of priciples 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 ?



3. Manager of ABC Ltd. Does not allocate work as per

the capability of workers. Which principle is volated by

them.



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.



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

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7. Voltech India Ltd. Is manufacturing LED ulbs 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 increased to wages of teh workers after achieving its mission. Within a short peiod the company started earing profits because both the management and the workwers honoured their commitments.

State the principle of management described in the above para.



8. Vijay work as a Plant Superintendent in a shoe manufaturing 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 equliy of productin. Whereas the finance manager is strictly agiainst this parctice of overtime. Because ot will increase the cost of production. Identify and example the principle of management violated in above case.

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**9.** Suraj as enganed in the business of carpet marking handmade carpet as well as machine made carpet. There log of overlapping of actvi tive, so the production manager advised there should be two separate division for bath of them where in each dividion should have its own inchange, plans and excution.

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**10.** Mr malhotra, Finance manager of ABC Ltd. Applied for leave to attend a family function in Amritsar. The directior 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 pronciple of Fayol is applied by Mr. Malhotra?

11. Mr. Ram stared a small business with limited investment, he hired labour and them very less wages over the time with broad vision of Ram and hard work of his employees. The business started earning very good revenure but with increase in earning capacity of campany also Ram did not increases the wages and salary of his employees, they were not able to maintain a reasonable standared of living. Identify the principle of management, overlook by Mr.

Ram.

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

This is related to which principle of management



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

be respective teachers only. He never allows teahers

to directily communicate with him.

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

(ii) In case of emergency which cancept of Scalar Chain can be used by teacher to pass unrgent massage directly to principal.



14. In a school books are keept in office, chalks in the

library, officer records and files in staff room.

Which principle of management is violated here.



15. Tina and Anshu compleed 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 calleagues to impress the boss. All the employees in the organisation known about it. At teh time of performance apraisal also Tina'a performance was rated better than Anshu. Even then their boss decided to promoter Anshe 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.



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 enteprise 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 Banglore. 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 fincncial and nonfinancial incentives. This policy haca very positive effecs on company.

State and explanin the principle of Henery Fayol used

by new manager.



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**17.** School principal announced in ameeting that every month there will an inter-class capetition to check the cleanliness, discipline and decoration of class board. All the class techers requested the students that each one of you must take care of clanliness, didcipline and decoration. But miss Aditi, formed three them 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. Recentaly they have started online booking system through their website "mydabbawala. com' Owing to their tremendous propularity 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 though out and executed a plan of providding food leaf in tiffins by costomeers 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.



**19.** Alpha Ltd. Was engaged in business of garment manufacturing and selling its products uder 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 wirk overtime but this resulted in many problems. Due to increase pressure of work the eficiency of workers declined. Sometimes workers worked under more than one superior. The departments which were producing one product where asked to produce more than one type of products. This resulted in lot of overlopping 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 mrket share decreased. Based on this case answer the following questions:

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



**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.



**21.** ABC Ltd., a tyre manufaturing 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 decleared 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 leavel management of ABC organise regular training session of their employes and even during selectio 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 mal in New Delhi. The speciality of the coffee shop was the special aroma of coffee and a wide variety of flavorus

to choose from. Somehow, the business was neither profitable nor popular. Sanchit was keen t find out the reason. He appointed Sandhya, and 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 thet 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 salw of such flavours. As a result with in a short

period Syndhya was able to attract the costomers.

Identify and explain any two techniques of scienctific

management used by Sandhya to solve the problem.

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**1.** Explain the following principles of management

given by Fayol:

(a) Unity of command

(b) Order



2. Enumerate any two techniques of scientic management.
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3. What did Taylor want to communicate troudh

mental revolutino?

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**4.** Give any one point of difference between management pricciples and scientiic 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.



8. Are the principles of management static ?

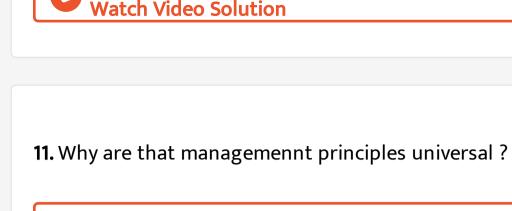
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**9.** List any two principles of 'scientific management' formulated by Taylor for managing any organisation scietifically?



10. How are managemet principles derived ?



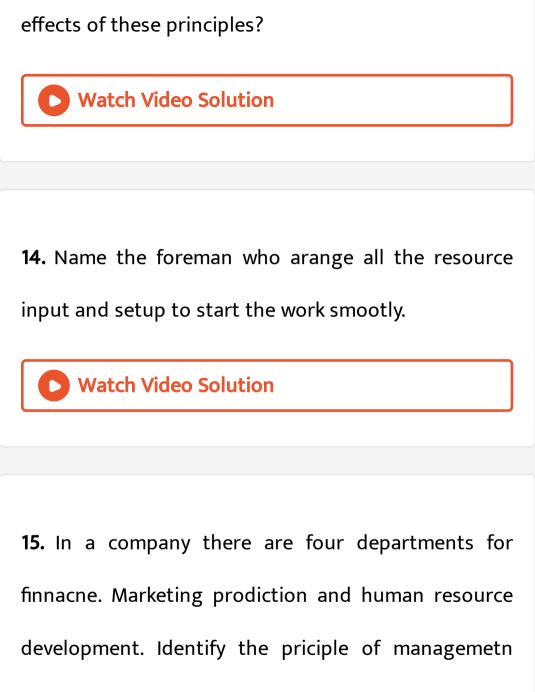


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**12.** Which principle of management insists in orderly arrangement of men and material ?

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



used in this company.



**16.** Which principle of Fayol connot be applied when organisation is following technique of tuntional loremanship?

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17. Descibe the meaning of "replacement of rule

thumb with sicnece."



18. How do the techniques of time study and motion

study help in improving the efficiency level ?



**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 organistion using technique of functional foremanship ?



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.** Brifly 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.



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.



6. Identify the techniques of Taylor which bring

uniformity and standardisation in work.



**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.



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

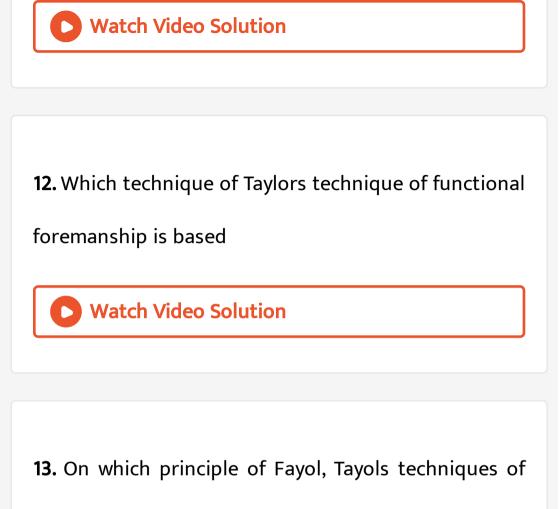
plans for development "? Explain that principle.



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

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**11.** A maneger should replace "I" with wc" in all his conversation to oncourage tham spirit identify the principle of management empaasised here.



functional formemanship is based ?



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

**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. Inreturn the manager will increase the wages but management later refused to

increase the wages. Name the principle related to

above situation.



**18.** In one of th principles of scienific management, Tylor emphasises tht 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.



19. Name any two companies who have successfully

papplied standardisation and simplification of work.



20. Explain the technique of scientific management

that is the extensionn of principle of dividion of work and specialisation.



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

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



22. A sales person is asked to finalize a deal with customer. The marketig manager allows him to give a discout of up to 10~% it 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 matually complementary. One belived that the management should share the gain with the workers while the other suggested that emloyees copenasation should depend upon the earning capacity of the company and should give then a resonable standard of living. Identify and explain the principles of management by Tayol and Fayol referred to in para ?



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

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



**26.** Voltech Ltd. Is engaged in producing electricity from demesitic grabage. There is almost equal division of work and responsibility between workers and management. The management even takes workers into confidence before taking important dicisions. All the workeers are satisfied as the behaviour of management is good. State the principles of management discribed in

above para.



**27.** 90 % staff of 'work well Itd. 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.** Prodiction 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 opnion tht 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 managerment followd here? Explain.

(b) Whihc lechnique of scientific management is indicated in above para?



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



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

- (i) Name that principle.
- (ii) What values can be followed by using this prinicple?



**31.** In one of the principles of scientific management, Taylor emphasises that there should be equal division of work and responsbility 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.



**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 ot principle related to above situation.



**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 prodiction 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.



**34.** One of the principles of Scientific management emphasizes to make the employee efficient, by training all workers. If futher insiats thot coch employee must be scientitically selected and work assigned to employess should suit thir physical, metal and intellectual capabilities.

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

(ii) Name the value emphaszed by this principle.



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

5 to 10 minutes in third foor classes. He warned them as students are complaining about this. The techers explained the principle that when we climb steps from ground to third floor. We get some tirdness and need 5 to 10 minutes rest before staring the lecture. The principal planned to install a lift in school so that techers fo 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.



**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.



**37.** Mr. Mukesh used to manufacture shose 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 mathod by using amachine it will reduce the cost and the quality of shoes will also improve.

1. Which technique of Scentific management is used by his son.

2. What is the objective of that technique.



**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 temp his 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 raisae his stature in the easy of the comapny. Also for interacting with anyone in the comapny 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 advaing 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 classconflict between the management and workers. The working conditions are very good. The company is earning hoge 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 paoducts. 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 alfixed 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. Whihc principle of Henry Favol is followed by him?

41. Mr. Rajiv the senior manager of Unique enterprise considered himself very wise and used to take all the dicsions himself without consulting the employees, he never used to help any one nor he used to take halp of anyone. The employees of unique enterprise were not working efficiently and companys profit margin started declining to tackle the problem, the company appointed a new manager from IIM Banglore. 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.



**42.** In a school principal makes surethat wvery instruction, order on information given by him must be passed to vice-principal then Head of the department and then to teachers and students must be informaed by respectivel techers only. He never allows teachers to directly communicate with him. 1. State the Principal of Hennry fayol followed by the school principal.

2. In case of emergency which concept of Scalar Chain

can be used by teacher to pass urgent massage 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



**3.** The principles of management are signigicant 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 sttements 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, maeerials, tools, etc., ready for operations by different workers. Whose work is described by this sentence under functionsl foremanhip?

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 speciallised

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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1. How is the principle of 'Unity of Command' useful

management? Explain berifly.



2. Define scientific management. State any three of its

principles.



**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.]



4. Explain any five points of significance of pinciples of

management.



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

plank ?



## Long Answer Type Questions

1. Explain the Principle of Scientific management given

by Taylor.



- 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.





**4.** Discuss the following techniques of Scientific work study:

- (a) Time study
- (b) Motion study
- (c) Fatigue study
- (d) Method study
- (e) Standardisation and simplidication of work.



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

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**One Mark Questions** 

1. What is determined by Time Study?



2. How do principles of management help managers

in taking decisions scientifically? State.

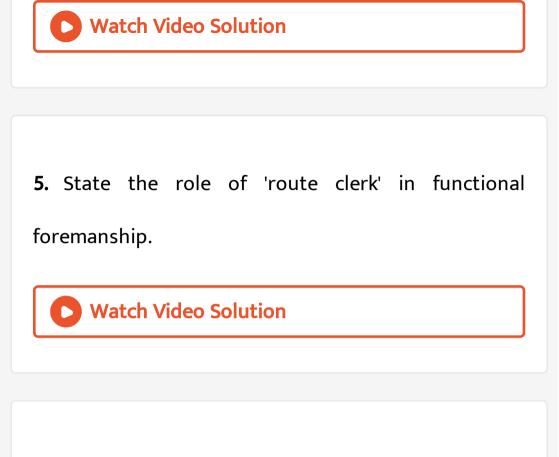


3. How do principles of management help managers

in fulfilling social responsibility? State.



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



6. Why is it said that principles of management are

mainly behavioural in nature?



**7.** State the role of 'gang boss' in functional formeanship.



8. State the role of Inspector in functional

formenaship.

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**Three Markes Questions** 

1. Explain briefly 'Unity of Direction' and 'Ooder' as

principles of general management.



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

of general management.



**3.** Explain briefly 'disciplain' and 'scalar chain' as principles of genrral management.

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

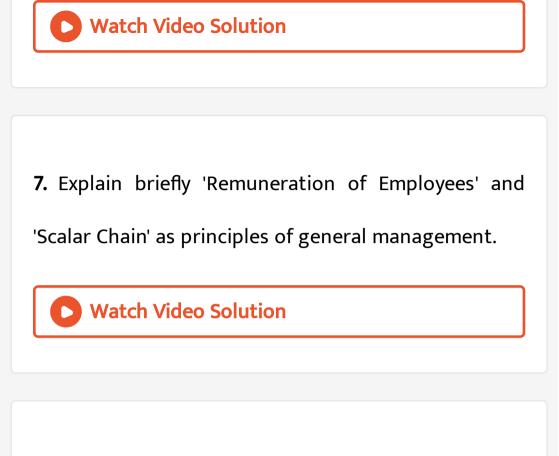
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**5.** Explain briefly Unity of Direction' and 'Order' as principle of general management.



6. Explain briefly initiative' and Esprit de Corps' as

principlies of general management.

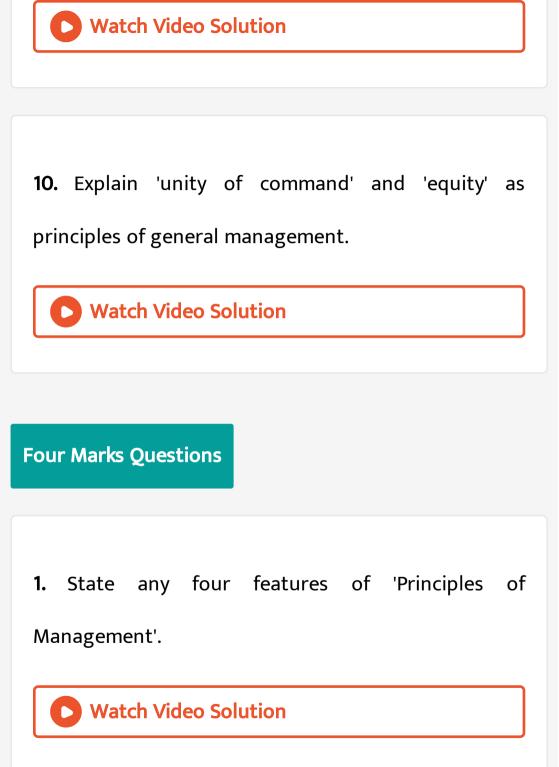


8. Explain briefly 'Unity of Direction' and 'Ooder' as

principles of general management.



**9.** Explain briefly Remunertion of Employees'.



2. What is meant by principles of management? State

any three points of their importance.



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 unknowingy 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 progrmme.

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

الأنبا المراجع المردا بالمناف



**Five Six Marks Questions** 

**1.** With the help of a diagram explain 'Funactional 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.



**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 necessary 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 This method was customers. 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.



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.



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

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

(b) Discilpine.

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



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