

**Unit 2**

**Principles of  
Management**

**SHORT QUESTIONS (3/ 4 mks)**

1. Explain the principles of scientific management.

Ans. a) use of science, not rule by thumb : As per Taylor the work /task should not be performed by 'hit or miss' method, rather a logical and a rationale approach should be followed in each and every element of work.

b) Harmony , not discord : As per this principle, there should be harmony between the management and the employees, for which there should be mental revolution. Both the parties should realize each others importance and work towards the profits of the firm. Conflicts should be avoided.

c) Cooperation , not individualism : According to this principle, all the activities in the firm should be carried out by the mutual cooperation of one and all. Managers and employees should jointly determine standards and take measures to achieve them.

d) Development of each and every person to his/her greatest efficiency/prosperity : As per this principle each and every employee should be given importance, their efficiency should be taken care of right from the beginning, proper training to be given to increase and enhance their future prospect.

2. Discuss the following techniques of scientific management:

a) Fatigue study    b) Method study

Ans.. Fatigue study : It refers to the duration and frequency of rest intervals to complete a particular job. The rest refreshes the workers. They work again with full energy and stamina. Long working hours, poor working conditions, unsuitable work can also be the causes of fatigue. It should be reduced.

b) Method study : It refers to identify the most suitable, economical way of doing a particular activity. To conduct this study, process chart, operation research technique can be used. The main objective is to minimize the cost of production and maximize the quality of the work.

3. Which technique of scientific management suggest that each worker should be supervised by specialists? Give the names of two designations of any two types of specialist.

Ans.. Functional foremanship advocated the need of specialists. The two designations are :

a) Gang boss : The group leader is called gang boss. He is expected to ensure that both the machines and the workers are fit enough for production and the material required by them is available.

b) Repair boss : The main function of the repair boss is to keep the machines and tools in working condition.

4. Distinguish between Time study and Motion study

Time study

a) It is an art of observing, studying and recording time required to perform every job.

b) It is conducted with the help of stop watch

c) It is conducted to determine the standard time for a particular job.

Motion study

It is the study of the total movements of the workers when they do the job.

It is conducted with the help of movie camera.

It is conducted to eliminate unnecessary and unproductive movements/motions of the employees at work.

5. Write a brief note on 'Discipline' as a principle of management.

Discipline is the obedience, respect for authority, and observance of established rules. Discipline is to be followed at all the levels of management. Fines and penalties should be imposed if they are not followed. A Manager can present a good example to his subordinated by being in discipline himself.

6. Distinguish between Unity of command and Unity of Direction

Unity of command

This principle insists on one boss on one subordinate.

The main purpose is to avoid confusion and fix up the responsibility.

This principle is related to functioning of employees with clarity of mind.

Unity of Direction

It insists on 'one head one plan'

The main purpose is to direct the effort of the employees towards achieving the objective of a particular department.

This principle is related to functioning of organization as a whole.

7. Write a brief note on principle of "Initiative"

Ans.. As per this principle, the employees should be given enough opportunity to take initiative in making and executing the plan in a certain limit. Employees should be free to come forward with their innovative ideas, suggestions before framing the plans..

Positive effects: a) Develops feeling of belongingness in employees.

b) Employees achieve the target on time if they are set up with their consultation.

8. Write a brief note on 'Espirit-de-corps'

Ans.. Espirit-de-corps refers to the team spirit among the employees. It believes in 'Unity is strength'.

The superiors should share the credit of success with others in the organization. 'we' should take the place of 'I' in the organization. This increases the cooperation and creates a feeling of belongingness.

9. If an organization does not provide the right place for physical and human resources, which principle of Fayol is violated? State two consequences.

Ans.. The principle of Order is violated. Following are the evil effects if the principle is not followed-

- a) Misuse of resources.
- b) Increase in the possibility of accidents.
- c) Height of disorder.

10. 'Taylor's principles of scientific management and Fayol's principles of management are mutually complementary' Do you agree with this view. Give three reasons to support your answer.

Ans.. Yes, I agree that both the principles of management are complementary to each other-

- a) Taylor brought a number of suggestions in order to increase the efficiency of workers whereas Fayol brought into existence many principles in order to solve the problems of high ranking managers
- b) Taylor started his career as a labourer whereas Fayol started his career as a high ranking manager.
- c) Taylor's principles are related to production areas whereas Fayol's principles are important to all functional areas such as finance, marketing etc.

### LONG QUESTIONS ( 6 mks)

1. Explain the Features of the principles of Management.

Ans.. Management principles are the statements of basic truths which have the ability to predict the result of managerial activities.

Following are the features-

- a) Universal applicability : The principles are universal in nature. Universality refers to the truth which is equally applicable in all the spheres (both business and non business, in various countries too) All Business units such as Industries and non business units such as educational institutions have to apply more or less same principles in order to achieve their objectives.
- b) General guidelines : The principles of management are not definite and specific like the principles of science. The principles of management cannot be applied blindly anywhere and are not applied strictly.
- c) Formed by practice and experimentation : Principles of management are the result of the various problems faced by the professionals. As the problems came, research was done, through observation and continuous experimentations these principles have been derived.
- d) Flexibility : The principles of management as they exist today are not in the form of final truth. As there is the change in the environment, new kinds of problems arise and so the principles are altered and the new ones are propounded.
- e) Relationship between cause and effect : The principles of management establish the relation between the cause and effect. For e.g If unity of command is followed, it avoids confusion among the employees. In this statement, Unity of command is the cause and avoidance of confusion is the effect.
- f) Contingent : Management principles are contingent in nature which means they are not permanent as they are affected by the changes.

2. Discuss four importance of Principles of Management.

Ans.. The importance of the principles of management becomes clear from the following points-

- a) Provides useful insight to the managers : The principles of the management are evolved on the basis of experiments performed by the professionals. The principles of managers guide them how to act in a particular situation.
- b) Scientific decisions : A scientific decision means a balanced decision. The principles of management provide the necessary training to the managers so that they can take rational decisions.