

Unit 2

Part A

1. Who is known as the Father of General Management?

Henry Fayol

2. Name any one new technique of Management developed based on Principles of Management

Scientific Management Principles

3. Who is called the Father of Scientific Management?

FW Taylor

4. Who advocated separation of planning and execution functions in any organization?

FW Taylor

5. What is Standardization according to Taylor?

Standardisation refers to the process of setting standards for every business activity; it can be standardisation of process, raw material, time, product, machinery, methods or working conditions

6. What is the aim of simplification according to Taylor?

Simplification aims at eliminating unnecessary diversity of products. It results in savings of cost of labour, machines and tools.

7. How Simplification differs from Standardization according to Taylor?

Simplification aims at eliminating superfluous varieties, sizes and dimensions while standardisation implies devising new varieties instead of the existing ones.

8. Who strongly advocated Piece Wage System?

FW Taylor

9. What is the objective of Method Study according to Taylor?

The objective of method study is to find out one best way of doing the job.

10. State the number of principles of management propounded by Henri Fayol

14 Principles

11. Which management principle of Fayol advocates that there should be only one boss for every individual employee?

The principle of 'Unity of Command'

12. Principles of management are NOT
- (a) Universal
 - (b) Flexible
 - (c) Absolute**
 - (d) Behavioural
13. How are Principles of management formed?
- (a) In a laboratory
 - (b) By experiences of managers**
 - (c) By experiences of customers
 - (d) By propagation of social scientists
14. Which of the following statement best describes the principle 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 specialization
15. 'She/he keeps machines, materials, tools, etc. ready for operations by concerned workers'. Whose work is described by this sentence under functional foremanship
- (a) Instruction Card Clerk
 - (b) Repair Boss**
 - (c) Gang Boss
 - (d) Route Clerk

Part B

16. Give the meaning of Mental Revolution as propounded by Taylor.

Mental revolution involves a change in the attitude of workers and management towards one another from competition to cooperation. Both should realise that they require one another. Both should aim to increase the size of surplus.

17. What is Discipline according to Fayol?

Discipline is the obedience to organisational rules and employment agreement which are necessary for the working of the organisation. According to Fayol, discipline requires good superiors at all levels, clear and fair agreements and judicious application of penalties.

18. State any two differences between Unity of Command and Unity of Direction.

According to Fayol there should be one and only one boss for every individual employee. If an employee gets orders from two superiors at the same time the principle of unity of command is violated.

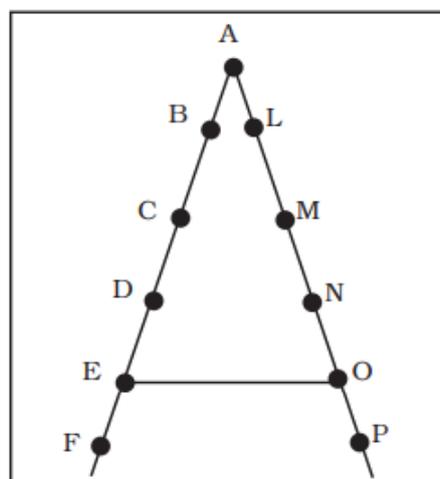
All the units of an organisation should be moving towards the same objectives through coordinated and focussed efforts. Each group of activities having the same objective must have one head and one plan.

19. What is Scalar Chain?

An organization consists of superiors and subordinates. The formal lines of authority from highest to lowest ranks are known as scalar chain. According to Fayol, "Organizations should have a chain of authority and communication that runs from top to bottom and should be followed by managers and the subordinates."

20. What is Gang Plank?

According to Fayol, this chain should not be violated in the normal course of formal communication. However, if there is an emergency then 'E' can directly contact 'O' through 'Gang Plank' as shown in the diagram.



Part C

21. Discuss the significance of Principles of Management by explaining any four points.

- a. Division of Work: Work is divided into small tasks/jobs. A trained specialist who is competent is required to perform each job. Thus, division of work leads to specialisation. According to Fayol, “The intent of division of work is to produce more and better work for the same effort. Specialisation is the most efficient way to use human effort.”
- b. Authority and Responsibility: According to Fayol, “Authority is the right to give orders and obtain obedience, and responsibility is the corollary of authority. The two types of authority are official authority, which is the authority to command, and personal authority which is the authority of the individual manager.” Authority is both formal and informal. Managers require authority commensurate with their responsibility.
- c. Discipline: Discipline is the obedience to organisational rules and employment agreement which are necessary for the working of the organisation. According to Fayol, discipline requires good superiors at all levels, clear and fair agreements and judicious application of penalties.
- d. Unity of Command: According to Fayol there should be one and only one boss for every individual employee. If an employee gets orders from two superiors at the same time the principle of unity of command is violated. The principle of unity of command states that each participant in a formal organisation should receive orders from and be responsible to only one superior.

22. Explain the Principles of Management contributed by F.W. Taylor.

“Scientific management means knowing exactly what you want men to do and seeing that they do it in the best and cheapest way. The Bethlehem Steel company where Taylor himself worked achieved three-fold increase in productivity by application of scientific management principles. Therefore, it would be to discuss these principles.

- (i) Science not Rule of Thumb: Taylor pioneered the introduction of the method of scientific inquiry into the domain of management practice. We have already referred to the limitations of the rule of thumb approach of management. As different managers would follow their indigenous rules of thumb, it is but a statement of the obvious that all would not be equally effective. Taylor believed that there was only one best method to maximise efficiency. This method can be developed through study and analysis. The method so developed should substitute ‘Rule of Thumb’ throughout the organisation. Scientific method involved investigation of traditional methods through work-study
- (ii) Harmony, Not Discord: Factory system of production implied that managers served as a link between the owners and the workers. Since as managers they had the mandate to ‘get work done’ from the workers, it

should not be difficult for you to appreciate that there always existed the possibility of a kind of class-conflict, the managers versus workers. Taylor recognised that this conflict helped none, the workers, the managers or the factory owners

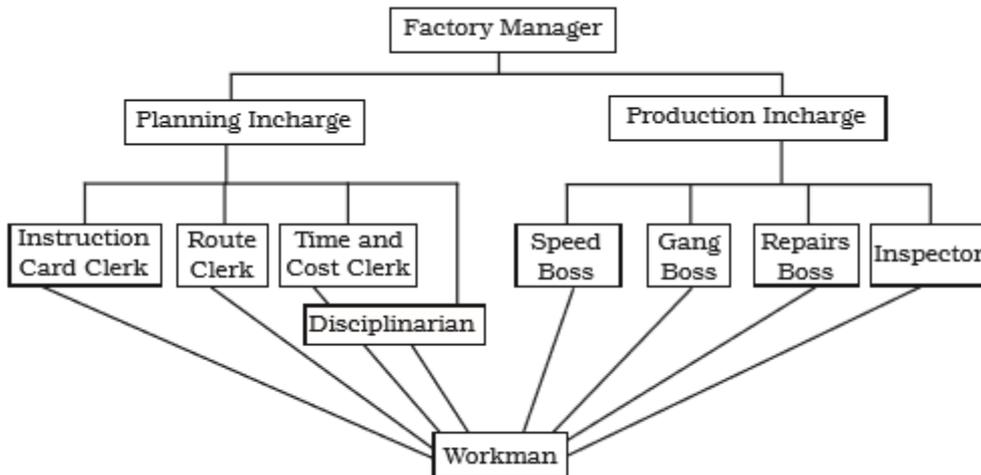
- (iii) Cooperation, Not Individualism: There should be complete cooperation between the labour and the management instead of individualism. This principle is an extension of principle of 'Harmony not discord'. Competition should be replaced by cooperation. Both should realise that they need each other. For this, management should not close its ears to any constructive suggestions made by the employees. They should be rewarded for their suggestions which results in substantial reduction in costs.
- (iv) Development of Each and Every Person to His or Her Greatest Efficiency and Prosperity: Industrial efficiency depends to a large extent on personnel competencies. As such, scientific management also stood for worker development. Worker training was essential also to learn the 'best method' developed because of the scientific approach. Taylor was of the view that the concern for efficiency could be built in right from the process of employee selection. Each person should be scientifically selected. Then work assigned should suit her/his physical, mental and intellectual capabilities.

23. What are the four aspects of work study developed by Taylor? Explain

- a. Method study: The objective of method study is to find out one best way of doing the job. There are various methods of doing the job. To determine the best way there are several parameters. Right from procurement of raw materials till the final product is delivered to the customer every activity is part of method study. Taylor devised the concept of assembly line by using method study. Ford Motor Company used this concept very successfully. Even now auto companies are using it.
- b. Motion study: Motion study refers to the study of movements like lifting, putting objects, sitting and changing positions etc., which are undertaken while doing a typical job. Unnecessary movements are sought to be eliminated so that it takes less time to complete the job efficiently.
- c. Time study: It determines the standard time taken to perform a well-defined job. Time measuring devices are used for each element of task. The standard time is fixed for the whole of the task by taking several readings. The method of time study will depend upon volume and frequency of the task, the cycle time of the operation and time measurement costs.
- d. Fatigue Study: A person is bound to feel tired physically and mentally if she/he does not rest while working. The rest intervals will help one to regain stamina and work again with the same capacity. This will result in increased productivity. Fatigue study seeks to determine the amount and frequency of rest intervals in completing a task.

Part D

24. Explain the Functional Foremanship of Taylor.



In the factory system, the foreman represents the managerial figure with whom the workers are in face-to-face contact daily. In the first chapter of the book, you have seen that the foreman is the lowest ranking manager and the highest-ranking worker. He is the pivot around whom revolves the entire production planning, implementation and control.

Thus, Taylor concentrated on improving the performance of this role in the factory set-up. In fact, he identified a list of qualities of a good foreman/supervisor and found that no single person could fit them all. This prompted him to suggest functional foremanship through eight persons Taylor advocated separation of planning and execution functions. This concept was extended to the lowest level of the shop floor. It was known as functional foremanship.

Under the factory manager there was a planning in charge and a production in charge.

Under planning in charge four personnel namely instruction card clerk, route clerk, time and cost clerk and a disciplinarian worked. These four personnel would draft instructions for the workers, specify the route of production, prepare time and cost sheet and ensure discipline respectively.

Under Production in charge, personnel who would work were speed boss, gang boss, repair boss, and inspector. These respectively were responsible for timely and accurate completion of job, keeping machines and tools etc., ready for operation by workers, ensure proper working condition of machines and tools and check the quality of work.

Functional foremanship is an extension of the principle of division of work and specialisation to the shop floor. Each worker will have to take orders from these eight foremen in the related process or function of production.

Foremen should have intelligence, education, tact, grit, judgment, special knowledge, manual dexterity, and energy, honesty and good health. Since all these qualities could not be found in a single person so Taylor proposed eight specialists. Each specialist is to be assigned work according to her/his qualities. For example,

those with technical mastery, intelligence and grit may be given planning work. Those with energy and good health may be assigned execution work.

25. Explain the nature of Principles of Management. (7 points with introduction, explanation and conclusion)

By nature, is meant qualities and characteristics of anything. Principles are general propositions, which are applicable when certain conditions are present. These have been developed based on observation and experimentation as well as personal experiences of the managers. Depending upon how they are derived and how effective they are in explaining and predicting managerial behaviour, they contribute towards the development of management both as a science and as an art.

- (i) **Universal applicability:** The principles of management are intended to apply to all types of organisations, business as well as non-business, small as well large, public sector as well as private sector, manufacturing as well as the services sectors. However, the extent of their applicability would vary with the nature of the organisation, business activity, scale of operations and the like
- (ii) **General guidelines:** The principles are guidelines to action but do not provide readymade solutions to all managerial problems. This is so because real business situations are very complex and dynamic and are a result of many factors.
- (iii) **Formed by practice and experimentation:** The principles of management are formed by experience and collective wisdom of managers as well as experimentation. For example, it is a matter of common experience that discipline is indispensable for accomplishing any purpose.
- (iv) **Flexible:** The principles of management are not rigid prescriptions, which have to be followed absolutely. They are flexible and can be modified by the manager when the situation so demands. They give the manager enough discretion to do so. For example, the degree of concentration of authority (centralisation) or its dispersal (decentralisation) will depend upon the situations and circumstances of each enterprise.
- (v) **Cause and effect relationships:** The principles of management are intended to establish relationship between cause and effect so that they can be used in similar situations in many cases. As such, they tell us if a principle was applied in a situation, what would be its likely effect. The principles of management are less than perfect since they mainly apply to human behavior. In real life, situations are not identical. So, accurate cause and effect relationships may be difficult to establish.
- (vi) **Contingent:** The application of principles of management is contingent or dependent upon the prevailing situation at a point of time. The application of principles has to be changed as per requirements. For example, employees deserve fair and just remuneration. But what is just, and fair is determined by multiple factors.
- (vii) **Mainly behavioural:** Management principles aim at influencing behaviour of human beings. Therefore, principles of management are mainly behavioural in nature. It is not that these principles do not pertain to things and phenomenon at all, it is just a matter of emphasis. Moreover, principles enable a better understanding of the relationship between

human and material resources in accomplishing organisational purposes.

Having described the inherent qualities and characteristics of management principles, it should be easy for you to appreciate the significance of these principles in managerial decision-making.