

HOTS

1. For the last two years, Tulip industries is not functioning smoothly and systematically. The relation between management and employees are becoming bitter day by day. After a complete analysis, it was observed that employees are not working effectively and efficiently and management is not fulfilling its commitment of increments and promotions.
 - a) Which management principle is being ignored in the given case?
 - b) Can the problem be solved if only management becomes serious in fulfilling its promises? What should be the appropriate course of action to achieve smooth and systematic functioning of Tulip industries?
2. Tarun is a salesman in M/s Star industries. He did an aggressive research on a new cost saving advertisement technique and suggests the same to his sales manager. However, the sales manager did not pay any attention to his suggestion. Moreover, he also warned him not to come with any suggestions in future. Which principle of management is being violated by the manager? What should have been the appropriate way of response by the manager?
3. “An employee working in a factory must not waste time in search of raw material or tools and he should know the place where his superior will be available in case of any need.” Which principle of Fayol is being highlighted in the given statement? State any two adverse consequences of not following the given principle.
4. Raman, a purchase manager of a company, has to purchase 55 tones of raw material. He purchased the raw material from a firm owned by his relative, at a rate more than the market price. Which management principle is being violated? What should have been the appropriate course of action by Raman?
5. Mayank is a sales manager in a company. He is given the responsibility of meeting a sales target of 150 vacuum cleaner in a month. To achieve this target, Mayank needs 20 sales executives. However, he has just 11 executives under him and he is not given the authority to employ 9 more executives. Mayank is able to sell only 80 vacuum cleaners. The General Manager of the company blames Mayank for not achieving the target results. Do you think Mayank can be blamed for this?
6. Mr. Shyamlal is the production foreman of smart kids private Ltd. (kids wear manufacturing company). He gets instruction from Mr. Aditya (production manager) to increase the production due to unpredictable trend of market demand.
 - a) Which principle of management is being overlooked in the given case?
 - b) What can be the possible consequences of such a violation?
 - c) What should be done by Mr. kaantilal to resolve the issue?
7. Fast Track Motors (automobile company) is producing 3 different types of vehicle: cars, Two-wheelers and Three Wheelers. All the activities of the company (Purchase,

- production, Marketing, etc.) with respect to each type of vehicle are under one common department. Due to this, the company is unable to achieve its overall objectives.
- a) Which management principle is not observed by the Fast Track Motors?
 - b) What should be done so that Fast Track Motors can achieve its overall objectives?
8. “Panchayats in our country have been given powers to decide and spend funds granted to them by the government for the welfare of villages.” Identify the management principle highlighted in the given statement.
9. M/s Fast cool industries (AC manufacturing company) asked its employees to work overtime in order to meet growing demand of AC in summer season. However, the employees were not paid overtime wages for extra time worked by them. As a result, the employees always felt dissatisfied and it lead to unhealthy relationships between the employees and management.
- a) Identify the Fayol’s principle not observed by Fast Cool industries.
 - b) Mention two other portable adverse consequences of not paying overtime wages to the employees.
10. Mr. Prakash Chopra, General Manager of M/s Kwaliti Enterprises (Leather bags manufacturing company) retains complete authority over all the activities of the business. No decision-making power is given to the subordinates. As a result, Mr. Prakash is always engaged in day-to-day operational activities and is unable to concentrate on core issues of company.
- a) Identify and state the management principle violated by Mr. Prakash Chopra?
 - b) How can Mr. Prakash concentrate more on core issues of the company?
11. “Now a days, people of various nationalities work together in a discrimination free environment, like India-born Indra Nooyi is the CEO of Pepsi.” Identify and mention any two positive effects of management principle highlighted in the given statement?
12. Ramesh is appointed as a mechanic in repair and maintenance department of Starlite Industries. However, he is not allotted a particular workshop and everyday he has to carry tools from one place to another. As a result, the workers have to search for Ramesh in case any problem in the machine.
- a) Which management principle is lacking in Starlite Industries?
 - b) State the principle.
 - c) What should be done to overcome the problem of workers?
13. Akhil and Shyam, having same educational qualifications, work as sales executives in a Water purifier company. Akhil gets a salary of Rs. 14,000 per month and Shyam gets Rs. 16,000 per month as he belongs to the home town of sales manager. Name and state the principle of management violated in this case?
14. Craft Industries has adopted a new policy of cost cutting. Instead of appointing employees on permanent basis, it has started recruiting them as ‘trainees’ on temporary basis in order to avoid increment benefits. It immensely benefitted the company in financial terms. However, within one month, the trainees started leaving the company due

to feeling of job insecurity. As a result, financial savings made by the company were spent in the process of new recruitment.

- 1) Which principle was not observed by Craft Industries?
 - 2) Whether company should continue with the temporary job offer in its new recruitment process? To support your answer, mention any three adverse effects, which a company will face in case of frequent turnover of employees?
15. The sales manager assigned a target of selling 40 RO Water Purifiers in a month to a group of 10 sales executives. They mutually decided to sell 4 purifiers each. However, after selling 1 purifier, Shitiz met with an accident. The other sales executives did not pay any attention to the remaining target of Shitiz and concentrated on their individual sales target. At the end of the month, only 37 purifiers could be sold.
- 1) Identify and state the principle of management violated in the given case?
 - 2) What should have been the appropriate course of action?
16. In one of the techniques of scientific management, Taylor advocated separation of planning and execution functions. Identify and state the technique highlighted in the given statement.
17. Gangadhar is a worker in Liberty Industries, a shoe making company. He is regularly provided instructions by one of his superiors. Another superior lays down the sequence of operations. His speed, efficiency and quality of work are also supervised by different superiors, who specialize in their respective fields.
- 1) Identify the technique of scientific management followed by Liberty Industries.
 - 2) What is the significance of having so many superiors on Gangadhar?
 - 3) Which principle of Fayol is not applicable in this kind of organization?
18. Shersingh works as a head mechanic in XYZ Ltd. He requires a number of tools while assembling the machine. For getting the tools, Shersingh has to move frequently to the tool room, which is situated away from the work place. Such frequent movements lead to wastage of a lot of time and no steps are taken by the factory manager to eliminate such unnecessary movements of Shersingh and his co-workers.
- 1) Which technique of Taylor is overlooked by the factory manager?
 - 2) How can the frequent movements be avoided?
 - 3) What kind of benefits will accrue to XYZ Ltd. after avoiding such unnecessary movements?
19. During the festival season of Diwali, Solar Industries planned to increase the production due to rising demand of TV in the market. To raise the production, the management asked the employees to work double shifts. In return, management also promised to pay Diwali bonus in addition to double remuneration. The employees happily completed the production target. However, after the festive season, the management denied to pay the Diwali bonus.
- 1) Which principle is being overlooked by the management?
 - 2) Mention any one consequence of not following this principle?

OR

Mohan always comes 1 hour late in the office and leave 1/2 an hour before the scheduled time.

No penal action is taken against him. Other employees also started coming late in the office. Management is very disturbed with this and has started scolding the employees.

- 1) Which management principle is being violated in the given case?
 - 2) Mention one probable adverse consequence of violation of the given principle.
20. In order to ensure unity of command, Mr. Rajkumar, the factory manager of M/s Play Kids Pvt. Ltd. appointed just one foreman for entire production, planning, implementation and control of a workman. However, Suryavanshi was not competent enough to effectively supervise both planning and executing functions. It reduced the quality of work and efficiency of workman.
- 1) Which steps can be taken by Mr. Rajkumar to improve the quality of work and efficiency of workman?
 - 2) Which technique of scientific management is violated in the given case?
 - 3) This technique is an extension to one of the Fayol's principle? Identify the principle.
21. Sitaram, the production manager of X Ltd., wants to increase the speed of packaging. In order to identify and eliminate unnecessary and unproductive movements of workers in packaging, he installed a movie camera in the factory.
22. Ria works as a secretary to the managing Director of knowledge Group Industries. Her boss has given the duty to acquire test reports from the laboratory. However, she was unable to fulfill the assigned task as only the technicians, researchers and top executives were allowed to enter and collect the test reports.
- 1) Identify and state the management principle violated in the given case.
 - 2) What should have been done so that Ria could have completed her assigned task?
23. Mastermind Industries developed a new product: 'Memory Sharpening Kit' for kids. Mr. Shankarprasad, the sales manager of the company, is asked to achieve target sales of 500 kits in one month. He designed a sales plan for the sale of kit without consulting his sales staff. He even refused to hear their suggestions and asked them to just follow his instructions. It led to frustration among the sales staff and as a result, the sales target was not achieved on time.
- 1) Identify and state the management principle overlooked in the given case?
 - 2) What should have been done by Mr. Shankar Prasad to achieve the sales target?
24. Sargam Enterprises import various computer parts from China and assembles them to make a complete computer. The total work involves three different tasks: assembling, labelling and packing of computer. Each employees of the company independently performs all the three tasks. As a result, no employee is able to gain specialization in a particular field and the company is unable to fulfill the orders on time.

- 1) State and identify the principle, which can be followed by Sargam Enterprises to overcome this problem?
- 2) Will the use of this principle enable the employees to gain specialization?
- 3) Can the company implement this principle in managerial work also?

VERY SHORT ANSWER TYPE QUESTIONS:

25. A principle of management states that the work should be divided into small tasks as it leads to specialization and increased output. Name the principle.

OR

Which principle of Fayol goes beyond factory workers and affects the managerial and technical workers also?

26. The directors of X Ltd. asked their production manager to manufacture 50 AC per day. The production manager has no authority to purchase special material required for the production of AC. So, he could not make AC of standard quality. State the relevant principle being violated in the given case.
27. A sales employee is allowed to give discount up to 12% by the marketing manager, whereas finance manager has empowered to offer discount up to 6%. Which principle of management is being violated?
28. The subordinates in a company receive orders regarding their work from different operative heads for the same task. Which principle of management is being overlooked and why?
29. If a company manufactures motorcycle as well as cars, then it should have two separate divisions for both of them. Which principle is being highlighted in the given statement?
30. Name the management principle, which is being violated, when a manager awards contract for supply of raw material to his relative ignoring other parties, who can supply the same at a cheaper rate.
31. A new engineer in a offered very low pay by top level. Which principle of management is being overlooked?
32. "Policies and objectives should be determined by the top level and authority for the day to day activities should be given to the subordinates." Which principle is being highlighted in the given statement?
33. Why did Fayol introduce the concept of 'Gang Plank' in the principle of 'Scalar-Chain'?
34. Lack of arrangement of place for things and people creates difficulty in achieving objectives of the organization on time. Which principle is being violated in the given statement?
35. Which principle of management is violated if one month medical leave is granted to a supervisor with pay and only one week medical leave to accountant?
36. "Employee's turnover should be minimized to maintain organizational

efficiency.”Mention the principle being discussed in the given statement.

37. An employee approached the management to suggest some time saving technique of production, but he was not appreciated by his superiors. Which principle of management is disregarded here?
38. It is duty of each member to ensure that target is achieved on time even. If any member is unable to fulfill his individual target. Identify the principle being highlighted.
39. Name the technique, which act as the strongest motivator for a worker to reach standard performance.
40. There should be completed understanding between labor and management instead of individualism. Identify the principle of Taylor.

VALUE BASED QUESTIONS.

41. An organization employs more male employees than female employees because they can work overtime in case of excess work. In this organization, Ashok and Sheela are working at the same post but being male employee, Ashok has more rights than Sheela. Which values are being affected here?
42. An organization proposes the use of CFLs and LEDs which consumes less electricity than normal bulbs for its lighting arrangements. Which value is attained by the organisation?
43. An entrepreneur wants to start his business in backward area because govt. gives many incentives & rebates in taxes, which results in low cost and he will be able to sell the product at low prices. There he will be able to get large area by deforestation. Which values are being affected here?