

A. MULTIPLE CHOICE QUESTIONS (MCQs)

1. Principles of management are not
(a) universal (b) flexible (c) absolute (d) behavioural
2. Principles of management cannot be
(a) defined (b) applied anywhere
(c) tested in Laboratories (d) part of Business
3. How are principles of management formed?
(a) By experiments in a laboratory (b) By experiences of managers
(c) By experiences of customers (d) By propagation of social scientists
4. 'Hindustan Unilever Limited' decided to divest in non-core business of chemicals and seeds.' Which point of importance of principles of management is highlighted here?
(a) Fulfilling social responsibility (b) Optimum utilization of resources
(c) Meeting changing environment requirements (d) Scientific decisions
5. Principles enable a better understanding of the relationship between human and material resources in accomplishing organisational purposes. Which of the following characteristic of principles of management is reflected in the above statement?
(a) Principles are flexible in nature (b) Principles are contingent
(c) Principles are behavioural (d) General guidelines
6. The principles of science are _____ whereas the principles of management are _____.
(a) flexible/rigid (b) rigid/flexible
(c) based on research/based on development (d) permanent/temporary
7. The principles of management can be changed according to the prevailing situation in organisation. This shows that management principles are
(a) flexible (b) universal (c) behavioral (d) scientific
8. 'The principles of management are dependent on the prevailing situation at particular point of time.' Identify the nature of principles of management
(a) Contingent (b) Flexible
(c) Mainly behavioral (d) Cause and effect relationship

9. Which of the following option is false? Principles of management are
- (a) Applicable only in large firms (b) Formed by practice and experience of managers
- (c) Flexible (d) Contingent

(CBSE Sample Paper 2019-20)

10. _____ are guidelines to take decisions or actions while practicing _____.

- (a) Values, principles (b) Values, techniques
- (c) Principles, techniques (d) Principles, value

11. Match the concepts with their interpretation:

Techniques

Statements

- | | |
|-----------------------------|-------------------------------------|
| 1. Principles of management | A. Flexible |
| 2. Principles of science | B. Moral connotation |
| 3. Values | C. A way to carry a particular task |
| 4. Techniques | D. Rigid |

Find the correct option:

- (a) 1-A, 2-D, 3-C, 4-B (b) 1-A, 2-D, 3-B, 4-C (c) 1-B, 2-D, 3-A, 4-C (d) 1-B, 2-D, 3-B, 4-A

12. Which of the following is not a principle of management given by Taylor?

- (a) Science, not rule of thumb (b) Functional foremanship
- (c) Maximum, not restricted output (d) Harmony, not discord

13. Taylor focused his attention on

- (a) administrative level (b) Top level (c) Middle level (d) Shop level

14. Who is considered as father of scientific Management?

- (a) F.W Taylor (b) Henry Fayol (c) Gilberth (d) Koontz

15. 'Keshav 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

16. Taylor devised the concept of assembly line by using _____

- (a) Fatigue Study (b) Motion Study (c) Time Study (d) Method Study

17. 'If this principle is violated, authority is undermined, discipline in jeopardy, order disturbed and stability threatened.' Identify the principle of management

- (a) Discipline (b) Unity of Direction (c) Order (d) Unity of Command

18. 'The Differential Piece Wage System technique is based on the principle of _____.

- (a) Equity (b) Remuneration
- (c) Subordination of individual interest to general interest (d) Division of work

19. Which contemporary techniques of management focuses on reduction of seven wastes of production?

- (a) Six Sigma (b) Operation Research (c) Lean Manufacturing (d) Reengineering

20. Which scientific technique/ work study establishes interchangeability of manufactured parts or products?
- (a) Motion Study (b) Method Study
(c) Standardisation and Simplification (d) Functional Foremanship
21. The technique in which task of supervision is divided into several specialized functions with the help of eight specialists is
- (a) Standardization (b) differential piece wage system
(c) simplification (d) functional Foremanship
22. Same charger of mobiles can be used for different models of a particular brand. This is an example of which of the following techniques of scientific management?
- (a) Standardization (b) Simplification
(c) Method Study (d) Functional Foremanship
23. One of the techniques of scientific management states that efficient workers should be paid higher wages than inefficient workers. Identify the technique from the following options:
- (a) Time study (b) Simplification of work
(c) Differential piece wage system (d) Mental revolution
24. Which of the following option best describes the meaning of 'mental revolution'?
- (a) Change of attitude (b) Change of values and principles
(c) Change of pay scales (d) Change of working atmosphere
25. Match techniques of scientific management with the suitable statements:

Techniques	Statements
1. Standardization	A. One best way of doing of job
2. Method Study	B. To establish interchangeability of manufactured parts and products.
3. Fatigue Study	C. Separation of planning and execution
4. Functional Foremanship	D. To determine the amount and frequency of rest intervals

Find the correct option:

- (a) 1-B, 2-D, 3-C, 4-A (b) 1-B, 2-A, 3-D, 4-C (c) 1-B, 2-D, 3-A, 4-C (d) 1-B, 2-D, 3-A, 4-C

26. Match the column I with column II

Indicators	Scientific Principle
1. Extension of the principle of 'Harmony not Discord	A. Science Not rule of thumb
2. Management should share gains of the company with workers	B. Development of each and every person to his or her greatest efficiency and prosperity
3. Each person should be scientifically selected	C. Harmony Not Discord
4. The more sophisticated the processes, greater would be the savings	D. Cooperation not individualism

Find the correct option:

- (a) 1(B) 2(C) 3(D) 4(A) (b) 1(D) 2(C) 3(B) 4(A)
(c) 1(C) 2(D) 3(B) 4(A) (d) 1(D) 2(C) 3(A) 4(B)

27. Which technique of scientific management proposed by F.W. Taylor violates the principle of 'Unity of Command'?
- (a) Differential Piece Wage System (b) Functional Foremanship
(c) Work Study (d) Standardisation and Simplification
28. Which scientific principle of management encourages employees to render their suggestions while taking important decisions?
- (a) Harmony, not Discord (b) Science, not Rule of Thumb
(c) Cooperation not individualism (d) Maximum, not Restricted Output
29. Management should find 'One best way' to perform a task. Which technique of scientific management is defined in this sentence?
- (a) Time Study (b) Motion Study (c) Fatigue Study (d) Method Study
30. Which foreman ensures proper working condition of machineries ready for operation by workers?
- (a) Repair Boss (b) Gang Boss (c) Speed boss (d) Inspector
31. Which study of Taylor aims at eliminating unnecessary movements to ensure timely completion of work.
- (a) Method study (b) Motion study (c) Time study (d) Fatigue study
32. Which scientific principle of management advocates complete openness between workers and management?
- (a) Development of each and every individual to his or her greatest efficiency and prosperity
(b) Harmony not Discord
(c) Cooperation not individualism (d) Science not rule of thumb
33. Match functions with the nature of specialists:

Functions done	Name of Boss
1. Keep Machines and tools ready	A. Speed Boss
2. Keep check on quality of work	B. Inspector
3. Timely and accurate completion of work	C. Repair Boss
4. Ensure proper working condition of machines	D. Gang Boss

Find the correct match:

- (a) 1(D) 2(B) 3(A) 4(C) (b) 1(C) 2(B) 3(A) 4(D) (c) 1(B) 2(C) 3(A) 4(D) (d) 1(D) 2(B) 3(C) 4(A)

34. Paridhi has been made in charge of the Chemistry Laboratory. She conducted a scientific study to arrange the material to be kept in the laboratory. Identify the work study mentioned in above case.
- (a) Method Study (b) Motion Study (c) Time Study (d) Fatigue Study.

35. Taylor believed that there was only one best method to maximise efficiency. Which principle of scientific management has highlighted the above statement?
- (a) Harmony, not discord (b) Science, not rule of thumb
(c) Cooperation, not individualism (d) Development of each and every person
36. A company made a research the wastages and eliminated superfluous varieties during the process of production. Which technique of scientific management is applied here?
- (a) Standardization (b) Simplification
(c) Method Study (d) Functional Foremanship
37. Henry Fayol was a
- (a) social scientist (b) mining engineer
(c) accountant (d) production engineer
38. Administrative principles were given by
- (a) F. W. Taylor (b) Henry Fayol (c) Abraham Maslow (d) Henry Fayol
39. Panchayats in our country have been given more powers to decide and spend funds granted to them by the government. The principle of management highlighted in the above statement is
- (a) Equity (b) Centralisation and decentralisation
(c) Authority and Responsibility (d) Esprit De corps
40. 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 specialisation
41. The principle which emphasises kindness and justice in the behaviour of managers towards workers is
- (a) equity (b) Order (c) Esprit de Corps (d) Initiative
42. CEOs of Uber and Zomato decided to look after the financial needs of the employees during the ill effects of COVID 19 as they believed they are the people who helped them create their business. The decision of retention of employees relates to which of the following principle of management?
- (a) Esprit de corps (b) Stability of tenure of personnel
(c) Discipline (d) Remuneration of employees
43. The employees should be given reasonable time to show results. Any insecurity of job will result in high recruitment, selection and training cost. This principle relates to which of the following principles?
- (a) Esprit de Corps (b) Remuneration
(c) Stability of personnel (d) Authority and responsibility
44. The principle which states that there should be good supervisors at all levels for smooth and systematic working of an organisation is:
- (a) equity (b) initiative (c) discipline (d) order

45. Ms. Surbhi, the manager of ATS Ltd. found Vasu, an employee usually coming late to the office. Being new, she could not take strict action against him. Consecutively, other employees also started coming late which led to the fall in the overall discipline. Which principle of management Surbhi could not apply in the organization.
- (a) Subordination of individual interest to general interest (b) Remuneration
(c) Discipline (d) Equity
46. Mr. Gurarpan, the General Manager of Pinewood Industries, is very enthusiastic about his work. He makes the plans for all the departments on his own and instructs the department heads to follow those plans. Which principle of management is violated by Mr. Gurarpan?
- (a) Espirit De corps (b) Unity of Direction
(c) Initiative (d) Unity of Command
47. Gang Plank is related with which principle of management?
- (a) Unity of Direction (b) Unity of Command (c) Scalar Chain (d) Order
48. The concept of Gang Plank is applicable when
- (a) Two superiors at different levels take decision in case of urgency
(b) Two superiors at same levels take decision in case of urgency
(c) Two subordinates at any level take decisions in case of urgency
(d) One superior and subordinate take decisions in case of urgency
49. 'An employee contacts the CEO directly to complaint about the problems employees are facing at the work station'. Which principle of management is violated here?
- (a) Unity of command (b) Unity of direction (c) Scalar chain (d) Discipline
50. "One head One plan" is concerned with the following principle of Fayol
- (a) Unity of command (b) Unity of Direction (c) Fair remuneration (d) Division of work
51. Which of the principle of Fayol's is in the contrast to scientific technique, Functional foremanship?
- (a) Unity of direction (b) Unity of command
(c) Discipline (d) Subordination of individual interest to general interest
52. Judicious application of penalties by the management is principle of
- (a) Initiative (b) Discipline
(c) Remuneration of workers (d) Tenure of personnel
53. Riyadh, a manager in 'King Cobra Limited', has not set the parameters to assess the performance of work and accuses his subordinates for under performance. This led to dissatisfaction among the workers. Which principle of management has been overlooked by Riyadh?
- (a) Unity of command (b) Discipline
(c) Authority and responsibility (d) Equity

54. Saksham was appointed as Northern Regional Manager by Bedi Pharmaceuticals and Annidhya was appointed as Western Regional Manager. Both have similar responsibilities but Saksham enjoys more perks and salaries than Annidhya. Identify the principle violated.
- (a) Principle of Esprit De Corps (b) Principle of Equity
(c) Principle of Remuneration
(d) Principle of subordination of individual interest to general interest
55. The production manager of Jimmy Davis, a jeans manufacturing company, sets the target to manufacture 1,000 jeans per month to be completed by 10 workers. One of the worker fell sick and the work was divided by the remaining workers among themselves. Which principle of management has been set as an example by the employees?
- (a) Esprit de corps (b) Unity of direction (c) Initiative (d) order
56. Violation of principle of 'Esprit de Corps' leads to
- (a) minimize labour turnover (b) minimize sales turnover
(c) loss of coordination (d) disorder
57. Which principle of management emphasizes on study and analysis of methods rather than estimation?
- (a) Method study (b) Science, not rule of thumb
(c) Standardization of work (d) Maximum, not restricted output
58. A manager should replace 'I' with 'We' in all his conversations with workers. This statement relates to which of the following principle of management?
- (a) Initiative (b) Esprit De Corps
(c) Equity (d) Subordination of individual interest to general interest
59. Which of the following statement is not true about Taylor and Fayol?
- (a) Taylor worked at shop floor area whereas Fayol worked top level of management
(b) Taylor's contribution was applicable to specialized situations whereas Fayol's contribution was universally applicable.
(c) Taylor's contribution was based on personal experiences whereas Fayol's contribution was based on observations and experimentations.
(d) Taylor's contribution was towards increasing productivity whereas Fayol's contribution was on improving overall administration
60. Which technique of scientific management is the extension of Fayol's principle of division of work?
- (a) Mental revolution (b) Simplification of work
(c) Functional foremanship (d) Standardization of work
61. Which of the following statement correctly describe the meaning of principle of order?
1. Command by a superior to his subordinates
 2. Materials, tools and apparatus should be kept at their respective place after use
 3. Employees should be available at their respective workstations
- Correct answer would be:
- (a) Only 1 (b) 2 & 3 (c) 1 & 3 (d) 1,2 & 3

62. Match the statements with their respective principles:

Techniques	Statements
1. Initiative	A. To ensure fairness to all employees through kindness and justice
2. Remuneration	B. To implement good suggestion system
3. Equity	C. Clear and fair agreements
4. Discipline	D. Fair wages for reasonable standard of living

Find the correct option:

- (a) 1-B, 2-D, 3-C, 4-A (b) 1-B, 2-A, 3-D, 4-C (c) 1-B, 2-D, 3-A, 4-C (d) 1-B, 2-A, 3-D, 4-C

MCQs based on Case Problem

Read the following text and answer question numbers 63-67 on the basis of the same:

Kashish Kapoor, a young entrepreneur has set up a private limited company to manufacture different kinds of eco-friendly packaging materials. He has done his MBA from Japan and served in a Japanese company for three years. He proposed to adopt to logical approach to his business rather than hit and trial method as he knows that this can result in tremendous saving of human energy as well as wastage of time and materials. He got highly influenced with the Japanese work culture, so he planned to adopt paternalistic style of management in his factory as well. His father appreciated the Japanese culture but advised him to modify the principles as per the demand of the situation.

For greater productivity, he believed in separation of planning and execution functions and decided to extend this concept to the shop floor.

He believed that an organization cannot succeed without winning the confidence of his employees and for that it is very important that management and workers both honour their commitments. He shared his vision with his managers. His team was very excited to have new ideas and an enthusiastic entrepreneur.

63. "He proposed to adopt to logical approach to his business rather than hit and trial method as he knows that this can result in tremendous saving of human energy as well as wastage of time and materials." Which importance of principle of management is highlighted in this sentence?
- (a) Scientific decision
 - (b) Optimum utilization of resources and effective administration
 - (c) Providing managers with useful insight into reality
 - (d) Fulfilling social responsibility
64. "He got highly influenced with the Japanese work culture, so he planned to adopt paternalistic style of management in his factory as well." Which scientific principle of management is Kashish Kapoor talking about?
- (a) Science, not rule of thumb
 - (b) Harmony, not discord
 - (c) Cooperation not individualism
 - (d) Development off each and every person to his or her greatest efficiency.

65. "His father appreciated the Japanese culture but advised him to modify the principles as per the demand of the situation." Identify the nature of principles of management.
 (a) General guidelines (b) Mainly behavioural (c) Flexible (d) Contingent
66. "For greater productivity, he believed in separation of planning and execution functions and decided to extend this concept to the shop floor." Which technique of scientific management has been referred to in above lines?
 (a) Simplification (b) Differential Piece Wage system
 (c) Functional Foremanship (d) Standardisation
67. "He believed that an organization cannot succeed without winning the confidence of his employees and for that it is very important that management and workers both honour their commitments." Identify Fayol's principle of management highlighted in above lines.
 (a) Discipline (b) Equity (c) Esprit de Corps (d) Initiative
- Note:** In paternalistic style of management, a manager treats employees as a family member and expects loyalty, trust and obedience from them.

Read the following text and answer the following questions on the basis of the same:

After completing her Bachelors in Fashion Designing from a well-known college in France, Aditi has opened a boutique in a posh market in Kolkata. She has divided the work in smaller units and each employee is well trained to perform his/her task efficiently. The sales persons are allowed to close a deal with a buyer by giving a maximum of 5 percent discount, whereas the decision to give any further discount rests with Aditi as the final authority.

In the earlier period of her business venture, employees were asked to put in extra hours of work. In return she had promised to give them a special incentive within a year. Therefore, when the business was doing well, she honoured her commitment by giving bonus to her employees. She also instructed her employees that communication from top to bottom should follow the official lines of command.

However, she tends to be more biased towards her female employees, when it comes to solve the conflicts among employees. [CBSE QB 2021-22]

68. Aditi has divided the work in smaller units and each employee is well trained to perform his/ her task efficiently. Which principle of management is being followed here?
 (a) Centralization and Decentralization (b) Division of work
 (c) Discipline (d) Order
69. "The sales persons are allowed to close a deal with a buyer by giving a maximum of 5 percent discount, whereas the decision to give any further discount rests with Aditi as the final authority." Identify the principle of Management being followed here:
 (a) Centralization and Decentralisation (b) Authority and Responsibility
 (c) Unity of Command (d) Unity of Direction
70. "Therefore, when the business was doing well, she honoured her commitment by giving bonus to her employees." Which principle of management is being highlighted here?
 (a) Discipline (b) Order
 (c) Remuneration to Employees (d) Unity of Direction

71. Aditi tends to be more biased towards her female employees, when it comes to solve the conflicts among employees. Which principle is being violated here?
- (a) Discipline (b) Order (c) Equity (d) None of these

B. FILL IN THE BLANKS

1. Principles of management are derived in _____ ways.
2. The principles of management are derived on the basis of _____ and _____.
3. The principles of management are _____ as their applicability is _____ upon the prevailing situation at a particular point of time.
4. A managerial principle is a broad and _____ guideline for decision making and behaviour.
5. Management principles are not as _____ as principles of pure science.
6. Principles of management enable a better understanding of the relationship between _____ and _____ resources in accomplishing organizational purposes.
7. Derivation of principles of management may be said to be a matter of _____ and their creative application may be regarded as an _____.
8. Principles of science are based on _____ relationship.
9. The principles are guidelines to action but do not provide readymade, _____ to all managerial problems.
10. The principles of management are _____ prescriptions.
11. Principles are _____ to take decision whereas _____ are methods to take action.
12. The principles of management provide basic groundwork for the development of management as a _____.
13. Principles of management are _____ whereas principles of science are _____ in nature.
14. _____ wanted to differentiate between efficient workers and inefficient workers.
15. _____ is the lowest ranking manager and the highest ranking worker.
16. The objective of _____ study is to determine the one best way to perform the job.
17. Taylor believed that there was only _____ best method to maximise efficiency.
18. Sharing of _____ between management and workers leading to complete _____.
19. The concept of functional foremanship was extended to the _____ level of the shop floor.
20. To establish interchangeability of manufactured parts and products is the objective of _____.
21. Through _____ study, Taylor was able to design suitable equipment and tools to educate workers on their use.
22. _____ means knowing exactly what you want men to do and seeing that they do it in the best and cheapest way.
23. As per one of the principles of scientific management, one best method to do a work is developed through study and analysis and it substitutes _____.

24. The principle, _____ is an extension of principle of 'Harmony not discord'.
25. Industrial efficiency depends to a large extent on _____ competencies.
26. Taylor advocated separation of _____ and _____ functions.
27. Functional foremanship is an extension of the principle of _____.
28. _____ refers to the process of setting standards for every business activity.
29. _____ aims at eliminating superfluous varieties, sizes and dimensions.
30. The objective of _____ is to find out one best way of doing the job.
31. _____ refers to the study of movements like lifting, putting objects.
32. _____ system helps differentiate between efficient and inefficient workers.
33. _____ involves a change in the attitude of workers and management towards one another from competition to cooperation.
34. The latest development in scientific management is _____.
35. Taylor gave the concept of '_____ Management' whereas Fayol emphasized '_____ Principles'.
36. Ford Motor company successfully use the concept of _____ devised by Taylor.
37. _____ is the right to give orders and obtain obedience, and _____ is the corollary of authority.
38. There should be _____ between authority and responsibility according to Fayol.
39. Gang plank permits _____ communication.
40. Scope of decentralisation is more in _____ organisations.
41. If workers' efficiency matters in the factory system, so does the managerial efficiency. This statement was quoted by _____.
42. Principle of _____ requires good superiors at all levels, clear and fair agreements and judicious application of penalties.
43. _____ ensures units of an organisation should be moving towards the same objectives.
44. The principle, _____ ensures interests of an organisation should take priority over the interests of any one individual employee.
45. The principle, _____ ensures one subordinate should receive orders from and should be responsible to only one superior.
46. The principle _____ ensures congenial atmosphere and good relations between workers and management.
47. Principle of order talks about _____ order and _____ order.
48. Principle of _____ emphasises kindness and justice in the behaviour of managers towards workers.
49. The formal lines of authority from highest to lowest ranks are known as _____.
50. Employee _____ should be minimised to maintain organisational efficiency.

C. TRUE AND FALSE

1. Employees' turnover refers to the turnover achieved by employees.
2. Management principles are derived after observations and experimentations when certain conditions are present.
3. Principle of management are behavioural in nature and these can be applied to human beings only.
4. Fayol's principle of "subordination of individual interest to general interest relates to Taylor's technique of Mental Revolution".
5. Principles of scientific management are universally applicable.
6. Management principles are as rigid as principles of pure science.
7. Principles of management contribute towards the development of management both as a science and as an art.
8. The extent of the applicability of principles of management vary with the nature of the organisation.
9. The principles of management are formed by experience and collective wisdom of managers.
10. The principles of management are rigid prescriptions, which have to be followed absolutely.
11. Remuneration principle states that overall pay and compensation to both males and females should be same.
12. Principles enable a better understanding of the relationship between human and material resources.
13. The principles of management are intended to establish relationship between cause and effect.
14. Contingency is dependent upon the prevailing situation at a particular point of time.
15. Standardisation aims at eliminating unnecessary diversity of products.
16. Simplification aims at eliminating unnecessary movements while performing the jobs.
17. The objective of time study is to determine the number of workers to be employed and determine labour costs.
18. Fatigue study aims at to increase productivity.
19. Motion study focuses on elimination of unnecessary movements while lifting objects, sitting and changing positions.
20. Motion study is the extension of simplification of work.
21. The principle, harmony not discord aims at elimination of competition with the cooperation.
22. The technique mental revolution is the extension of principle, 'harmony not discord'.
23. Functional Foremanship violates the principle of unity of command.
24. Management principles are flexible to adapt to dynamic business environment.
25. Adherence to the management principles ensures control over managerial situations and circumstances.
26. The principles of management have not been evolved by chance but they have been derived by the management experts.
27. Sharing of gains with the workers is the objective of the principle, 'Harmony, not Discord'.

28. When a principle is applied to a particular situation, it is known as 'cause' and the result of application of the principle is known as 'effect'.
29. Application of principles has to be changed depending upon specific requirements.
30. Taylor suggested mental revolution as a scientific technique to change the mindset of the employees.
31. According to Taylor, Competition should be replaced by cooperation.
32. Scientific management means using rule of thumb to perform task in best and cheapest way.
33. Taylor had the view that one group should have one head and one plan.
34. Scientific principles of management have universal validity and application.
35. Taylor worked at top level whereas Fayol worked at operative level.
36. Rule of thumb means doing something just because others have been doing it.
37. Competition is replaced with cooperation when the people work in team.
38. The technique of 'Mental Revolution' is derived from the scientific principle of Cooperation not individualism' given by Taylor.
39. Principle of order relates to orders and instructions given by superior to his subordinates.
40. Principles of Fayol are developed on the basis of scientific experiments.
41. Fayol suggested that there is a need to balance subordinate involvement through decentralization.
42. Fayol is also known as father of functional management.
43. Gang plank permits horizontal communication.
44. In case of emergency, any worker can approach the CEO of a company.
45. In case of emergency, any worker can approach the CEO of a company under gang plank.
46. If unity of command is violated, it affects individual but if unity of direction is violated, it affects the entire organization.
47. Discipline refers to compliance of rules and regulations by subordinates working at different levels in an organisation.
48. One group of workers should receive orders and instructions from and be answerable to only one boss.
49. Esprit de corps means all the employees should be treated fairly without any discrimination.

D. ONE WORD ANSWER QUESTIONS

1. Name the practitioner, who was the first to identify the functions of management like planning, organising, staffing, directing and controlling.
2. "The principles of management are the guidelines to action but do not provide ready-made straight jacket solutions to all managerial problems." Which characteristic of principles of management is referred to here?
3. Name the principle which suggests that authority and communication should follow the official chain of command.
4. Which expert of management worked at the operative level in the organisation?

5. Which technique of scientific management recommends for higher remuneration for the efficient workers and helps in the improvement of inefficient workers?
6. Name the technique in which the factory manager is assisted by two incharges.
7. Which technique of Taylor violates the applicability of Fayol's principle of 'Unity of Command'?
8. Who is known as the father of Scientific Management?
9. Which principle of management suggests 'a place for everyone/everything and everything/ everyone in proper place'?
10. The principles of management are not rigid and can be modified when the situation demands." Which nature of management principles is being discussed here?
11. Which principle of management suggests that communication from top to bottom should follow the official lines of command?
12. Name the principle of management which requires good supervisors at all levels, clear and fair agreements and judicious application of penalties?
13. Factory owners or managers rely on personal judgment in attending to the problems they confront in the course of managing their work. Which principle of Taylor is it referring to?
14. Which technique of Taylor acts as the strongest motivator for a worker to reach standard performance?
15. Which technique of Taylor separates 'Planning' and 'Execution' functions?
16. Principle of cooperation, not individualism, is an extension of which principle given by Fayol?
17. Name the principle of Fayol which is similar to the Taylor's principle, 'harmony, not discord'.
18. Which scientific principle of management talks about rewarding the employees for their constructive suggestions.
19. 'The more sophisticated the process, greater would be savings.' Which scientific principle of management is referred to here?
20. A company manufacturing motorcycles and cars should have separate divisions for both, headed by separate divisional managers, separate plans and resources. Identify the principle with the help of this example.
21. In one of the principles, Fayol said that the personnel should be selected after appointed after due and rigorous procedure. Identify the principle.
22. If an organization does not provide the right place for physical and human resources in an organization, which principle is violated?
23. Which principle is violated if a subordinate is asked to receive orders from two or more superiors?
24. Which technique of Taylor is the extension of Fayol's principle, 'Division of Labour'?
25. Name the principle which speaks about the concentration of power with the top-level or in the hands of one person in an organisation.
26. Name the principle of management which states that there should be one and only one superior for every individual employee.
27. Name the technique of scientific management that lays down that there should be two types of rates of wage payment.

28. Which technique of scientific management relates to multiple accountability?
 29. Name the principle of management which when applied would mean that workers and management both honour their commitments without any prejudice towards each other.
 30. Name the principle which speaks about the dispersal of power from the top level to the bottom level in an organisation.
 31. "They have to be applied very carefully depending upon the organisational requirements and situational demands." Which characteristic of principles of management is referred here?
 32. Which concept of 'Chain of Command' permits two managers of the same rank or level to communicate directly by violating the 'hierarchy'?
 33. "Subordinates report to their immediate superiors and the superiors report directly to their superiors as subordinates". Which principle of management is referred here?
 34. Which principle of Taylor recommends scientific enquiry instead of hit and trial method?
 35. Which technique of scientific management aims at elimination of superfluous varieties, sizes and dimensions of products?
 36. Which principle prescribes that work should be divided into small tasks to attain specialisation in the work performance of each worker?
 37. "In order to be successful, an organisation must change itself and its goals according to the needs of the environment." Which point of importance of principles of management is referred to here?
 38. Sanaker and Gagan started their career in Wales Limited (printing press) after going through a rigorous recruitment process. Since they had no prior work experience, the firm decided to give them one year to prove themselves. Name the principle of management followed by Wales Limited.
- (NCERT)**
39. Instead of relying upon their personal judgement, the owners of Max India trust on the best method developed through study and analysis while sorting out their routine problems. Which principle of Taylor is followed by the management?
 40. One of the techniques given by F.W. Taylor violates a principle given by Henry Fayol. Identify the technique.
 41. Name the technique of Taylor which is based on his scientific principles of management, 'science not rule of thumb'.
 42. One of the techniques given by F.W. Taylor is the extension of a principle given by Henry Fayol. Identify such technique and principle.
 43. Name the principle of scientific management which emphasises on the study and analysis of methods rather than estimation.
 44. Techniques, "Functional Foremanship" suggested by F.W. Taylor violates a principle given by Henry Fayol. Identify the principle.
 45. Identify the techniques of scientific management when standard tools, equipments, methods and techniques are set after rigorous research.
 46. Principles of management enable managers to learn from the past and conserve time by solving recurring problems quickly. Identify the importance of principle of management highlighted above.
 47. Name the technique of Scientific Management given by Taylor whose objective is to determine the number of workers to be employed for a task.

48. Techniques like Operation Research (OR), cost accounting, 'just in time', 'Kanban' and 'Kaizen' have been developed. Which importance of the principles of management has been highlighted here?
49. Rahul, a manager expects his subordinates to get the work done as per his instructions, yet has a differential treatment for each person. Which principle of management is being overlooked?
50. 'Multiplying the authority by "two" and multiplying the authority by "many" '. Identify the concepts.
51. Which principle of management is violated when employees are given the responsibility to achieve target production of 500 units with no authority to access raw materials?
52. Which principle of management is violated when a worker wastes time in search of tool box in the organisation?
53. Name the technique of Scientific Management given by Taylor which helps differentiate between the efficient and the inefficient workers.
54. One of the Fayol's principle points out the "Danger and Costs of Unnecessary Labour Turnover." Name the relevant principle.
55. "Workers should be encouraged to develop and carry out their plans for improvements." Identify the principle of management formulated by Fayol.
56. Identify the techniques of scientific management when there is change in the outlook between workers and management towards each other for mutual gains.
57. Which principle of management is violated when a manager allows one month leave to a supervisor with pay and only one-week medical leave to an accountant.
58. Which principle of management is violated when Aman, a worker in Malik Crafts Limited, through his personal experience, was able to identify the time-saving techniques of production but when he approached management with his suggestion he was not appreciated.
59. Name the technique of Taylor which is the strongest motivator for a worker to reach standard performance.
60. Which principle of management envisages that each group of activities having the same objectives must have one head and one plan? Identify the principle.
61. Which principle of management aims at securing the loyalty and devotion of the employees by giving them kind, fair and just treatment? Name the principle.
62. Which principle of management is violated when sales manager is not given the right to discount to the buyer necessary to conclude a large sales contract which will be profitable for the company.
63. 'Principles of management are different from that of pure science and are to be applied creatively given the demands of the situation.' Identify the nature of principle of management.
64. Which principle of management is violated when a manager expects his subordinates to adopt to new working conditions without giving them time to settle down.
65. Neelender, a manager expects his subordinates to work with happiness and pleasure of being in the organisation. Which principle is followed in this situation?
66. Akshaya, the manager does not distribute the work according to capabilities and the qualifications of employees'. Which principles is overlooked by him?
67. 'Taylor believed that the management should share the gain with workers'. Identify the principle of management as referred to in the above paragraph.

68. 'Fayol suggested that employees' compensation should depend upon the earning capacity of the company and should give them a reasonable standard of living'. Identify the principle of management by Fayol referred to in the above paragraph.
69. Which principle of management is violated when a subordinate habitually contacts higher authorities in the company without informing his immediate superior.
70. Identify the technique of scientific management when each employee is supervised by various supervisors.
71. A sales person is asked to finalise a deal with customer. The marketing manager allows him to give a discount of up to 10% but the Finance Manager allows him to give discount of up to 25%. Which principle is violated here?
72. The general manager of a company asks the sales manager to offer a discount of not more than 5% on the selling price but the customer demanded discount @10% and sales manager allowed so. Which principle of management is violated here?
73. Which principle of management is violated when a manager directly passes the information to his supervisor and also to the supervisors of other department.
74. Indian Oil Limited believes finding the best way of performing a job through application of scientific analysis and not by intuition or hit and trial methods. This is related to one of the principles of management. Name the principle.
75. You are the head of your school. It comes to your notice that books are kept in office, chalks in the library and office records in the staff room. Which principle of management is ignored here?
76. 'Éach person should be scientifically selected and the work assigned to him should suit his/ her physical. mental and intellectual capabilities.' Name the principle of scientific management involved in the above situation.
77. Which principle of management is violated when a manager is not himself punctual and is very casual when his employees are late for work?
78. A production manager at top level in a reputed corporate, Mr. Rathore holds the responsibility for ordering raw material for the firm. While deciding on the supplier for the financial year 2020-21, he gave the order to his cousin at a higher price per unit instead of the firm's usual supplier who was willing to lower the rates for the order. Which principle of management was violated by Mr. Rathore?
(NCERT)
79. Aishini Agro (OPC) Private Limited, run by Mr Nishant Ali, deals in manufacturing soft toys. As the Friendship Day approaches, Mr Nishant decided to double the production and halved the rest intervals of the employees. This strategy led to a decline in efficiency instead of the increase in production. Identify the technique of scientific management ignored by Mr Nishant.
80. The manager in the 'Saraswati Solutions Limited' is very lax with his subordinates and does not explain to them the parameters, rules and regulations for reporting and completion of work. Identify the principle of management misused here.
81. Veronika and Laxmi completed their Masters in Business Economics from Delhi School of Economics. Laxmi belongs to a rural area in Sikkim whereas Veronika belongs to Delhi. They got the campus recruitment in 'India Infoline Limited' on the post of 'Online Development Manager'. Ignoring the differences between the two, company decided to give same salary package of Rs 6,00,000 per annum. Name the principle of management being followed in the above case.

82. 'Campus Shoes Limited', recruited Mr. Nilesh from Shri Ram College of Commerce for the post of Business Analyst and Mr Silesh for the post of Business Development Head. Both of them were sent on training and development programs organized by the company to equip them at par with industry norms. Name the principle of scientific management highlighted in the above case.
83. The production manager of 'Bharat Cosmetics Limited' instructs the sales team to go slow in selling the product, whereas the marketing manager insisted on fast selling to achieve the target. Which principle of management is being violated in this case?
84. The Directors of 'Bhupendra Computers Limited', an organisation manufacturing computers, want to double the sales and have given this responsibility to their sales manager. The sales manager has no authority either to increase the sales expense or to appoint new salesman. Hence, he could not achieve his target. Identify the relevant principle associated in the above case.
85. A company is manufacturing cosmetics, medicines, health products and skin care products. It has separate divisions headed by divisional heads. Each division consists of separate departments with respective departmental heads. Each department has different groups and units with their own goals and objectives. Which principle of management is being followed in the said organisation?
86. The management of 'Zebra Cosmetics Limited' received an order which was to be executed within a short period of time. The management discussed the issue with workers and it was mutually agreed that the workers would do the job on the double shifts and their efforts would be rewarded by paying double rate of units for the extra time. Later, the management paid their wages at the normal rate. Which principle in this situation has been violated?
87. Beena, a student of management, likes to relate what she learnt in class to real life situations. While watching educational programmes on television, she observed many situations that reminded 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.
(Compartment Delhi/Outside 2017)
88. Manager of 'Pinnacle Ltd.' used his discretion while deciding on the degree of concentration of authority (centralisation) or its dispersal (decentralisation) keeping in view the situations and circumstances of the enterprise. Which feature of principles of management is highlighted here?
89. Sterlite Industries (India) Limited provides training based on one of the scientific principles of management to make the workers learn the best method of production which emphasises that each employee in the organisation should be scientifically selected and the work assigned to the employees should suit their physical, mental and intellectual capabilities. Which scientific principle of management is followed in the organisation?
90. Principles of management equip the managers to foresee the cause and effect relationships of their decisions and actions so that the wastages associated with a trial and error approach can be overcome. Identify the point of significance of principle of management highlighted here.
(CBSE Outside Delhi 2019)
91. Appliances India Ltd. is engaged in manufacturing and distribution of home appliances since 1987. It has a good name in the market as the company is producing good quality appliances. It has separate departments for manufacturing, finance, sales, maintenance services and technical services to

achieve specialization. Since the areas of operations of the company have increased and customers have become more demanding, the company decided to modify the existing principle of management to meet the changing requirements of the environment. Identify the general principle of management which the company wants to modify to meet the changing requirement. (CBSE 2019 Delhi Region)

92. Public sector undertakings have developed entire townships as, for example, BHEL has developed Ranipur in Hardwar (Uttaranchal). Identify the significance of the principles of management in above lines.
93. Reema is one of the most successful managers of her company, Globe Ltd. She knows that the principles of management are intended to apply to all types of organisations, business as well as non-business, small as well as large, public sector as well as private sector. One of the points related to the nature of management principles is being highlighted in the above description. Identify the point.

(Compartment Outside Delhi 2017)

E. CORRECT THE INCORRECT STATEMENT

1. Management principles are as rigid as principles of pure science.
2. Principles are procedures or methods, which involve a series of steps to be taken to accomplish desired results.
3. In Japanese companies, if the workers go on strike, they work less than normal working hours to gain attention of the management.
4. Standardisation aims at eliminating superfluous varieties, sizes, and dimensions of a product.
5. According to the technique of functional foremanship, efficient workers are differentiated from the inefficient workers.
6. The objective of method study is to determine the number of workers to be employed, frame suitable incentive schemes and determine labour costs.
7. In the assembly line of production, deciding the sequence of operations, place for men, machines etc. are done as a part of time study.
8. Taylor believed that through work studies like time study, method study and fatigue study, one good method can be developed.
9. Foreman is the highest ranking manager and the lowest ranking worker.
10. According to scalar chain, two superiors working at the same level can take decisions in case of emergency.
11. If principle of equity is violated, authority is undermined, discipline is in jeopardy, order disturbed and stability threatened.
12. Principle of equity ensures congenial atmosphere and good relations between workers and management
13. Panchayats have been given more powers to decide and spend funds; this is perfect example of centralisation.
14. According to Fayol, discipline requires good superiors at lower level, clear and fair agreements, and judicious application of penalties.

F. QUESTIONS BASED ON REASONS AND ASSERTION

1. **Assertion (A):** According to Taylor, there should be complete cooptation instead of individualism between workers and management.
Reason (R): The principle of 'harmony not discord' says that there should be complete harmony between management and workers.
Find the correct option:
(a) Both A and R are true and R is the correct explanation of A
(b) Both A and R are true but R is not the correct explanation of A
(c) A is true but R is false
(d) A is false but R is true
2. **Assertion (A):** Even a small production activity like loading pigs of iron into boxes can be scientifically planned and managed.
Reason (R): Taylor believed that there was only one best method to maximise efficiency.
Find the correct option:
(a) Both A and R are true and R is the correct explanation of A
(b) Both A and R are true but R is not the correct explanation of A
(c) A is true but R is false
(d) A is false but R is true
3. **Assertion (A):** Personnel should be selected and appointed after due and rigorous procedure.
Reason (R): The principle of 'Stability of Personnel' says that employee turnover should be minimized to maintain organizational efficiency.
Find the correct option:
(a) Both A and R are true and R is the correct explanation of A
(b) Both A and R are true but R is not the correct explanation of A
(c) A is true but R is false
(d) A is false but R is true
4. **Assertion (A):** Employees deserve just and fair remuneration but what is just and fair is determined by multiple factors. They include contribution of employees, paying capacity of employer and also prevailing wage rate for the occupation under consideration.
Reason (R): The principles of management are flexible and can be modified by the manager when the situation so demands.
Find the correct option:
(a) Both A and R are true and R is the correct explanation of A
(b) Both A and R are true but R is not the correct explanation of A
(c) A is true but R is false
(d) A is false but R is true

5. **Assertion (A):** A manager should have right to punish a subordinate for willfully not obeying a legitimate order but only after sufficient opportunity has been given to subordinates for presenting his/ her case.

Reason (R): The principles of 'Discipline' says good superiors at all levels, clear and fair agreements and judicious application of penalties.

Find the correct option:

- (a) Both A and R are true and R is the correct explanation of A
- (b) Both A and R are true but R is not the correct explanation of A
- (c) A is true but R is false
- (d) A is false but R is true

6. **Assertion (A):** Both the workers and management both honour their commitments without any prejudice towards one another.

Reason (R): The principles of 'Espirir De Corps' says that management should promote a team spirit of unity and harmony among employees.

Find the correct option:

- (a) Both A and R are true and R is the correct explanation of A
- (b) Both A and R are true but R is not the correct explanation of A
- (c) A is true but R is false
- (d) A is false but R is true

7. **Assertion (A):** The principles of management are intended to establish relationship between cause and effect so that they can be used in similar situation.

Reason (R): Real business situations are predictable and perfect principles give solutions to the problems.

Find the correct option:

- (a) Both A and R are true and R is the correct explanation of A
- (b) Both A and R are true but R is not the correct explanation of A
- (c) A is true but R is false
- (d) A is false but R is true

8. **Assertion (A):** Functional foremanship is an extension of the principle of division of work and specialization to the shop floor.

Reason (R): Foreman should have intelligence, education, tactfulness grit, judgment, energy etc. It is difficult to find these qualities in a single person.

Find the correct option:

- (a) Both A and R are true and R is the correct explanation of A
- (b) Both A and R are true but R is not the correct explanation of A
- (c) A is true but R is false
- (d) A is false but R is true

9. **Assertion (A):** If there is open communication system and goodwill, the workers desist from going on strikes; instead make trade unions to keep their demands.

Reason (R): The principle of 'cooperation not individualism' talks about complete cooperation between the labour and the management instead of individualism.

Find the correct option:

- (a) Both A and R are true and R is the correct explanation of A
- (b) Both A and R are true but R is not the correct explanation of A
- (c) A is true but R is false
- (d) A is false but R is true

10. **Assertion (A):** Each person should be scientifically selected and the work assigned should suit his/her physical, mental, and intellectual capabilities so that there is no need of training.

Reason (R): According to Taylor, the industrial efficiency depends to a large extent on personnel competencies so concern for efficiency could be built in right from the process of selection.

Find the correct option:

- (a) Both A and R are true and R is the correct explanation of A
- (b) Both A and R are true but R is not the correct explanation of A
- (c) A is true but R is false
- (d) A is false but R is true

11. **Assertion (A):** Fayol has given the principle of authority and responsibilities.

Reason (R): There is a need to balance subordinates' involvement and managers' retention of final authority.

Find the correct option:

- (a) Both A and R are true and R is the correct explanation of A
- (b) Both A and R are true but R is not the correct explanation of A
- (c) A is true but R is false
- (d) A is false but R is true

12. **Assertion (A):** Unity of command with the objective of one head and one plan ensures unity of action and coordination.

Reason (R): As dual subordination is avoided through unity of command, there are no confusions regarding the task to be done.

Find the correct option:

- (a) Both A and R are true and R is the correct explanation of A
- (b) Both A and R are true but R is not the correct explanation of A
- (c) A is true but R is false
- (d) A is false but R is true

13. **Assertion (A):** Lazy personnel should be dealt with sternly to send the message that everyone is equal in the eyes of management.

Reason (R): The principle behind this assertion is equity which emphasizes on harshness and justice in the behaviour of management with workers.

Find the correct option:

- (a) Both A and R are true and R is the correct explanation of A
- (b) Both A and R are true but R is not the correct explanation of A
- (c) A is true but R is false
- (d) A is false but R is true

14. **Assertion (A):** Differential piece wage technique is based on the principle of harmony not discord.

Reason (R): Harmony not discord emphasis on sharing the gains of the company, if any, with the workers.

Find the correct option:

- (a) Both A and R are true and R is the correct explanation of A
- (b) Both A and R are true but R is not the correct explanation of A
- (c) A is true but R is false
- (d) A is false but R is true

15. **Assertion (A):** Functional foremanship is the extension of principle of unity of direction.

Reason (R): Taylor advocated separation of planning and execution function. There are eight specialists and each specialist is to be assigned work according to his/her qualities.

Find the correct option:

- (a) Both A and R are true and R is the correct explanation of A
- (b) Both A and R are true but R is not the correct explanation of A
- (c) A is true but R is false
- (d) A is false but R is true

16. **Assertion (A):** Manager is involved in the activities of the organisation, studies critical situations and formulates his own theories for use in a given situation.

Reason (R): The principles of management have evolved over a period of time based on repeated experimentation and observation in different types of organisations.

Find the correct option:

- (a) Both A and R are true and R is the correct explanation of A
- (b) Both A and R are true but R is not the correct explanation of A
- (c) A is true but R is false
- (d) A is false but R is true

ANSWER KEY

A. MULTIPLE CHOICE QUESTIONS (MCQs)

1. (c) absolute
2. (c) tested in Laboratories
3. (b) By experiences of managers
4. (c) Meeting changing environment requirements
5. (c) Principles are behavioural
6. (b) rigid/flexible
7. (a) flexible
8. (a) Contingent
9. (a) Applicable only in large firms
10. (c) Principles, techniques
11. (b) 1-A, 2-D, 3-B, 4-C
12. (b) Functional foremanship
13. (d) Shop level
14. (a) F.W Taylor
15. (c) Gang Boss
16. (d) Method Study
17. (d) Unity of Command
18. (b) Remuneration
19. (c) Lean Manufacturing
20. (c) Standardisation and Simplification
21. (d) functional Foremanship
22. (a) Standardization
23. (c) Differential piece wage system
24. (a) Change of attitude
25. (b) 1-B, 2-A, 3-D, 4-C
26. (b) 1(D) 2(C) 3(B) 4(A)
27. (b) Functional Foremanship
28. (c) Cooperation not individualism
29. (d) Method Study
30. (a) Repair Boss
31. (b) Motion study
32. (b) Harmony not Discord
33. (a) 1(D), 2(B), 3(A), 4(C)
34. (b) Motion Study
35. (b) Science, not rule of thumb
36. (b) Simplification
37. (b) mining engineer
38. (b) Henry Fayol
39. (b) Centralisation and decentralisation
40. (d) It leads to specialisation
41. (a) equity
42. (b) Stability of tenure of people
43. (c) Stability of personnel
44. (c) discipline
45. (c) Discipline
Reason: Employment is regulated by its term and conditions. Vasu breached such terms and Surbhi, being new employee, could not enforce the principle of discipline.
46. (c) Initiative
Reason: As per principle of initiative the workers should be encouraged to carry out their plans for improvement.
47. (c) Scalar Chain
48. (b) Two superiors at same levels take decision in case of urgency
49. (c) Scalar chain
50. (b) Unity of Direction
51. (b) Unity of command
52. (b) Discipline
53. (c) Authority and responsibility
54. (c) Principle of Remuneration
55. (a) Esprit de corps
56. (c) loss of coordination

57. (b) Science, not rule of thumb effective administration
58. (b) Esprit De Corps 64. (b) Harmony, not discord
59. (c) Taylor's contribution was based on personal experiences whereas Fayol's contribution was based on observations and experimentations. 65. (c) Flexible
60. (c) Functional foremanship 66. (c) Functional Foremanship
61. (b) 2 & 3 67. (a) Discipline
62. (c) 1-B, 2-D, 3-A, 4-C 68. (b) Division of work
63. (b) Optimum utilization of resources and 69. (a) Centralization and Decentralisation
70. (a) Discipline
71. (c) Equity

B. FILL IN THE BLANKS

- | | |
|------------------------------------|--|
| 1. Two | 26. Planning/execution |
| 2. Observation/experimentation | 27. Division of work |
| 3. Contingent/dependent | 28. Standardisation |
| 4. General | 29. Simplification |
| 5. Rigid | 30. Method study |
| 6. Human/material | 31. Motion study |
| 7. Science/art | 32. Differential piece wage |
| 8. Cause and effect | 33. Mental revolution |
| 9. Straitjacket solutions | 34. Lean manufacturing |
| 10. Flexible | 35. Scientific/Administrative |
| 11. Guidelines/technique | 36. Assembly line |
| 12. Discipline | 37. Authority/responsibility |
| 13. Flexible/rigid | 38. Parity |
| 14. Taylor | 39. horizontal |
| 15. Foreman | 40. Big |
| 16. Method | 41. Henri Fayol |
| 17. One | 42. Discipline |
| 18. Gains/ harmony | 43. Unity of direction |
| 19. Lowest | 44. Subordination of individual interest to general interest |
| 20. Standardization | 45. Unity of command |
| 21. Motion | 46. Remuneration to employees |
| 22. Scientific management | 47. Material order/social order |
| 23. Rule of Thumb | 48. Equity |
| 24. Cooperation, not individualism | 49. Scalar chain |
| 25. Personnel | 50. Turnover |

C. TRUE AND FALSE

1. F 2. T 3. T 4. T
5. F **Explanation:** Principles are scientific management are normally not adopted by adopted by proprietary business corporate houses.
6. F 7. T 8. T 9. T 10. F
11. F **Explanation:** The remuneration should be fair as per the competency level of an employee without discrimination on any ground.
12. T 13. T 14. T 15. F 16. F 17. T 18. T 19. T
20. T 21. F 22. T 23. T 24. T 25. F 26. T 27. T
28. T 29. T 30. T 31. T 32. F 33. F 34. F 35. F
36. T 37. T 38. F **Explanation:** It is derived from 'Harmony not Discord'.
39. F 40. F 41. T 42. T 43. T 44. T
45. F **Explanation:** It is applicable when a decision in case of emergency is taken by two superiors of equal rank.
46. T 47. T 48. T 49. F

D. ONE WORD ANSWER QUESTIONS

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|--|---|
| 1. Henri Fayol. | 19. Science, not rule of thumb. |
| 2. General Guidelines | 20. Unity of Direction. |
| 3. Scalar Chain. | 21. Stability of tenure |
| 4. Frederick Winslow Taylor. | 22. Order |
| 5. Taylor's 'Differential Piece Wage Plan'. | 23. Unity of Command |
| 6. Taylor's technique of "Functional Foremanship". | 24. Functional Foremanship. |
| 7. Functional Foremanship. | 25. Principle of Centralisation of Authority. |
| 8. Frederick Winslow Taylor. | 26. Unity of command. |
| 9. Principle of Order. | 27. Differential Piece Wage System |
| 10. Flexibility. | 28. Functional Foremanship |
| 11. Scalar Chain. | 29. Principle of Discipline |
| 12. Principle of discipline. | 30. 'Decentralisation of Authority |
| 13. 'Rule of Thumb' | 31. Contingent |
| 14. Differential piece wage system. | 32. Gang Plank. |
| 15. Functional Foremanship. | 33. Scalar Chain. |
| 16. Principle of Harmony, not Discord. | 34. The principle, "Science, not the Rule of Thumb" |
| 17. Esprit de Corps | 35. Simplification of Work. |
| 18. Cooperation not individualism | 36. Fayol's principle of "Division of Work". |

- | | |
|--|--|
| 37. Meeting changing environment requirements. | 69. Scalar chain |
| 38. Stability of tenure | 70. Functional foremanship |
| 39. Science, not the rule of thumb. | 71. Unity of Command. |
| 40. Functional foremanship | 72. 'Parity of Authority with Responsibility' |
| 41. Standardisation and simplification | 73. Scalar chain |
| 42. The technique of 'functional foremanship' / division of work | 74. Science, not Rule of Thumb |
| 43. Science, not rule of thumb | 75. Order |
| 44. Unity of command. | 76. Development of each and every person to his or her greatest efficiency and ability |
| 45. Standardisation. | 77. Discipline |
| 46. Providing managers with useful insights into reality | 78. Subordination of individual interest to general interest |
| 47. Time Study | 79. Fatigue Study |
| 48. Management training, education and research | 80. Parity of Authority and Responsibility |
| 49. Equity | Explanation: The manager has given the authority and has not clarified how they will be accountable if they fail to fulfill their responsibility. |
| 50. Unity of command and functional foremanship. | 81. Principle of Equity |
| 51. Parity between Authority and Responsibility | 82. Development of each and every person to the greatest efficiency. |
| 52. Order | 83. Unity of Command |
| 53. Differential Piece Wage System | 84. Parity between Authority and Responsibility. |
| 54. Stability of Tenure | 85. Unity of Direction |
| 55 Initiative | 86. Principle of Discipline |
| 56. Mental revolution | 87. Standardisation of work |
| 57. Equity | 88. Flexible |
| 58. Initiative | 89. Development of each and every person to his or her greatest efficiency and prosperity |
| 59. Differential Piece Rate Plan | 90. Optimum utilisation of resources and effective administration |
| 60. Principle of Direction | 91. Division of work. |
| 61. Equity | 92. Fulfilling social responsibilities |
| 62. Parity of authority and responsibility | 93. Universal Applicability |
| 63. Management Principles are Flexible. | |
| 64. Stability of tenure | |
| 65. Principle of Esprit de Corps | |
| 66. Principle of Division of Work | |
| 67. Harmony, not discord | |
| 68. Remuneration | |

E. CORRECT THE INCORRECT STATEMENT

1. Management principles are **not** as rigid as principles of pure science.
2. **Techniques** are procedures or methods, which involve a series of steps to be taken to accomplish desired results.
3. In Japanese companies, if the workers go on strike, they work **more** than normal working hours to gain attention of the management.
4. **Simplification** aims at eliminating superfluous varieties, sizes, and dimensions of a product.
5. According to the technique of **differential piece wage system**, efficient workers are differentiated from the inefficient workers.
6. The objective of **time** study is to determine the number of workers to be employed, frame suitable incentive schemes and determine labour costs.
7. In the assembly line of production, deciding the sequence of operations, place for men, machines etc. are done as a part of **method** study.
8. Taylor believed that through work studies like time study, method study and fatigue study, one **best** method can be developed.
9. Foreman is the **lowest** ranking manager and the **highest** ranking worker.
10. According to **gang plank**, two superiors working at the same level can take decisions in case of emergency.
11. If principle of **unity of command** is violated, authority is undermined, discipline is in jeopardy, order disturbed and stability threatened.
12. Principle of **remuneration** ensures congenial atmosphere and good relations between workers and management
13. Panchayats have been given more powers to decide and spend funds; this is perfect example of **decentralisation**.
14. According to Fayol, discipline requires good superiors at **all levels**, clear and fair agreements and judicious application of penalties.

F. QUESTIONS BASED ON REASON AND ASSERTION

1. **(b) Both A and R are true but R is not the correct explanation of A**
Explanation: Both A and R are correct but R is not the correct explanation of A as per Taylor, 'Principle of cooperation not individualism' talks about complete cooperation between the labour and management instead of individualism. Management should work almost side by side with the workers helping, encouraging and smoothening the way for them.
2. **(a) Both A and R are true and R is the correct explanation of A**
3. **(a) Both A and R are true and R is the correct explanation of A**
Explanation: Both A and R are correct and R is the correct explanation of A as per Fayol, If employees are selected and appointed after due and rigorous procedure, and given reasonable time to show result, they would not leave the organization and the cost of recruitment, selection and training would be saved.

4. **(b) Both A and R are true but R is not the correct explanation of A**
Explanation: The reason behind A is that principles of management are contingent and are dependent on the prevailing situation at particular point of time.
5. **(b) Both A and R are true but R is not the correct explanation of A**
Explanation: The reason behind A is that there should be balance between authority and responsibility.
6. **(b) Both A and R are true but R is not the correct explanation of A**
Explanation: The reason behind A is principle of 'Discipline' which when applied would mean that the workers and management both honour their commitments without any prejudice towards one another.
7. **(c) A is true but R is false**
Explanation: Real business situations are complex and dynamic and imperfect principles cannot give solution to each problem.
8. **(a) Both A and R are true and R is the correct explanation of A**
9. **(d) A is false but R is true**
Explanation: If there is open communication system and goodwill, the workers desist from going on strikes and making unreasonable demands; there will be no need for even a trade union.
10. **(d) A is false but R is true**
Explanation: Each person should be scientifically selected and the work assigned should suit his/her physical, mental, and intellectual capabilities. To increase efficiency, they should be given required training.
11. **(b) Both A and R are true but R is not the correct explanation of A**
Explanation: The reason for A is that there is a need to balance the right to obtain obedience and obligation to perform the duty.
12. **(d) A is false but R is true**
Explanation: It is unity of direction and not the unity of command ensures unity of action and coordination as its objective is one head and one plan. Unity of command talks about one person one boss.
13. **(c) A is true but R is false**
Explanation: The principle of equity emphasizes on kindness and justice in the behaviour of management with workers.
14. **(a) Both A and R are true and R is the correct explanation of A**
Explanation: The principle, 'Harmony, not Discord' believes that efficiency is the result of joint efforts of the workers and management and hence the surplus gains should be shared with employees. The technique differential piece wage system is rewarding this efficiency.
15. **(d) A is false but R is true**
Explanation: Functional foremanship is the extension of principle of division of work and specialization to the shop floor.
16. **(b) Both A and R are true but R is not the correct explanation of A**
Explanation: Both the statements i.e. Assertion and Reason are correct but R is not the correct explanation of A. The reason behind this assertion is that as management in an art so a manager applies his acquired knowledge in a personalised and skillful manner.

