

Management

(for Online Examination)

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T. Y. DIPLOMA SEM VI

AUTOMOBILE/CIVIL/ELECTRONICS/COMPUTER/INFORMATION TECHNOLOGY/
COMPUTER SCIENCE/ELECTRONICS & TELECOMMUNICATION ENGINEERING GROUP

(AE/CE/CR/CS/DE/EQ/IS/IC/IE/PG/PT/

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T. Y. DIPLOMA SEMESTER - V

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(ME/EE/EP/EU/CH/PS)



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As per Revised Syllabus of
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T.Y. Diploma Semester - VI
Automobile / Civil / Electronics / Computer / Information Technology
/ Computer Science / Electronics & Telecommunication Engineering Group
(AE / CE / CR / CS / DE / EQ / IS / IC / IE / PG / PT
/ DC / IF / CO / CM / CW / EJ / ET / EN / EX)
T.Y. Diploma Semester - V
Mechanical / Electrical Engineering Group
(ME / EE / EP / EU / CH / PS)

MANAGEMENT

FOR ONLINE EXAMINATION

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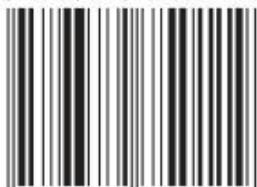
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MSBTE I

PREFACE

The importance of **Management** is well known in various engineering fields. Overwhelming response to our books on various subjects inspired us to write this book. The book is structured to cover the key aspects of the subject **Management**.

The book uses plain, lucid language to explain fundamentals of this subject. The book provides logical method of explaining various complicated concepts and stepwise methods to explain the important topics. Each chapter is well supported with necessary illustrations, practical examples and solved problems. All chapters in this book are arranged in a proper sequence that permits each topic to build upon earlier studies. All care has been taken to make students comfortable in understanding the basic concepts of this subject.

The book not only covers the entire scope of the subject but explains the philosophy of the subject. This makes the understanding of this subject more clear and makes it more interesting. The book will be very useful not only to the students but also to the subject teachers. The students have to omit nothing and possibly have to cover nothing more.

I wish to express my profound thanks to all those who helped in making this book a reality. Much needed moral support and encouragement is provided on numerous occasions by my whole family. I wish to thank the **Publisher** and the entire team of **Technical Publications** who have taken immense pain to get this book in time with quality printing.

Any suggestion for the improvement of the book will be acknowledged and well appreciated.

Author

D. S. Bagad

Dedicated to Readers of Book.

SYLLABUS

Management (22509)

Teaching Scheme			Credit (L+T+P)	Examination Scheme												
				Theory						Practical						
Paper Hrs.	ESE		PA		Total		ESE		PA		Total					
	Max	Min	Max	Min	Max	Min	Max	Min	Max	Min	Max	Min	Max	Min	Max	Min
3	-	-	3	90 Min	70*	#	28	30*	00	100	40	--	--	--	--	--

Unit	Unit Outcomes (UOs) (in cognitive domain)	Topics and Sub - topics
Unit - I Introduction to management concepts and managerial skills.	<p>1a. Differentiate the concept and principles of management for the given situation.</p> <p>1b. Explain function of management for given situation.</p> <p>1c. Compare the features of the given types of planning.</p> <p>1d. Suggest the steps in organizing in the given situation.</p> <p>1e. Suggest suitable type of organization for the given example.</p> <p>1f. Identify the functional areas of management for the given situation.</p> <p>1g. Suggest suitable managerial skills for given situation with justification.</p>	<p>1.1 Definitions of management, role and importance of management.</p> <p>1.2 Management characteristics and principles, levels of management and their functions; management, administration and organization relation between management and administration.</p> <p>1.3 Functions of management : planning, organizing, leading / directing, staffing and controlling.</p> <p>1.4 Types of planning and steps in planning.</p> <p>1.5 Types of organization, Steps in organizing.</p> <p>1.6 Functional areas of management.</p> <p>1.7. Managerial skills.</p>

Unit - II Planning and organizing at supervisory level	2a. Differentiate the nature of planning and planning activities for the given situation. 2b. Suggest the step wise procedure to complete the given activity in the shop floor. 2c. Prepare materials and manpower budget for the given production activity. 2d. Describe with block diagrams the organization of the physical resources required for the given situation. 2e. Describe the human needs to satisfy the job needs for the specified situation. 2f. List the tasks to be done by the concerned individuals for completing the given activity.	Planning at supervisory level 2.1 Planning by supervisor. 2.2 Planning activities, detailing and following of each step. 2.3 Prescribing standard forms for various activities. 2.4 Budgeting for materials and manpower. Organizing at supervisory level 2.5 Organizing the physical resources. 2.6 Matching human need with job needs. 2.7 Allotment of tasks to individuals and establishing relationship among persons working in a group.
Unit - III Directing and Controlling at supervisory level	3a. Justify the chosen need of directions and instructions to the subordinates to complete the specified task. 3b. Select the feasible set of instructions to complete the given simple task, with justification. 3c. Predict the possible mistakes for completing the given simple activity. 3d. Describe the managerial control actions and remedial measures required to be taken for completing the given task successfully.	Directioning at supervisory level 3.1 Needs for directions and instructions to subordinates ; Completeness and feasibilities of instructions. 3.2 Personal counselling advanced predictions of possible mistakes. 3.3 Elaborating decisions, laying disciplinary standards in overall working. Controlling at supervisory level 3.4 Managerial control ; Understanding team and link between various departments in respect of process and quality standards; Steps in control process. 3.5 Controlling methods; Control over the performance in respect of quality, quantity of production, time and cost. Measuring performance, comparing with standards, correcting unfavorable deviations.

Unit-IV Safety Management	4a. State the general safety norms required to be taken in the given case. 4b. suggest preventive measures of plant activities in the given situation. 4c. Describe the safe procedural steps required to be taken to prevent the given type of accident. 4d. Prepare a work permit in to conduct the given maintenance activity. 4e. Explain the causes of the specified type of accident in the given situation. 4f. Prepare the specifications of the firefighting equipment required for the given type of fire.	4.1 Need for safety management measures. 4.2 General safety norms for an industrial unit; Preventive measures. 4.3 Definition of accident, types of industrial accident; Causes of accidents. 4.4 Fire hazards; Fire drill. 4.5 Safety procedure. 4.6 Work permits.
Unit-V Legislative Acts	5a. Explain the purpose of the act. 5b. Explain the main provisions of the various acts and important definition.	5.1 Necessity of acts, Important definition and Main provisions of acts. 5.2 industrial Acts : a. Indian Factory Act b. Industrial Dispute Act c. Workman Compensation Act d. Minimum Wages Act

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UNIT - I**1****Introduction to Management
Concepts and Managerial Skills****1.1 Definitions of Management, Role and Importance of Management****1.1.1 Definition and Role of Management**

- Management is the process of designing and maintaining an environment in which individuals working together in groups efficiently accomplish selected aims.
- Management is an art of getting things done through others. Management is to plan, organize, direct and control the resources of the organization for obtaining common objectives or goals. It is related with resources like material, money, machinery, methods, manufacturing and marketing.
- Management principles are universal in nature.
- Management is necessary for all types of organization, such as public sector, private sector, govt. department, hotel, hospital, hostels, educational institutes, require management for several growth and expansion.

1.1.2 Importance of Management

- Management is goal oriented.
- Management is associated with group efforts.
- Management is intangible.
- Management is an activity and not a person or group of person.
- Management is situational.
- Management is the combination of art, science and profession.
- Management is universal.

1.2 Management Characteristics and Principles, Levels of Management, Administration and Organizations**1.2.1 Characteristics of Management**

- Following are the key features or characteristics of management :
 - Organized activities :** Management is a process of organized activities. Groups of people cannot be involved in the performance of activities without organized activities.
 - Management comes into existence where a group of people are involved in achieving a common objective. The organized activities may take a variety of forms ranging from a tightly structured organization to a loosely-knit organization.
- Existence of objectives :** The existence of objectives is a basic criterion of every human organization. The organizational objectives are the desired state of affairs which an organization attempts to realize.
- This realization of objectives is sought through the coordinated efforts of the people constituting an organization.
- Decision-making :** Management process involves decision making at all levels. Decision-making describes the process by which a course of action is selected as the way to deal with a specific problem.
- If there is only one alternative, the question of decision making does not arise. The quality of alternatives which a manager selects determines the organization's performance and the future of the organization.

- 4. Relationship among resources :** The essence of management is integration of various organizational resources. Resources include money, machine, materials and people.
- Management is concerned with the proper utilization of human resources which, in turn, utilize other resources.
- 5. Working with and through people :**
- Management involves working with people and getting organizational objectives achieved through them.
- Working through people is interpreted in terms of assigning activities to subordinates.

1.2.2 Levels of Management in any Organization are Described by the Pyramid

- Generally management function is divided into three levels.
 - Top level management
 - Middle
 - Lower



Fig. 1.2.1

1. Top management :

- Also called as strategical level of managers.
- It is represented by
 - Board of Directors (BOD)
 - Chief Executive Officer (CEO)
 - Chairman/President
 - Managing Director etc.
- They handle companywide overall functions.
- Functions of top level management :
 - Overall strategic work.
 - To determine and finalize aims/goals of

- organization.
- To define vision of work.
 - To workout long term plans.
 - Responsible for overall developments in the organization.

2. Middle level management :

- This is a comparatively larger group of managers.
- It is represented by
 - Factory manager
 - Plant manager
 - Heads of department
 - Senior manager
- Functions :
 - To plan the execution strategies.
 - To decide medium scale policies.
 - To play role as "Buffer group" between top level and lower level management.
 - To help top management in strategic decisions.
- They are accountable for the work done by their juniors.

3. Lower level management :

- Also called as operational level managers.
- They occupy bottom of the pyramid.
- It is represented by
 - Shift incharges
 - Trainee engineers
 - Sr. supervisors
 - Jr. managers
- They have direct responsibility of machinery and materials.
- Skilled workers, operators, workforce is working immediately below them.
- Functions :
 - To supervise the operations/activities.
 - To plan and execute daily work schedules.
 - To ensure smooth operations.
 - To guide workforce about their work.

g. Lower management may be called as "actual face" of management or "fighting chaps" as they are directly related to operational activities. Also called as tactical level of managers.

1.2.3 Administration

- The administration is the top level of the organization with the decisive functions.
- They are responsible for determining the policies and objectives of the organization or the firm.
- The main administrative function is handling the business aspects of the firm, such as finance. Other administrative functions usually include planning, organizing, staffing, directing, controlling and budgeting.
- Administration must integrate leadership and vision, to organize the people and resources, in order to achieve common goals and objectives for the organization.

1.3 Functions of Management : Planning, Organizing, Leading/Directing, Staffing and Controlling

1.3.1 Functions of Management

- Functions of management are :

1. Planning

- Planning is decision making process.
- It is making decisions on future course of actions.
- Planning involves taking decisions on vision, mission, values, objectives, strategies and policies of an organization.
- Planning is done for immediate, short term, medium term and long term periods.
- It is a guideline for execution/implementation.
- It is a measure to check the effectiveness and efficiency of an organization.

2. Organizing

- Organizing involves determination and grouping of the activities.
- Designing organization structures and departmentation based on this grouping.

- Defining the roles and responsibilities of the departments and of the job positions within these departments.
- Defining relationships between departments and job positions.
- Defining authorities for departments and job positions.

3. Staffing

- It includes manpower or human resource planning.
- Staffing involves recruitment, selection, induction and positioning the people in the organization.
- Decisions on remuneration packages are part of staffing.
- Training, retraining, development, mentoring and counseling are important aspects of staffing.
- It also includes performance appraisals and designing and administering the motivational packages.

4. Directing

- It is one of the most important functions of management to translate company's plans into execution.
- It includes providing leadership to people so that they work willingly and enthusiastically.
- Directing people involves motivating them all the time to enthuse them to give their best.
- Communicating companies plans throughout the organization is an important directing activity.
- It also means coordinating various people and their activities.
- Directing aims at achieving the best not just out of an individual but achieving the best through the groups or teams of people through team building efforts.

5. Controlling

- It includes verifying the actual execution against the plans to ensure that execution is being done in accordance with the plans.
- It measures actual performance against the plans.
- It sets standards or norms of performance.
- It measures the effective and efficiency of execution against these standards and the plans.
- It periodically reviews, evaluates and monitors the performance.
- If the gaps are found between execution levels and the plans, controlling function involves suitable corrective actions to expedite the execution to match up with the plans or in certain circumstances deciding to make modifications in the plans.

1.4 Types of Planning and Steps in Planning

1.4.1 Planning

- Planning is the process of thinking before doing.
- Planning is deciding in advance what to do, how to do, why to do, where to do and who will be ?
- Planning can be defined as the set of steps to do the particular activity or activities in systematic manner.
- Success of the project or work depends on the quality of planning.

1.4.2 Steps in Planning

- The steps involved in planning process are described as follows :

 1. Identification of problems and awareness of opportunities.
 2. Establishing objectives.
 3. Establishing planning premises.
 4. Determining alternative courses.
 5. Selecting ideal courses of action.
 6. Formulation of plans.
 7. Follow-up.

1.5 Types of Organization, Steps in Organizing

- An organization is a group of persons united to achieve any task.

- Organization may also be defined as a group of activities and resources to facilitate efforts to achieve the common aims and objectives.

1.5.1 Types of Organization

1. Line organization.
2. Functional organization.
3. Line and staff organization.
4. Project organization.

1. Line organization :

- It is also called as scalar organization.
- It is the vertical type of organization structure.
- Also called as military type because similar form of organization in the military.
- Line organization is the oldest and simplest type of organization form.
- It has a chain of authorities, one above the other.

2. Functional organization (Staff organization) :

- It is also called as horizontal organization.
- There is grouping of activities as per functions.
- Specialization of function is the characteristics of this type of organization.
- Each group is performing a specific task. E.g. milling department is only performing milling operation, may be on different products.
- Function is the same and so the people are specialized in that.
- Also called as functional organization.

3. Line and staff organization :

- It is combination of line and functional organization.
- It is horizontal and vertical both in structure.
- Organization will be successful only when there is joint work of managers and executers.
- This form of organization shows characteristics of line type at certain places and it is also functional one wherever it is desired.

4. Project organization :

- It is an inter-organizational team pulled together for a specific purpose.
- Team members are drawn from the organization's functional units to perform a specific task i.e. project.
- The organization is temporary in nature.
- It is formed for the project purpose only.
- When such a team is organized, then in an original organization "matrix" type structure is formed.

1.5.2 Steps in Organizing

- Following are the steps in organizing :

1. Objectives/Aims/Goals are determined :

- Before we start must know our goals.
- This step in organization defines path of actions.
- Due to this initial step, we get guidelines.

2. Formulating supporting policies and plans :

- Skeleton of policies of necessary for satisfying goals.
- Plans initiate actions in an organization.
- Support of policies and plans strengthens focus towards defined objectives.

3. Identifying and classifying necessary activities :

- Numerous activities are listed down.

- To avoid variation and differentiation, their classification is necessary.

- Activities can be considered as per their nature and scope.

4. Grouping these activities in the best way :

- Identified and classified activities are sequentially arranged.
- Grouping is done as per the resource availabilities, priority in work and importance as well.
- Grouping helps to assign people on them.

5. Assignment of duties :

- Activities/duties are assigned to people with us.
- Care is taken to satisfy both i.e. requirement of work and human needs.
- Overlapping, underutilization and overloading are avoided while assigning duties.

6. Horizontal and vertical relationships of authority and responsibility :

- Organization will never work without clear-cut identification of authority and responsibility.
- For performing duty, authority is important.
- To complete the function, responsibility is must.

Multiple Choice Questions

Q.1 Types of business _____.

- | | |
|--|---|
| <input type="checkbox"/> a manufacturing | <input type="checkbox"/> b trade |
| <input type="checkbox"/> c service | <input type="checkbox"/> d all of the above |

Q.2 _____ is the function of putting together the different parts of enterprise into working order.

- | | |
|---|---|
| <input type="checkbox"/> a Planning | <input type="checkbox"/> b Management |
| <input type="checkbox"/> c Organization | <input type="checkbox"/> d Administration |

Q.3 What is management ?

- | | |
|---|--|
| <input type="checkbox"/> a Channelizing | <input type="checkbox"/> b Administration |
| <input type="checkbox"/> c Production | <input type="checkbox"/> d Getting work done from others |

Q.4 The art of getting things done by people is called as _____.

- | | |
|---|---------------------------------------|
| <input type="checkbox"/> a organization | <input type="checkbox"/> b management |
| <input type="checkbox"/> c direction | <input type="checkbox"/> d staffing |

Q.5 What is process of management ?

- | | |
|--|---|
| <input type="checkbox"/> a Planning | <input type="checkbox"/> b Organizing |
| <input type="checkbox"/> c Controlling | <input type="checkbox"/> d All of the above |

Q.6 Policy making in an industry is a role of _____.

- | | |
|---------------------------------------|---|
| <input type="checkbox"/> a management | <input type="checkbox"/> b administration |
| <input type="checkbox"/> c public | <input type="checkbox"/> d workers |

Q.7 What are characteristics of management ?

- | | |
|--|--|
| <input type="checkbox"/> a Clear defined objective | <input type="checkbox"/> b Coordinating activities with people |
| <input type="checkbox"/> c Shared environment | <input type="checkbox"/> d All of the above |

Q.8 Business firm produce and supply wide verities of goods and _____ required by the society.

- | | |
|-------------------------------------|--|
| <input type="checkbox"/> a money | <input type="checkbox"/> b services |
| <input type="checkbox"/> c entities | <input type="checkbox"/> d social services |

Q.9 Which type of industries involves large investment and a high level of automation process.

- | | |
|--|---|
| <input type="checkbox"/> a Village | <input type="checkbox"/> b Small scale |
| <input type="checkbox"/> c Large scale | <input type="checkbox"/> d Medium scale |

Q.10 The function of administration is _____.

- | | |
|--|---|
| <input type="checkbox"/> a Decision making | <input type="checkbox"/> b Policy making |
| <input type="checkbox"/> c Controlling and ensure discipline | <input type="checkbox"/> d All of the above |

Q.11 In _____ type of organization the sub ordinates receive orders from their immediate boss.

- | | |
|--|--|
| <input type="checkbox"/> a line organization | <input type="checkbox"/> b line and staff organization |
| <input type="checkbox"/> c functional organization | <input type="checkbox"/> d product organization |

Q.12 When a group of people are pulled together for a special task then performed structure of organization is called _____ organization.

- | | |
|---------------------------------------|---|
| <input type="checkbox"/> a project | <input type="checkbox"/> b line |
| <input type="checkbox"/> c functional | <input type="checkbox"/> d line and staff |

Q.13 Which is the factor responsible in the selection of type ownership ?

- | | |
|--|--|
| <input type="checkbox"/> a Capital required | <input type="checkbox"/> b Scope of business |
| <input type="checkbox"/> c Types of business | <input type="checkbox"/> d All |

Q.14 Which statement is wrong ?

- | |
|--|
| <input type="checkbox"/> a Organization is a group of working people |
| <input type="checkbox"/> b It has aims and objectives |
| <input type="checkbox"/> c Organization has no boundaries |
| <input type="checkbox"/> d Organization is a system |

Q.15 Which is not the correct disadvantage of line organization ?

- | |
|--|
| <input type="checkbox"/> a Poor performance |
| <input type="checkbox"/> b Lack of specialization |
| <input type="checkbox"/> c Overlapping of activities |
| <input type="checkbox"/> d Nobody is overloaded |

Q.16 Which is not the correct disadvantage of staff organization ?

- a Discipline is lacking
- b Lack of specializations
- c Ego of specialty
- d Difficult to handle experts

Q.17 Principles proposed by _____ are very useful for the contemporary managers to manage their work efficiently effectively.

- a controlling
- b organising
- c directing
- d planning

Q.18 Communication, Leadership and Motivation are sub functions of _____?

- a directing
- b decision making
- c coordinating
- d controlling

Q.19 Functions of controlling are _____?

- a establishing standards
- b measuring performance
- c taking corrective actions
- d all of the above

Q.20 What is Organization ?

- a Formal structure
- b Coordinating activities
- c People working together with common goal
- d Shared environment

Q.21 The process of establishing the orderly use of resources by assigning and coordinating tasks is called as _____?

- a decision making
- b organizing
- c planning
- d controlling

Q.22 Line organization is also called _____?

- a line and staff organization
- b scalar or military organization
- c functional organization
- d project organization

Q.23 Advantages of line organization ?

- a Simple and easy structure
- b No confusion and high discipline
- c Simple division of authority
- d All of the above

Q.24 Disadvantage of line organization ?

- a Lacks in employee specialization
- b High skilled people are required
- c Not suitable for large organization
- d All of the above

Q.25 The management of interdependence in work situations is known as _____ ?

- a organizing
- b decision making
- c coordinating
- d controlling

Q.26 Advantages of line staff organization ?

- a Responsibilities are fixed
- b Division of work is easy
- c Low wastage due to high skilled employee
- d All of the above

Q.27 Disadvantages of line staff organization ?

- a Discipline maintaining is difficult
- b Confusion may arise structure
- c Requires more cost
- d All of the above

Q.28 Functional organization is specialized in _____ ?

- a Hierarchy of organization
- b Functions of organization
- c Structure of organization
- d None of the above

Q.29 Advantage of functional organization ?

- a Specialization can be done
- b High qualified people required
- c Cost of structure is more
- d Better quality of products can be produced

Q.30 Line organization is suitable ?

- a Small organizations
- b Medium organization
- c Large organization
- d None of the above

Q.31 _____ is recruitment of right people at right place in an organization.

- | | |
|-------------------------------------|--|
| <input type="checkbox"/> a Planning | <input type="checkbox"/> b Organizing |
| <input type="checkbox"/> c Staffing | <input type="checkbox"/> d Controlling |

Q.32 A process of solving the problem or finding out the new business opportunity is called as ?

- | | |
|---|--|
| <input type="checkbox"/> a Directing | <input type="checkbox"/> b Decision making |
| <input type="checkbox"/> c Coordinating | <input type="checkbox"/> d Controlling |

Q.33 _____ can be called as leading, motivating and so on.

- | | |
|--|---------------------------------------|
| <input type="checkbox"/> a Planning | <input type="checkbox"/> b Organizing |
| <input type="checkbox"/> c Controlling | <input type="checkbox"/> d Directing |

Q.34 A very few number people work at _____ level.

- | | |
|--------------------------------------|---|
| <input type="checkbox"/> a low level | <input type="checkbox"/> b middle level |
| <input type="checkbox"/> c top level | <input type="checkbox"/> d tactical level |

Q.35 A very large number people work at _____ level.

- | | |
|--|---|
| <input type="checkbox"/> a low level | <input type="checkbox"/> b middle level |
| <input type="checkbox"/> c strategic level | <input type="checkbox"/> d tactical level |

Q.36 _____ skill is needed at the top level management.

- | |
|--|
| <input type="checkbox"/> a Technical |
| <input type="checkbox"/> b Conceptual and technical |
| <input type="checkbox"/> c Conceptual |
| <input type="checkbox"/> d Conceptual, technical and human |

Q.37 Which of the following post comes under middle level management ?

- | | |
|-------------------------------------|---|
| <input type="checkbox"/> a Director | <input type="checkbox"/> b Branch manager |
| <input type="checkbox"/> c Foreman | <input type="checkbox"/> d Supervisor |

Q.38 Top level is known as _____ because all important decision related to whole organization is taken by top management.

- | | |
|--|---|
| <input type="checkbox"/> a Strategical level | <input type="checkbox"/> b Tactical level |
| <input type="checkbox"/> c Operational level | <input type="checkbox"/> d All of above |

Answer key for Multiple Choice Questions

Q.1	d	Q.2	b	Q.3	d
Q.4	b	Q.5	d	Q.6	b
Q.7	d	Q.8	b	Q.9	c
Q.10	d	Q.11	a	Q.12	c
Q.13	d	Q.14	c	Q.15	d
Q.16	b	Q.17	d	Q.18	a
Q.19	d	Q.20	c	Q.21	b
Q.22	a	Q.23	d	Q.24	d
Q.25	c	Q.26	d	Q.27	d
Q.28	b	Q.29	d	Q.30	a
Q.31	c	Q.32	b	Q.33	d
Q.34	c	Q.35	a	Q.36	d
Q.37	b	Q.38	a		



Notes

UNIT - II**2****Planning and Organizing****2.1 Planning by Supervisor**

- The four main functions of a supervisor are planning, organizing, leading, controlling. To understand the role of supervisor, it is first critical to understand that supervisor duties are distinctly different from manager duties.
- If there is an overlap between these distinct duties, the organization can suffer in efficiency, cost and productivity.
- Supervisors **plan** goals and the steps needed to meet them. Steps toward goal fulfillment must be measurable or observable to facilitate productive progress and to evaluate rate and success of progress.

Skills needed for Supervisor :

1. Communicating
2. Decision making
3. Delegating
4. Meeting management
5. Problem solving
6. Planning
7. Time and Stress management

2.2 Planning Activities, Detailing and Following of Each Step

- Goals can be established for a variety of reasons, for example, to overcome performance problems, qualify for future jobs and roles, take advantage of sudden opportunities that arise and/or give direction to training plans.
- Goals provide clear direction to both supervisor and employee. They form a common frame of reference

around which the supervisor and employee can effectively communicate. They clearly indicate success, and can facilitate strong sense of fulfillment for employee and supervisor.

- Supervisors are responsible for :
 1. Aligning individual performance expectations with organizational goals
 2. Developing performance goals collaboratively with their direct reports
 3. Ensuring that performance goals are clearly communicated and current
 4. Providing fair, constructive, and timely feedback towards performance expectations and goals
 5. Providing assistance, guidance, and coaching support as needed
 6. Ensuring that staff have professional development plans in place
 7. Conducting performance evaluations according to established systems and policies

2.3 Prescribing Standard Forms for Various Activities**1. Communicating Expectations**

- In order for employees to understand what is expected of them, you should communicate expectations in terms of behaviors by explaining what it "looks like or sounds like" when an employee is, for example, behaving "professionally," treating co-workers with "respect," or being "accountable" for his or her work.
- Expectations are set by the organization in the form of performance standards: conditions that exist

- when the job is performed acceptably in terms of quality, quantity, time, cost, impact, and process or method of doing.
- They are generally based on the organization, not the person in the job. They are different from specific goals which are set for an individual, and change over time, rather than the job. They enable individuals to differentiate between acceptable and unacceptable results.
- ### 2. Setting Goals
- Goals can be established for a variety of reasons, for example, to overcome performance problems, qualify for future jobs and roles, take advantage of sudden opportunities that arise and/or give direction to training plans.
 - Goals provide clear direction to both supervisor and employee. They form a common frame of reference around which the supervisor and employee can effectively communicate.
 - They clearly indicate success, and can facilitate strong sense of fulfillment for employee and supervisor.
- ### 3. Work Study
- Work study is the systematic study of an operation or process to ensure the best possible use of the human and material resources available. The prime aim is to improve productivity. The application of work study to a department or company is made to improve the existing method of operation, as a result change will occur which will affect all personnel - irrespective of status.
- ### Objectives of Work Study
- It helps in the optimum use of plant, equipment, manpower and material.
 - It helps in establishing the standard of performance.
 - It helps in developing efficient work methods.
 - It helps in establishing the most efficient and effective utilization of human effort.
- It helps in synchronizing various resources like men and machine.
 - It helps in the evaluation of human work.
 - It helps in efforts towards productivity improvement.
 - It helps in the elimination of wasteful efforts, useless material handling, etc.
 - It helps in job-simplification and work standardization.

2.4 Budgeting for Materials and Manpower

Material Management

Manpower Planning

2.5 Organizing the Physical Resources

- The new concept for management of physical resources is need-based and not grant based, i.e. the plan is prepared in accordance and with the actual needs of the school. The institution's physical resource management plan seeks improvement in all directions and it must include school improvement projects in the form of action research.
- Organizing systems arrange their resources according to many different principles. In libraries, museums, businesses, government agencies and other long-lived institutions, organizing principles are typically documented as cataloging rules, information management policies, or other explicit and systematic procedures so that different people can apply them consistently over time.
- In contrast, the principles for arranging resources in personal or small-scale organizing systems are not usually stated in any formal way and might even be inconsistent or conflicting.

2.6 Matching Human Need with Job Needs

1. Job content :

- The work that the employee does every day is also a significant factor in job fit. Does the employee get to do the things that she loves to do? Does the job utilize her strengths? Does the work fulfil her needs and allow her to live a job that is congruent with her values? Job content is important in identifying job fit.

2. Skills Match

- Skills match is the degree to which a candidate's educational background, technical skills, previous job experience, and particular expertise matches those required for the position.
- There are many job positions that demand specific sets of knowledge or technical skills. Research has shown that people charged with selecting for these positions are often tremendously biased.

3. Job Match

- Job match is an integral part of a candidate's actual on-the-job success. Job match refers to how well an

individual's cognitive abilities, interests, and personality traits match those required for success in a particular job. toward thinking that expertise highly important.

2.7 Allotment of Tasks to Individuals and Establishing Relationship among Persons Working in a Group

- One major responsibility when leading a team is task allocation to each person on the team. This requires making decisions about who is capable of performing specific tasks for a successful project.
- To make these decisions effectively, the team leader must make judgments concerning :
 - One or several tasks that must be completed
 - Which employees in the department is able to complete the tasks
 - Finding the best fit to achieve project goals
- Generally, this means the team leader needs to combine people and tasks. Maintaining proper staff levels is also important when allocating work assignments.
- Motivating the team can be as simple as involving them in decisions such as how work is allocated. Team leaders can also ask if members want to learn a new skill before starting on a new project.
- Morale is boosted when the company shows an interest in their professional development. In addition, cross-training can also guarantee that coverage is available for different tasks when others take time off from work.

Task Allocation – Take all existing tasks and divide them among all available workers, so that each of them had the same work load. To do this, start with tasks estimation and scheduling, and then assign developers to them.

Task Scheduling – Specify when specific tasks should be done.

Task Assignment – Just say who should work on a particular task.

Multiple Choice Questions

Q.1 Deciding in advance what to do, how to do and when to do is _____

- | | |
|--|---------------------------------------|
| <input type="checkbox"/> a decision-making | <input type="checkbox"/> b organizing |
| <input type="checkbox"/> c planning | <input type="checkbox"/> d motivating |

Q.2 _____ is an activity which defined the steps of how and when work will be done effectively

- | | |
|---------------------------------------|--|
| <input type="checkbox"/> a Directing | <input type="checkbox"/> b Planning |
| <input type="checkbox"/> c Organizing | <input type="checkbox"/> d Controlling |

Q.3 Which is the appropriate reason of failure of good plan ?

- | | |
|--|--|
| <input type="checkbox"/> a Insufficient data | <input type="checkbox"/> b Lack of knowledge |
| <input type="checkbox"/> c Over confidence | <input type="checkbox"/> d All of the above |

Q.4 Which of the following process includes the activities of planning, scheduling and controlling material ?

- | | |
|--|--|
| <input type="checkbox"/> a Material management | <input type="checkbox"/> b Resource management |
| <input type="checkbox"/> c Resource planning | <input type="checkbox"/> d ERP |

Q.5 Which of the followings are the aims of material management ?

- | | |
|---|---|
| <input type="checkbox"/> a Continuity of supply | <input type="checkbox"/> b Low payroll cost |
| <input type="checkbox"/> c Higher inventory turn over | <input type="checkbox"/> d All of the above |

Q.6 _____ is defined as set of steps to do the particular activity or activities in systematic manner.

- | | |
|---------------------------------------|--|
| <input type="checkbox"/> a Organizing | <input type="checkbox"/> b Decision making |
| <input type="checkbox"/> c Planning | <input type="checkbox"/> d Controlling |

Q.7 A process of solving the problem or finding out the new business opportunity is called as ?

- | | |
|---|--|
| <input type="checkbox"/> a Directing | <input type="checkbox"/> b Decision making |
| <input type="checkbox"/> c Coordinating | <input type="checkbox"/> d Controlling |

Q.8 Types of decision based on levels of management are _____?

- | | |
|--|---|
| <input type="checkbox"/> a strategic decisions | <input type="checkbox"/> b tactical decisions |
| <input type="checkbox"/> c operational decisions | <input type="checkbox"/> d all of the above |

Q.9 Policy making in an industry is a role of _____

- | | |
|---------------------------------------|---|
| <input type="checkbox"/> a management | <input type="checkbox"/> b administration |
| <input type="checkbox"/> c public | <input type="checkbox"/> d workers |

Q.10 Grouping the activities or operations of an enterprise into various units is referred as _____.

- | | |
|---|--|
| <input type="checkbox"/> a centralization | <input type="checkbox"/> b departmentation |
| <input type="checkbox"/> c delegation | <input type="checkbox"/> d communication |

Q.11 Which is not the type of departmentation ?

- | | |
|---------------------------------------|--|
| <input type="checkbox"/> a By product | <input type="checkbox"/> b By function |
| <input type="checkbox"/> c By process | <input type="checkbox"/> d By material pattern |

Q.12 Which are factors in which span of control depends ?

- | |
|---|
| <input type="checkbox"/> a Trained and experienced subordinates |
| <input type="checkbox"/> b Type of work |
| <input type="checkbox"/> c Capacity of executive or manager |
| <input type="checkbox"/> d All of the above |

Q.13 Sense of responsibility increases due to _____ provided by seniors.

- | | |
|---------------------------------------|---|
| <input type="checkbox"/> a authority | <input type="checkbox"/> b responsibility |
| <input type="checkbox"/> c initiative | <input type="checkbox"/> d leading |

Q.14 In EOQ, _____ cost=unit price x annual consumption volume

- | | |
|--|--|
| <input type="checkbox"/> a consumption | <input type="checkbox"/> b protection |
| <input type="checkbox"/> c investment | <input type="checkbox"/> d none of these |

Q.15 Which is not the advantage of globalization ?

- | | |
|--|---|
| <input type="checkbox"/> a Competition | <input type="checkbox"/> b Foreign investment |
| <input type="checkbox"/> c Loss of culture | <input type="checkbox"/> d None of the above |

Q.16 Which of the following is the advantage of effective decision making ?

- | | |
|--|---|
| <input type="checkbox"/> a No delays | <input type="checkbox"/> b Quick actions |
| <input type="checkbox"/> c No confusions | <input type="checkbox"/> d All of the above |

Q.17 Planning is based on :

- | | |
|--|--|
| <input type="checkbox"/> a decision-making | <input type="checkbox"/> b forecasting |
| <input type="checkbox"/> c staffing | <input type="checkbox"/> d organizing |

Q.18 Planning do not consider :

- | | |
|------------------------------------|--|
| <input type="checkbox"/> a choice | <input type="checkbox"/> b communication |
| <input type="checkbox"/> c machine | <input type="checkbox"/> d coordination |

Q.19 Planning is :

- | | |
|--|---|
| <input type="checkbox"/> a looking ahead | <input type="checkbox"/> b guiding people |
| <input type="checkbox"/> c delegation of authority | <input type="checkbox"/> d fundamentals of staffing |

Q.20 Single use plans are :

- | |
|--|
| <input type="checkbox"/> a applicable in non-recurring situation |
| <input type="checkbox"/> b deals with recurring situations |
| <input type="checkbox"/> c budgets |
| <input type="checkbox"/> d strategic |

Q.21 The limitations of planning are :

- | | |
|---|--|
| <input type="checkbox"/> a proper environment | <input type="checkbox"/> b planning premises |
| <input type="checkbox"/> c wrong information | <input type="checkbox"/> d feasibility |

Q.22 Budget refers to _____.

- | |
|---|
| <input type="checkbox"/> a planned target of performance |
| <input type="checkbox"/> b steps of handling future activities |
| <input type="checkbox"/> c systematic action and allocation of resources |
| <input type="checkbox"/> d statement of expected results expressed in numerical terms |

Q.23 Which of the following indicates the importance of planning ?

- | |
|--|
| <input type="checkbox"/> a Makes way for orderly activities |
| <input type="checkbox"/> b Provides a basic for control in an organization |
| <input type="checkbox"/> c Reduces risk of uncertainty |
| <input type="checkbox"/> d All of the above |

Q.24 _____ plans have clearly defined objectives

- | | |
|--|-------------------------------------|
| <input type="checkbox"/> a Directional | <input type="checkbox"/> b Flexible |
| <input type="checkbox"/> c Specific | <input type="checkbox"/> d Standing |

Q.25 Selection devices must : _____.

- | | |
|---|--|
| <input type="checkbox"/> a be explained | <input type="checkbox"/> b match the job in question |
| <input type="checkbox"/> c to be cost-effective | <input type="checkbox"/> d none of the above |

Q.26 Staffing refers to :

- | | |
|--|---|
| <input type="checkbox"/> a Measuring performance | <input type="checkbox"/> b Managing the positions |
| <input type="checkbox"/> c Management in action | <input type="checkbox"/> d Management factory |

Q.27 Functions of a supervisor is to _____.

- | | |
|---|---|
| <input type="checkbox"/> a Communicate orders | <input type="checkbox"/> b Enforce safety |
| <input type="checkbox"/> c Handle grievances | <input type="checkbox"/> d All of the above |

Q.28 Which of the following process serves the purpose of selling the organization to the candidate ?

- | | |
|--|--|
| <input type="checkbox"/> a Recruitment process | <input type="checkbox"/> b Selection process |
| <input type="checkbox"/> c Development process | <input type="checkbox"/> d Training process |

Answer Keys for Multiple Choice Questions

Q.1	c	Q.2	b
Q.3	d	Q.4	a
Q.5	a	Q.6	c
Q.7	b	Q.8	a
Q.9	b	Q.10	b
Q.11	d	Q.12	d
Q.13	a	Q.14	a
Q.15	c	Q.16	d
Q.17	b	Q.18	c
Q.19	a	Q.20	a
Q.20	a	Q.21	c
Q.22	d	Q.23	d
Q.24	c	Q.25	b
Q.26	b	Q.27	d
Q.28	b		



Notes

UNIT - III**3****Directing and Controlling****3.1 Needs for Directions and Instructions to Subordinates ; Completeness and Feasibilities of Instructions**

- Supervisors **lead** by providing the motivation and inspiration to work effectively toward the goal and the individual objectives for reaching the goal.
- Supervisors **control** by understanding the corporate process they work in and by insuring that all parts of a project or work routine are functioning in keeping with the corporate process they are part of with little deviation from the organizational agenda.
- The main, or major, functions performed as a supervisor refer to the most important roles that an organizational leader is meant to perform.
- The ultimate goal of these important roles is to comply with the mission and vision of an organization, and with the goal that the organization aims to attain. This being said, the major roles of a supervisor include :

1. Planning and organizing - This entails putting forth an action plan that tasks specific employees to conduct duties related to their line of work. This taps onto each employee's abilities, making them 'buy into' the action plan itself, and making them feel as part of the whole.

2. Enforcing and Monitoring - Although supervisors do not directly have to monitor and enforce rules, they certainly have to explain what are the expectations of the organization and which are some ways that these expectations can be met. For monitoring and enforcing, a supervisor may want to delegate a team or other employees to act as midpoints between the employees and management.

3. Evaluating and Assessing - An action plan that benefits an organization must be closely reviewed over and over again. Areas of improvement must be constantly monitored and changes have to be correlated to actions. The evaluation and assessment part is ongoing and requires the collaboration of all employees equally.

4. Motivation and Feedback - Good supervisors encourage their teams through incentives, feedback, coaching/training opportunities, and with chances to move forward within the organization. This makes employees want to work harder and more productively.

- Therefore, the major roles of a supervisor involve both the organization and those who constitute its major body of work.

3.2 Personal Counselling Advanced Predictions of Possible Mistakes

- Performance is understood as achievement of the organization in relation with its set goals. It includes outcomes achieved, or accomplished through contribution of individuals or teams to the organization's strategic goals.
- The term performance encompasses economic as well as behavioural outcomes.
- Performance has a linkage with the individual potential and how best it is realized by the individual. With regard to manage, his/her potential becomes the input to the productive process and performance is the output.

- Managee's Potential is determined when a set of tasks are assigned to him. It is also related to performance standards set.

3.3 Elaborating Decisions, Laying Disciplinary Standards in Overall

- All the personnel serving in an organization must follow discipline. Discipline is obedience, application of behavior and energy shown by an employee.
- Discipline may be self employed or command discipline. Discipline can be obtained lower remuneration, dismissal, demotion of position. While applying such circumstances proper proof should be taken into account.
- Employee discipline** is defined as the regulations or conditions that are imposed on employees by management in order to either correct or prevent behaviors that are detrimental to an organization.
- The purpose of employee discipline is not to embarrass or degrade an employee. The purpose is to ensure that an employee performs in a manner that is deemed acceptable by the organization.

3.4 Managerial Control ; Understanding Team and Link between Various Departments in Respect of Process and Quality Standards ; Steps in Control Process

3.4.1 Control System

- During the process of control, supervisor setup control systems.
- A **control system** is a set of mechanisms designed to increase the probability of meeting organizational standards or goals.
- Commonly used controls in any organization are -
 - Financial and budgetary control
 - Operations control
 - Marketing control
 - R and D control
 - Human resource control
 - Quality control
 - Inventory control

Now a days, control is exercised over every aspect of an organization's functions. From management performance to the activities carried on at shop-floor.

3.4.2 Steps in Controlling

- Basic steps in control process are shown in Fig. 3.4.1.

Determine area of control

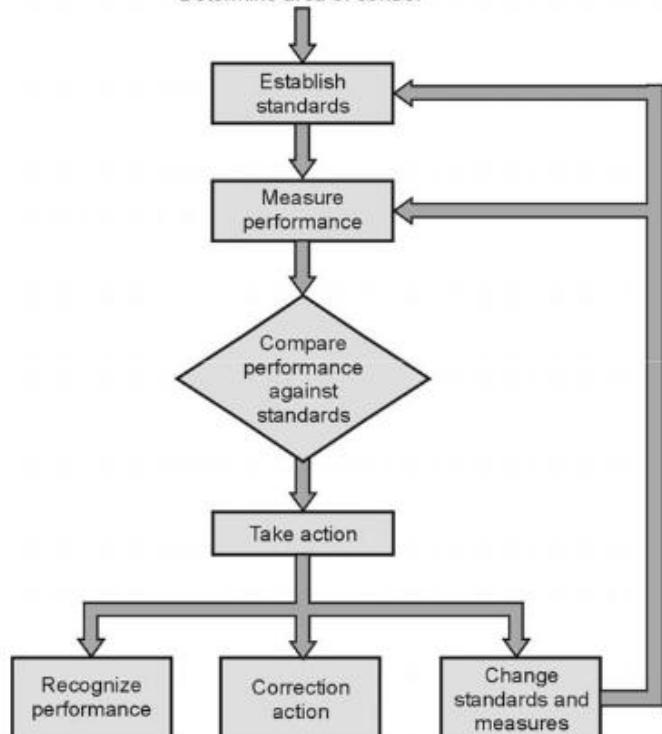


Fig. 3.4.1 Steps in control process

Step 1 : Determine areas to control

Step 2 : Establish standards

Step 3 : Measure performance

Step 4 : Compare performance

Step 5 : Take action

3.4.3 Types of Control

1. Feedback control

- Feedback control is post control action. Feedback control is process of correcting future action on the basis of information about past performance.

2. Feedforward control

- The feed forward control involves evaluating inputs for corrective active action before a particular operation takes place.

3.5 Controlling Methods ; Control Over the Performance in Respect of Quality, Quantity of Production, Time and Cost Measuring Performance, Comparing with Standards, Correcting Unfavorable Deviations

3.5.1 Controlling Function

- Controlling function is directly related to planning ; managers monitor the results to ensure achievement of targets laid in the plans.
- Control reveals deficiency in plans and leads to revision of plans. Controlling provides feedback to the plans by pointing exceptions or variations in the planned performance. It is largely the exceptional cases that are brought to the notice of managers so that future plans can be altered.
- Control is not possible unless plans are made. Similarly, planning is not possible unless control system checks deviations in the performance. Planning and controlling are, therefore, interconnected. While planning provides basis for controlling, controlling provides the basis for planning. Rest of the managerial functions—organising, staffing and directing are intermediate and performed according to plans.
- Control function evaluates the present and takes actions to regulate the future. It prevents occurrence of undesirable actions in future.
- Control is, thus, both looking back and looking ahead. It reviews the past actions and takes corrective actions for failures. It avoids occurrence of undesirable events in future by taking lessons from the past.
- The events which have already taken place, however, cannot be corrected unless corrected at the feed forward or concurrent stages of control.

3.5.2 Objectives of Controlling

- Controlling is very significant in any organization.

 1. Controlling improves co-ordination among employees.
 2. Controlling helps boosting employee morale.
 3. Controlling provides reviews, revise and update of plans.
 4. Controlling improves efficiency and effectiveness of the organization.

5. Controlling helps to implicate adjustments in operations.

6. Controlling function creates psychological pressure an individual for better performance.

3.5.3 Measuring Performance

- When standards have been set some, mechanism must be devised and installed for each activity to check and measure it with the standard.
- Monitoring or measuring performance is a vital part of control because it is not possible to control an activity if it is not constantly monitored or measured.
- For a given standard, a manager must decide how to measure actual performance.
- Most managers strive to report performance based on quantitative data. Since such data tend to be relatively objective and easy to evaluate. But many important aspects of performance are difficult to measure quantitatively.
- Most organizations use combinations of both quantitative or qualitative performance measures in carrying out control process.
- Managers must also decide how often the data must be collected. It depends on type of organization.
- In some cases managers need to control data on a daily, hourly or even more frequent basis. In some cases, weekly, monthly, quarterly, semi-annual data may be sufficient.
- The period of measurement generally depends on how important the goal is to the organization.

3.5.4 Comparing with Standard

- Managers compare the performance of department under control. They try to understand the causes of deviation of performance. Necessary reports are then prepared for corrective action.

3.5.5 Correcting Unfavorable Deviations

- After measuring and comparing performance to standards. Managers take some action. The action can be -
 - a) Corrective action
 - b) Recognize performance.
 - c) Change standards and measures.

Multiple Choice Questions

Q.1 Too little Inventory increases the risk of :

- | | |
|---|--|
| <input type="checkbox"/> a out of stock condition | <input type="checkbox"/> b more stock |
| <input type="checkbox"/> c theft | <input type="checkbox"/> d can't predict |

Q.2 _____ is the process of operations, verify conformity with the predetermined plan and takes corrective action.

- | | |
|---|--|
| <input type="checkbox"/> a Coordinating | <input type="checkbox"/> b Forecasting |
| <input type="checkbox"/> c Organizing | <input type="checkbox"/> d Controlling |

Q.3 The process of monitoring, comparing and correcting is called _____.

- | | |
|---|--|
| <input type="checkbox"/> a coordinating | <input type="checkbox"/> b controlling |
| <input type="checkbox"/> c leading | <input type="checkbox"/> d organizing |

Q.4 What are objectives of Inventory management ?

- | |
|---|
| <input type="checkbox"/> a To meet demand of raw material |
| <input type="checkbox"/> b Minimize lead time |
| <input type="checkbox"/> c Minimizing inventory carrying cost |
| <input type="checkbox"/> d All of the above |

Q.5 The functions of material management are _____.

- | | |
|---|--|
| <input type="checkbox"/> a procurement of materials | <input type="checkbox"/> b receiving of material |
| <input type="checkbox"/> c warehousing | <input type="checkbox"/> d all of the above |

Q.6 _____ Function can be defined as procuring different types of material for an organization from sources.

- | | |
|---------------------------------------|--|
| <input type="checkbox"/> a Production | <input type="checkbox"/> b Quality |
| <input type="checkbox"/> c Purchase | <input type="checkbox"/> d None of the above |

Q.7 Variance report is the difference between outcome of the company _____.

- | |
|---|
| <input type="checkbox"/> a material cost and labor cost |
| <input type="checkbox"/> b planned budget and actual budget |
| <input type="checkbox"/> c cash budget and fixed budget |
| <input type="checkbox"/> d purchased budget and overhead budget |

Q.8 Motivation based on force is called as _____.

- | | |
|---|---|
| <input type="checkbox"/> a negative motivation | <input type="checkbox"/> b positive motivation |
| <input type="checkbox"/> c extrinsic motivation | <input type="checkbox"/> d intrinsic motivation |

Q.9 In automobile industry, departments can be on the basis of _____.

- | | |
|--|------------------------------------|
| <input type="checkbox"/> a territorial | <input type="checkbox"/> b product |
| <input type="checkbox"/> c customer | <input type="checkbox"/> d process |

Q.10 Which is a part of Material management

- | | |
|---|---|
| <input type="checkbox"/> a Inventory management | <input type="checkbox"/> b Marketing management |
| <input type="checkbox"/> c Both A and B | <input type="checkbox"/> d None |

Q.11 Economic order quantity provides the _____ number of units to order.

- | | |
|------------------------------------|--|
| <input type="checkbox"/> a minimum | <input type="checkbox"/> b maximum |
| <input type="checkbox"/> c optimum | <input type="checkbox"/> d none of the above |

Q.12 Non-financial incentives have many things to do with :

- | | |
|--------------------------------------|---------------------------------------|
| <input type="checkbox"/> a directing | <input type="checkbox"/> b motivation |
| <input type="checkbox"/> c planning | <input type="checkbox"/> d organising |

Q.13 Recruitment covers :

- | | |
|--------------------------------------|--|
| <input type="checkbox"/> a selection | <input type="checkbox"/> b job analysis |
| <input type="checkbox"/> c time | <input type="checkbox"/> d none of the above |

Q.14 Training is the process of :

- | | |
|---------------------------------------|---|
| <input type="checkbox"/> a motivation | <input type="checkbox"/> b increasing knowledge and skill |
| <input type="checkbox"/> c testing. | <input type="checkbox"/> d employee recommendations. |

Q.15 The primary aim of recruitment and selection process is to _____.

- | |
|---|
| <input type="checkbox"/> a meet the high labour turnover |
| <input type="checkbox"/> b hire the best individuals at optimum cost |
| <input type="checkbox"/> c ensure the availability of surplus in case of sickness and absence |
| <input type="checkbox"/> d none of the above. |

Q.16 The characteristics of direction include :

- | | |
|-------------------------------------|--|
| <input type="checkbox"/> a guiding | <input type="checkbox"/> b motivating |
| <input type="checkbox"/> c planning | <input type="checkbox"/> d performance appraisal |

Q.17 Direction is a :

- a discrete process
- b continuous process
- c circular process
- d supervisory process

Q.18 The techniques of direction excludes :

- a an alternative device of communication
- b supervisory techniques
- c coordination
- d standard practices and procedures

Q.19 Control is a :

- a static activity
- b plan
- c pervasive function
- d all of the above

Q.20 The objective of control is :

- a take corrective actions
- b make plans
- c prepare manpower planning
- d influence and persuasiveness

Q.21 Detecting irregularities is possible through :

- a controlling
- b staffing
- c decision-making
- d planning

Q.22 Deviation is a term used in :

- a controlling
- b motivation
- c directing
- d staffing

Q.23 Controlling plays an important role in helping :

- a increase the costs
- b fixing standards
- c identify opportunities
- d time management

Q.24 The process of monitoring performance monitoring it with goals and correcting any significant deviations is known as _____.

- a planning
- b organising
- c leading
- d controlling

Q.25 Influencing others to work willingly toward achieving the firm's objectives is :

- a organizing
- b motivation
- c leadership
- d management

Q.26 Which of the following concept refers to the process of ascertaining qualifications, experience, skill, knowledge of an applicant with the purpose of determining his/her suitability for a job ?

- | | |
|--------------------------------------|--|
| <input type="checkbox"/> a Staffing | <input type="checkbox"/> b Introducing |
| <input type="checkbox"/> c Induction | <input type="checkbox"/> d Selection |

Q.27 Identify the second element in the selection process.

- | | |
|--|---|
| <input type="checkbox"/> a Organizational objectives | <input type="checkbox"/> b Job design and job description |
| <input type="checkbox"/> c Job specification | <input type="checkbox"/> d Selection |

Q.28 The focus of human resource management revolves around _____.

- | | |
|------------------------------------|---------------------------------------|
| <input type="checkbox"/> a machine | <input type="checkbox"/> b motivation |
| <input type="checkbox"/> c money | <input type="checkbox"/> d men |

Answer Keys for Multiple Choice Questions

Q.1	a	Q.2	d	Q.3	b
Q.4	d	Q.5	d	Q.6	c
Q.7	b	Q.8	a	Q.9	b
Q.10	a	Q.11	c	Q.12	b
Q.13	b	Q.14	b	Q.15	a
Q.16	a	Q.17	b	Q.18	c
Q.19	c	Q.20	a	Q.21	a
Q.22	a	Q.23	c	Q.24	d
Q.25	c	Q.26	d	Q.27	b
Q.28	d				



Notes

UNIT - IV**4****Safety Management****4.1 Need for Safety Measures**

1. To prevent accident in the plant by reducing the hazard to minimum.
2. To eliminate accident caused work stoppage and lost production.
3. To achieve lower workmen's compensation, insurance rates and reduce all other direct and indirect costs of accidents.
4. To prevent loss of life, permanent disability and the loss of income of worker by eliminating causes of accidents.
5. To evaluate employee's morale by promoting safe work place and good working condition.
6. To educate all members of the organization in continuous state of safety mindless and to make supervision competent and intensely safety minded.

4.2 General Safety Norms for an Industrial Unit; Preventive Measures**4.2.1 General Safety Norms for an Industrial Unit**

- These safety and industrial hygiene rules and instructions are designed for knowledge of the recognized and established safe practices and procedures that apply to many of the work situations.

1. For traction drivers :

1. Drivers must wear seatbelts. Approved passengers must also wear seatbelts.
2. Never jump out of the vehicle.
3. When entering and exiting cab, always have three points of contact with your vehicle; two hands and one foot or two feet and one hand.

4. Always use three points of contact when entering or exiting a vehicle.
5. During the winter months, always keep sand or kitty litter in your vehicle. Before exiting the cab, it should be applied to the area outside your cab to improve traction.
6. Proper footwear is required, no cowboy boots or heels.
7. Check all wheels for missing lug nuts.
8. No headsets or earphones may be worn while driving.
9. Keep the interior of your vehicle free of trash.
10. Avoid sudden or jerky starts or stops. Make allowance for momentum of the vehicle weight.
11. Before negotiating turns, speed shall be reduced to a safe level.
12. A safe distance, approximately three vehicle lengths, shall be maintained between moving vehicle.
13. No smoking in any agency owned vehicles.

2. In general machine shop :

1. Be sure that all machines have effective and properly working guards that are always in place where machines are operating.
2. Replace guards immediately after any repair.
3. Don't attempt to oil, clean, adjust or repair any machine while it is running, stop the machine and lock the power switch in the off position.
4. Even after the power is off, don't leave the machine until it has stopped running. Some one else may notice that it is still in motion and be injured.

5. Don't operate any machine unless authorized, to do so by the instructor or under his supervision.
6. Don't try to stop the machine with your hand or body.
7. Always see that work and cutting tools on any machine are clamped securely before starting.
8. Keep the floor clean of metal chips or curls and waste pieces, put them in container provided for such things.
9. Don't operate machinery when the instructor is not in the workshop.
10. When working with another worker only one should operate machine or switches.
11. Don't rest against the machine.
12. Concentrate on the work and don't talk unnecessary while operating machine.
13. Don't talk to others when they are operating a machine.
14. Get first aid immediately for any injury.
15. Be sure you have sufficient light to see clearly check with the supervisor if you don't enough.

3. For all employees :

1. USE COMMON SENSE!!! Most accidents can be avoided by using common sense and concentrating on the job to be done. Always be aware of your surroundings and what is going on around you. SAFETY IS A FULL TIME JOB!!!
2. It is each employee's responsibility to maintain personal hygiene, particularly when working with hazardous chemicals.
3. Horseplay, wrestling or throwing any item in play is forbidden while on the job.
4. DO NOT remove any lock, tag or flag unless you placed it, and only after you are sure all personnel are in the clear.
5. DO NOT remove any DANGER or CAUTION sign unless you placed it, and then only after you are certain the dangerous condition has been corrected.
6. If a lock, tag or flag must be removed and the

person who placed it, cannot be found, check with your supervisor who will take the proper steps.

7. Be aware of all articles of clothing, jewellery or hair that may be in the way of performing your job safety.
8. DO NOT make adjustments to machinery unless you are authorized to do so by your supervisor.
9. KEEP HANDS IN THE CLEAR!!! The only way to assure not losing a hand or finger in a machine is not to place it where moving parts may strike you, or become jammed against a fixed object.
10. Make sure you have the proper hand protection.
11. Obey all NO SMOKING regulations. DO NOT smoke in the immediate area where flammable chemicals or products are being used.
12. All employees shall know the locations of the FIRE EXTINGUISHER and how to use it properly.

4. Clothing and Safety equipment :

1. Always wear safety glasses, or face shields designed for the type of the work operating any machine.
2. Wear safety shoes if heavy work is being done.
3. Wear clothing suited for the job, wear shoes with thick soles.
4. Don't wear rings, watches, bracelets or other jewellery that could get caught in moving machinery.
5. Don't wear neck ties or loose turn clothing of any kind.
6. Wear shirts or uppers with sleeves cut off or rolled above the elbows.
7. Always remove, gloves before turning on or operating a machine. If material is rough and sharp then gloves must be worn or handle material with machine turned off.

5. House keeping :

1. Keeping floor free of oil, grease or any other liquid. Clean up spilled liquid immediately. They are sleeping hazards.
2. Aisles should be clear, at all time to avoid tripping of other accident.
3. Store materials in such a way that they cannot become tripping hazards.
4. Don't leave tools or work on the table of a machine even if the machine is not turning. Tools or work may fall off and cause the fact of injury.
5. Put tools away and safe when not in use.
6. Place the scrap box properly.

6. Welding and Cutting :

1. Move the workpiece to a safe location for carrying out hot work.
2. Remove nearby combustible materials (such as flammable liquids, wood, paper, textiles, packaging or plastics).
3. Protect nearby combustible materials that cannot be moved. Use suitable guards or covers such as metal sheeting, mineral fibre boards or fire-retardant blankets.
4. Check that there are no combustible materials hidden behind walls or in partitions, particularly if the welding or cutting will go on for some time (some wall panels contain flammable insulation materials, e.g. polystyrene).
5. Use flame-resistant sheets or covers to prevent hot particles passing through openings in floors and walls (doorways, windows, cable runs, etc).
6. If the consequences of a fire are severe, e.g. work inside ships, you may need to appoint a fire watch during and after the work finishes. It is normal to maintain fire watch for 30 minutes after hot work finishes.
7. Prevent flame, heat, sparks or hot spatter from landing on the hoses.

8. Use the correct lighting-up procedure. Purge the hoses before lighting the torch to remove any potentially explosive gas mixtures. Use a spark igniter and light the gas quickly after turning it on.
9. Make sure the blowpipe is fitted with spring-loaded non-return valves.
10. Use the correct gas pressures and nozzle size for the job.

4.2.2 Preventive Measures

- Following preventive measures are employed :
 - 1) Safe working methods
 - 2) Proper selection of workers
 - 3) Training for safe working
 - 4) Accidents prone areas
 - 5) Use of safety devices
 - 6) Safety program
 - 7) Safety provisions
 - 8) Promoting safety awareness in employees

4.3 Definition of Accident, Types of Industrial Accident; Causes of Accidents**4.3.1 Definition of Accident**

Accident is an unfortunate and sudden mishappening which causes damage or loss of property, material or human.

4.3.2 Types of Industrial Accident**(A) Based on severity, durability and degree of injury :****1. Minor accidents :**

- Less harmful in nature to the worker
- Preventing employees from working, for the period less than 48 hours from the time of accident.
- Not necessary to report to higher management

2. Reportable accidents :

- Injuries caused to the worker prevent him from working for the period of 48 hours or more.
- Supervisor should do reporting to the higher management.
- Accident is little complicated than the minor accident.

3. Fatal accidents :

- It results into death of the employee.
- Its reporting to the top management, legal bodies and police is must.

4. Accidents due to dangerous occurrences :

- Explosion, fire, leakage may be the reasons for such accidents.
- Man as well as property can be damaged.

5. Internal accidents :

- Injuries without showing external signs (e.g. fractured bones) are called as internal accidents.

6. External accidents :

- Injury with external signs of it is called as external accident.

7. Major accident :

- Accident causing death/permanent/prolonged disability to the injured employee is called as major accident.

8. Temporary accident :

- Injury after accident disables for a short period / a day/ a week.

9. Permanent accident :

- Injury after accident disables the affected worker forever.

(B) Based on place of accident :**1. Construction accident :**

- Accident occurs at construction site. These accidents are often happening and injuries are serious.

2. Chemical plant accidents :

- Exposure to chemicals is a real and everyday danger.

3. Industrial plant accident :

- Industries busy in manufacturing have machineries and moving parts. Accidents occur may be due to mistakes by worker, management or situation.

4. Mining accidents :

- Mines are seriously dangerous sites. Collapses of soil layers, suffocation, poisonous gases, etc. are the reasons.

Causes of Industrial Accident

- Industrial accidents may happen due to
 1. Workers
 2. Management
 3. Unsafe working conditions
 4. Natural causes
 5. Shortcuts
 6. Overconfidence
 7. Poor, or lack of housekeeping
 8. Starting a task before getting all necessary information
 9. Neglecting safety procedures
 10. Mental distractions
 11. Lack of preparation

4.4 Fire Hazards; Fire Drill**Fire Hazards**

- A *hazard* is a potential source of harm or adverse health effect on a person or persons.
- Industrial fire and explosion hazards are as unique as each industry is unique. Industrial fires and explosions cost companies and governments huge loss every year, not to mention the loss of life, which can't be described in monetary terms.
- The hazards associated with each industry are different; a hazard in one industry could be life-threatening while in another industry a fire or

explosion hazard could have significant financial consequences to the company in terms of property loss or continuity of operations.

- Control measures include actions that can be taken to reduce the potential of exposure to the hazard, or the control measure could be to remove the hazard or to reduce the likelihood of the risk of the exposure to that hazard being realised.

Fire Drill

- Fire drills are a vital part of your workplace fire safety. As important as fire alarms, fire extinguishers and fire safety signs, they are an indirect, but equally significant, form of fire protection and aim to protect everyone who works within your commercial building from the devastating consequences of fire.
- A fire drill is a simulated emergency procedure which aims to emulate the processes which would be undertaken in the event of a fire or other similar emergency.
- A fire drill involves creating a situation which replicates what would happen if a real fire were to occur, usually with the inclusion of fire alarms, and requires your employees, and anyone else who may be within your property at the time, to evacuate.
- Intended to make an evacuation in the event of a fire as simple, efficient and effective as possible, it involves running your employees through your evacuation procedures, ensuring they are familiar with the plan and are able to get out quickly and safely. It is also intended to make sure your relevant fire warden or fire safety supervisor knows exactly what they are doing and can act as incredibly beneficial practice if their expertise is ever really needed.

4.5 Safety Procedure

- Develop, establish and maintain plans for safety.
- Define policies for administration of a safety program which will include safety training, industrial safety, safe working conditions etc.
- Providing accident prevention guidance to staff.
- Developing safety education, award programs to create safety awareness.
- Reviewing documents related to safety and directions mentioned in handbooks.
- Understanding legal systems related to accidents and deciding policies accordingly.
- Providing safety engineering at workplace.
- Short term and long term planning for safety factors related to technical developments and associated operational methods.
- Formation of safety department with dedicated staff for the same function.
- Establishing procedures of safe working.
- Checking the ground reality and finding out accident prone areas. Actions must be taken to avoid accidents.
- Handling workman's compensation claims and correspondences after unfortunate occasions.

Multiple Choice Questions

Q.1 What are different causes of accident ?

- a Unsafe physical conditions
- b Due to harmful substance
- c Moving objects
- d All of the above

Q.2 Safety management deals with _____.

- a loss of life
- b personal injury
- c damage to the equipment
- d prevention of an accident

Q.3 Which is not included in the cause of accident due to worker ?

- a Lack of concentration
- b Poor housekeeping
- c Mischievous behavior
- d Overconfidence

Q.4 Taking shortcuts and lack of adequate knowledge are causes of accident because of _____.

- a workers
- b management
- c faulty layout or design of workplace
- d natural disaster

Q.5 When affected worker is recovered within 10 hours, then which type of accident is it ?

- a Minor
- b Major
- c Reportable
- d Fatal

Q.6 Which is not included in the cause of accident due to management ?

- a Bad habits of worker
- b Untrained workers
- c Bad construction of plant
- d Faulty equipment

Q.7 Collapse of crane is a cause of accident, under which type of accident it come ?

- a Mechanical cause of accident
- b Natural cause of accident
- c Human error
- d All of the above

Q.8 Most severe effect of in fatal accident is _____.

- a hospitalization
- b fractures
- c disablement
- d death

Q.9 Taking care while working on machinery is a _____.

- a health provision
- b safety provision
- c welfare provision
- d none of the above

Q.10 Which preventive measure industry should take to avoid accidents ?

- | | |
|---|--|
| <input type="checkbox"/> a Safety provision | <input type="checkbox"/> b Training for safe working |
| <input type="checkbox"/> c Safety devices | <input type="checkbox"/> d All the above |

Q.11 Who is responsible for "unguarded moving parts"?

- | | |
|---------------------------------------|---------------------------------------|
| <input type="checkbox"/> a Workers | <input type="checkbox"/> b Management |
| <input type="checkbox"/> c Government | <input type="checkbox"/> d None |

Q.12 If a bar bender working on a construction site meets some accident disasters during his holiday when he is called for extra work and losses his left leg. Is he eligible for any compensation ? And under what Act.

- | | |
|--|--|
| <input type="checkbox"/> a Not eligible and under Minimum Wage Act | |
| <input type="checkbox"/> b Yes eligible and under Workman's Compensation Act | |
| <input type="checkbox"/> c Not eligible and under Workman's Compensation Act | |
| <input type="checkbox"/> d Yes eligible and under Minimum Wage Act | |

Q.13 Accident due to management are due to ____.

- | | |
|---|--|
| <input type="checkbox"/> a carelessness towards worker | |
| <input type="checkbox"/> b lack of maintenance of plant and machinery | |
| <input type="checkbox"/> c equipment for safety are not provided | |
| <input type="checkbox"/> d all of the above | |

Q.14 Oily or greasy floors is the factor which contributes to accident due to ____.

- | | |
|---|--|
| <input type="checkbox"/> a workers | <input type="checkbox"/> b management |
| <input type="checkbox"/> c faulty layout or design of working place | <input type="checkbox"/> d natural disasters |

Q.15 Which is not included in the causes of accidents due to unsafe working conditions ?

- | | |
|--|--|
| <input type="checkbox"/> a Chemical leakages | <input type="checkbox"/> b Suffocation at work |
| <input type="checkbox"/> c Irregular floor heights | <input type="checkbox"/> d Quarrels of workers |

Q.16 In accident prevention, safe workplace layout does not include ____.

- | | |
|--|---|
| <input type="checkbox"/> a obstruction fees passageways | <input type="checkbox"/> b antiskid floors |
| <input type="checkbox"/> c separate storage of inflammable materials | <input type="checkbox"/> d enough height of workrooms |

Q.17 Which is not included in the causes of accidents due to nature ?

- | | |
|--|--|
| <input type="checkbox"/> a Floods | <input type="checkbox"/> b Gas leakage |
| <input type="checkbox"/> c Heavy rains | <input type="checkbox"/> d Temperature strokes |

Q.18 Which is the health provision ?

- | | |
|---|--|
| <input type="checkbox"/> a Fencing of machinery | <input type="checkbox"/> b Cleanliness |
| <input type="checkbox"/> c Washing faculties | <input type="checkbox"/> d None of the above |

Q.19 Which is not the effect of accident on worker ?

- | | |
|---|--|
| <input type="checkbox"/> a Injury to body | <input type="checkbox"/> b Production stoppage |
| <input type="checkbox"/> c Loss of job | <input type="checkbox"/> d Financial loss |

Q.20 No smoking the factor is an example of _____.

- | | |
|------------------------------------|--------------------------------------|
| <input type="checkbox"/> a Rules | <input type="checkbox"/> b Programme |
| <input type="checkbox"/> c Project | <input type="checkbox"/> d Schedule |

Answer keys for Multiple Choice Questions

Q.1	d	Q.2	d
Q.3	b	Q.4	a
Q.5	a	Q.6	a
Q.7	a	Q.8	d
Q.9	b	Q.10	d
Q.11	b	Q.12	b
Q.13	d	Q.14	b
Q.15	d	Q.16	d
Q.17	b	Q.18	b
Q.19	b	Q.20	a



UNIT - V**5****Legislative Acts****5.1 Necessity of Acts, Important Definition and Main Provisions of Acts**

- In order to safeguard the interest of the industrial workers, a number of industrial act and regulation have been passed by the govt.

5.1.1 Necessity of Acts

- Industrial Acts are helpful in the following ways :
 - It gives legal platform and support to employees.
 - It creates industrial peace and improves employer-employee and labour-management relationships.
 - It gives solutions to quarrels in industry
 - It removes out autocracy of management and extortion of workers
 - Employees get compensation in case of accidents.

5.1.2 Important Definitions (Exam Point of View)

- Factory** : A premises of 10 workers (if power is used) or a premises of 20 workers (if power is not used)
- Occupier of factory** : A person who has **ultimate (all) control over affairs** of factory. It includes a
 - partner** in case of firm and
 - Director** in case of company. It may be noted that if a factory is run by the company, then only the director of the company can be treated as occupier.
- Child** : A person of age less than 15 years.
- Adolescent** : Any person who has completed 15 years of age but not completed 18 years.

- Young person** : A person who is either child or an adolescent.
- Adult** : Any person who is more than 18 years of age.
- Worker** : Worker means any person employed, directly or indirectly or through any agency whether for wages or not, in any manufacturing process or any work connected with the manufacturing process.
- Power** : Any form of energy other than animal or husbandry input. For example : electrical or pneumatic.
- Prime mover** : Any device which generates or provides power.
- Machinery** : Any device which transforms given power.
- Manufacturing process** : Making, Repairing, Pumping oil, Generating power, Printing, Construction ships.
- Weekly hours** :
 - Adult : 48 hrs /week
 - Child : 45 hrs/week
 - Women and children : not working during night (7p.m to 6 a.m)
- Daily hours** : Not more than 9 hours.
- Interval of rest** : Worker should get sufficient rest after 5 hours of continuous work.
- Weekly holiday** : Once in a week. (any day)
- In industry if 30 or more women works are employed then there should be provision of Crèches** (nursery where babies and young children are cared for during the working day).

5.2 Industrial Acts : Indian Factory Act

- It has always been experienced that there is always a struggle, conflicts and clashes between employee and employer on the issues like wages and facilities provided by the employer.
- To handle this problem Indian Government sets some act like
 1. Indian Factory Act (1949)
 2. Industrial Dispute Act
 3. Workman compensation Act (1924)
 4. Minimum Wages Act (1948)

5.2.1 Objective of Factory Act

- To secure Health, Safety, Welfare, proper working hour and other benefits of workers.
- It provides that precaution should be taken for safety of workers and preventions of accidents.

Meaning of factory : Factory means

- a) Any premises, including the **precincts** thereof,
- b) In any part of which **manufacturing process** is carried on
- c) **With or without** the aid of **power**
- d) Provided that at least **10 or 20** persons respectively are employed or were employed
- e) On any day of the preceding **12 months**

Duties of Occupier :

Facilities and Convenience

- a) Factory should be **kept clean**.
- b) There should be arrangement to **dispose off wastes and effluents**.
- c) **Ventilation** should be adequate.
- d) **Reasonable temperature** for the comfort of employees should be maintained.
- e) **Dust and fumes** should be controlled below permissible limits.
- f) **Overcrowding** should be **avoided**.
- g) Adequate **lighting, drinking water, toilets, and spittoons** should be provided.

5.2.2 Main Provisions of Indian Factory Act

- A. **Licensing and Registration of factories** - It is necessary to take permission in writing from State Govt. for construction or extension of factory at a particular place. Application of approval contains purpose and drawing of the factory.
- B. **Notice of occupation** - Occupier of factory must submit the required information to Chief Inspector at least 15 days in advance. The information contains **name of factory, address, nature of manufacturing process, nature of power used, no. of works required, name of factory manager**.
- C. **Health**
 - i) Cleanliness (white washing once in 14 month and paint once in 5 years).
 - ii) Disposal of wastes.
 - iii) Ventilation and Temperature.
 - iv) Dust and Fumes.
 - v) Artificial humidification.
 - vi) Overcrowding (minimum 4.2 cu. M space for each worker).
 - vii) Lighting.
 - viii) Drinking water.
 - ix) Latrines and Urinals.
 - x) Spittoons (located at convenient places to maintained clean and hygienic condition).
- D. **Safety**
 - i) Encasing and Fencing of machinery.
 - ii) Work on or near machinery in motion.
 - iii) Employment of young person on dangerous machine.
 - iv) Hoists and lifts.
 - v) Lifting machines, chains, ropes and lifting tackles.
 - vi) Pressure plants.
 - vii) Floors, stairs and means of access to different places.
 - viii) Pits, sumps, opening in floors.

- ix) Excessive weights
- x) Protection of eyes
- xi) Precautions against dangerous fumes
- xii) Explosive or Inflammable dust, gas
- xiii) Precautions in case of fire

E. Welfare

- i) Washing facility
- ii) Facilities for sitting
- iii) First aid appliances
- iv) Canteens
- v) Shelters, rest rooms and lunch rooms
- vi) Welfare officers

F. Working hours

- i) Weekly hours - No adult worker works not more than 48 hrs in a week
- ii) Weekly holidays - Sunday (any single day in a week)
- iii) Daily hours - of an adult worker should not exceed 9 hours
- iv) Intervals for rest - rest after 5 continuous working hours
- v) Extra wages for overtime
- vi) Restriction on double employment
- vii) Register of adult worker
- viii) Restriction of employment of women (6 am to 7 pm)

5.3 Industrial Dispute Act

- **Industrial Dispute Act** to make provision for the investigation and settlement of industrial disputes, and for certain other purposes.
- It ensures progress of industry by bringing about harmony and cordial relationship between the employers and employees.
- The objective of the Industrial Disputes Act 1947 is to secure industrial peace and harmony by providing machinery and procedure for the investigation and settlement of industrial disputes by negotiations.

- This act deals with the retrenchment process of the employees, procedure for layoff, procedure and rules for strikes and lockouts of the company.
- The Act was designed to provide a self-contained code to compel the parties to resort to industrial arbitration for the resolution of existing or apprehended disputes without prescribing statutory norms for varied and variegated industrial relating norms so that the forums created for resolution of disputes may remain unhampered by any statutory control and devise rational norms keeping pace with improved industrial relations reflecting and imbibing socio-economic justice.
- The Act applies to an existing and not to a dead industry. It is to ensure fair wages and to prevent disputes so that production might not be adversely affected.

What is an industrial dispute ?

- **According to Section 2A :** Where any employer discharges, dismisses, retrenches or otherwise terminates the services of an individual workman, any dispute or difference between that workman and his employer connected with, or arising out of, such discharge, dismissal, retrenchment or termination shall be deemed to be an industrial dispute notwithstanding that no other workman nor any union of workmen is a party to the dispute.
- Industrial Disputes have adverse effects on industrial production, efficiency, costs, quality, human satisfaction, discipline, technological and economic progress and finally on the welfare of the society.
- A discontent labour force, nursing in its heart mute grievances and resentments, cannot be efficient and will not possess a high degree of industrial morale. Hence, the Industrial Dispute Act of 1947, was passed as a preventive and curative measure.

SCOPE AND OBJECT of Industrial Act

- The Industrial Dispute Act of 1947, came into force on the first day of April, 1947. Its aim is to protect

the workmen against victimization by the employers and to ensure social justice to both employers and employees.

- The unique object of the Act is to promote collective bargaining and to maintain a peaceful atmosphere in industries by avoiding illegal strikes and lock outs. The Act also provides for regulation of lay off and retrenchment.
- The objective of the Industrial Disputes Act is to secure industrial peace and harmony by providing machinery and procedure for the investigation and settlement of industrial disputes by negotiations.

The principal objects of this Act are as follows :

- i) The promotion of measures to secure cordial relations between labour and management.
- ii) Investigation and settlement of industrial disputes (for which machinery is provided).
- iii) Prevention of illegal strikes and lock-outs.
- iv) Provision of relief in matters of lay-off and retrenchment.

5.4 Workman Compensation Act

- It is the act which provides the payment by certain classes of employer to their workmen as compensation for injury by accident.

5.4.1 Objective of Workman Compensation Act

Terminology :

Accident : Any mishappening that causes injury to a person

Dependent : It means any of the relatives of an affected workers. e.g wife, widowed mother, minor son, unmarried daughter etc.

Minor : Any person of age not more than 18 years.

Partial disablement : Disablement which reduces the earning capacity of workman and it is temporary nature. i.e he/she will able to work again after recovery e.g. Hand fracture.

Total disablement : Disablement which reduces the earning capacity of workman for permanently and he

will not able to work in future (any kind of job). E.g loss of hand or leg.

5.4.2 Main Provisions of Workman Compensation Act :

- A. Objective is to define amount, distribution, claims, occupational diseases and compensation.
- B. Employee gets compensation under following cases :
 - i) Employee is liable to get compensation if he gets injured during working in industry and injury may be temporary, permanent, partial, Total disablement or death.
 - ii) Employee is liable to get compensation in case of occupational diseases - If an employee contracts any of the specified occupational diseases and he has worked in the factory for a least 6 months, the employer will have to pay compensation. Some of the occupational dieses are : Diseases caused by phosphorous or its toxic compounds, radioactive substances etc.

C. Amount of compensation :

- a. Death after injury :
 - i. Amount = (50 % of monthly wages x Relevant factor) or 80,000 ₹. the amount which is more is compensated.
 - ii. Plus to this ₹. 2500 towards expenditure of funeral
 - b. Permanent total disablement :
 - i. Amount = (60 % of monthly wages x Relevant factor) or 90,000 ₹. the amount which is more is compensated
 - c. Permanent partial disablement ; proportional compensation is paid
- D. Compensation is not included to :**
- i. Casual works (due to carelessness , negligence and ignorance of worker during working)

- ii. Those employed in armed forces.
 - iii. Workers covered by ESI act.
 - iv. Workers under influence of drink and drugs
 - v. Disobedience of worker.
 - vi. Accident due to negligence towards safety supports.
- E. The rate of compensation vary depending upon the injury results.**
- F. Distribution of compensation :** Payment of compensation for respective injury or death shall be deposited by the employer with the commissioner. Employer should not make payment directly to the employee.
- G. Notice of accident :** A workman injured by the accident must give written notice to the employer which contains date of accident and cause of accident as soon as possible.
- H. Medical examination :** The injured workman who has submitted notice should present himself for medical examination if employer so desires. Such medical examination should be free of charge and within 3 days from the time at which service of notice has been affected.
- I. Appointment of commissioner :** The State govt. may appoint any person to be commissioner for workmen's compensation for the areas specified in the notification.

5.4.3 Features of the Act :

1. **Employer's Liability :** The workmen injured in the factory during his employment, he/she is liable for the compensation.
2. **Amount of Compensation :** The amount depends upon the kind of injury like (death, permanent disable, partial disable, temporary disable).
3. **Notice of Accident :** The employer should give the prior intimation or notice of accident through some responsible person before claiming for the benefit.

4. **Medical Examination :** He/she should bring the medical certificate of his/her injury for getting the benefit.
5. **Distribution of Compensation :** No compensation should be released to the victim without the Factory Commissioner. If made it will not be considered.
6. **Commissioner :** He is the gazette officer of govt. appointed as Commissioner for the specific area. He has full power of Civil Court.

5.5 Minimum Wages Act

- This act provides various mechanism to settle Industrial disputes so as to avoid strikes and lockouts.

5.5.1 Objectives of Minimum Wage Act

- a) To fix minimum wages which employees must get
- b) To prevent exploitation (misuse) of the employees.

5.5.2 Important Definitions

- a) **Wages** - Wages includes all remuneration payable to employee with respect to his employment.

Remuneration includes salary, allowances, overtime, gratuity, pension, incentives, and provident fund.

- b) **Cost of living index number** : The index ascertained and declared by the competent authority to be the cost of living index number applicable to employees in employment.

- c) **Strike** - Means refusal to work by employee or works body on demand of employer during Industrial dispute.

5.5.3 Main Provisions of Minimum Wage Act

1. Fixation of minimum wages

- The government fixes the minimum wages
- The minimum wages consist of basic rate and special allowance(cost of living index)
- Rate of wages shall be revised after minimum 5 years of interval.

2. Procedure for fixing and revising minimum wages

- a. Committee formation by appropriate govt. for wages fixation.
 - b. These committee provide necessary inputs and suggestions.
 - c. Declaration by government through official gazette.
- 3. Advisory board :** Appointed by appropriate govt.
- 4. Composition of committees :** In Committee equal number of members from employers and employees side , including chairman who is independent member and appointed by govt.

5. Claims :

- a. Claims are possible under following cases :
 - i. Payment less than minimum wages.
 - ii. Overtime rate issues.
 - iii. Payment of remuneration for days of rest.
- b. Period for application of claims is 6 months.
- c. Three possibilities in results :
 - i. Employee's stand is correct about minimum wages → Extra amount + Compensation is paid
 - ii. Other than minimum wages case of employee and his stand is correct → due amount + 10 ₹ is paid

6. Penalties : 500 ₹ and imprisonment

5.5.4 Features of the Act

- 1. Work's Committee :** Committee is must in every factory employing more than 100 workers. This committee promotes good relations and unity between employer (Boss) and employee (worker).
- 2. Conciliation Officer :** These officers are appointed by state govt. to settle disputes of companies.
- 3. Board of Conciliation :** It consists of board by the state govt. with independent chairmen and members for settling disputes.
- 4. Court of Enquiry :** It consists of state govt. representative to enquire the cause of disputes.
- 5. Labour Court :** State govt. has to appoint one person with judicial experience to adjudicate the disputes.
- 6. Tribunal :** The state govt. has to appoint tribunal at the level of High Court Judge to look on the matters like (Wages, Allowance, Work Hours, Bonus and Fund, Grades, Discipline, Rules etc.).
- 7. National Tribunal :** National tribunal is appointed by the central govt. at level of High Court judge for the dispute of national importance.

Multiple Choice Questions

Q.1 Industrial acts are useful for _____.

- a guarantee of employee welfare
- b provision of legal platform
- c removes extortion of workers
- d all the above

Q.2 Health Provisions in Indian Factory Act Consist of _____ .

- a cleanliness
- b ventilation
- c drinking water
- d all of the above

Q.3 When was Indian factory Act Established ?

- a 1943
- b 1948
- c 1953
- d 1923

Q.4 _____ is a person who have completed 18 years of age.

- a Adult
- b Adolescent
- c Child
- d None of the above

Q.5 _____ is a person who have completed 15 years of age but not 18 years of age.

- a Adult
- b Adolescent
- c Child
- d None of the above

Q.6 Child is person whose age is below _____ years.

- a 25
- b 20
- c 15
- d 10

Q.7 Minor is person who have not completed _____ years of age.

- a 15
- b 18
- c 20
- d 2

Q.8 The necessity of industrial acts is to protect the interest of _____.

- a workers
- b employers
- c a & b
- d none of all above

Q.9 From following types of act which is not type of industrial Act _____.

- | | |
|---|---|
| <input type="checkbox"/> a factory act | <input type="checkbox"/> b rowlatt act |
| <input type="checkbox"/> c workmen compensation act | <input type="checkbox"/> d all of the above |

Q.10 Welfare Provisions in Indian Factory Act Consist of _____.

- | | |
|---|---|
| <input type="checkbox"/> a washing facility | <input type="checkbox"/> b sitting facility |
| <input type="checkbox"/> c canteen | <input type="checkbox"/> d all of the Above |

Q.11 Safety Provisions in Indian Factory Act does not consist of _____.

- | | |
|---|---|
| <input type="checkbox"/> a fencing of machinery | <input type="checkbox"/> b precautions against fire |
| <input type="checkbox"/> c lunch rooms | <input type="checkbox"/> d protection eyes |

Q.12 Which is not a provision in Indian Factory Act ?

- | | |
|---|--|
| <input type="checkbox"/> a Health provision | <input type="checkbox"/> b Welfare provision |
| <input type="checkbox"/> c Minimum wages | <input type="checkbox"/> d Safety provision |

Q.13 Employer has to do compensation under which case _____.

- | |
|---|
| <input type="checkbox"/> a injury caused during employment |
| <input type="checkbox"/> b injury caused by accident |
| <input type="checkbox"/> c any disablement/death after accident |
| <input type="checkbox"/> d all the above |

Q.14 When was Workman Compensation Act Established ?

- | | |
|---------------------------------|---------------------------------|
| <input type="checkbox"/> a 1948 | <input type="checkbox"/> b 1943 |
| <input type="checkbox"/> c 1953 | <input type="checkbox"/> d 1923 |

Q.15 Compensation is not extended to _____ under workman's compensation act.

- | |
|--|
| <input type="checkbox"/> a workers covered under esi act |
| <input type="checkbox"/> b casual workers |
| <input type="checkbox"/> c willful disobedience |
| <input type="checkbox"/> d all the above |

Q.16 Workman Compensation Act consist of _____ Provisions of act.

- | | |
|---|--|
| <input type="checkbox"/> a partial disablement | <input type="checkbox"/> b total disablement |
| <input type="checkbox"/> c amount of compensation | <input type="checkbox"/> d all of the above |

Q.17 Remuneration is based on _____.

- | | |
|--|---|
| <input type="checkbox"/> a performance | <input type="checkbox"/> b responsibility |
| <input type="checkbox"/> c emotion | <input type="checkbox"/> d designation |

Q.18 Identify the alternative which can correctly replace blank space in following statement. Statement : According to Factories acct no adult worker should be required or allowed to work in a factory to more than _____

- | | |
|---|---|
| <input type="checkbox"/> a 12 hour in a day | <input type="checkbox"/> b 36 hour per week |
| <input type="checkbox"/> c 48 hour per week | <input type="checkbox"/> d 10 hour per in a day |

Q.19 When was Minimum wages Act Established ?

- | | |
|---------------------------------|---------------------------------|
| <input type="checkbox"/> a 1943 | <input type="checkbox"/> b 1948 |
| <input type="checkbox"/> c 1923 | <input type="checkbox"/> d 1953 |

Q.20 Which is not included in 'wage' under minimum wages act ?

- | | |
|---|--------------------------------|
| <input type="checkbox"/> a Travelling allowance | <input type="checkbox"/> b PF |
| <input type="checkbox"/> c Gratuity | <input type="checkbox"/> d All |

Q.21 Minimum Wages Act consist of _____ Provisions.

- | | |
|---|--|
| <input type="checkbox"/> a fixing minimum rate of wages | |
| <input type="checkbox"/> b overtime | |
| <input type="checkbox"/> c claims and penalties | |
| <input type="checkbox"/> d all of the Above | |

Q.22 Minimum rates of wages may be fixed by _____.

- | | |
|----------------------------------|---|
| <input type="checkbox"/> a hours | <input type="checkbox"/> b day |
| <input type="checkbox"/> c month | <input type="checkbox"/> d all of the above |

Q.23 Minimum wages need to be paid in _____.

- | | |
|-----------------------------------|--|
| <input type="checkbox"/> a cash | <input type="checkbox"/> b demand draft |
| <input type="checkbox"/> c cheque | <input type="checkbox"/> d none of the above |

Q.24 Who is incorrect person in the definition of Dependent ?

- | | |
|---|--------------------------------------|
| <input type="checkbox"/> a wife | <input type="checkbox"/> b minor son |
| <input type="checkbox"/> c widowed mother | <input type="checkbox"/> d friend |

Answer keys for Multiple Choice Questions

Q.1	d	Q.2	d
Q.3	b	Q.4	a
Q.5	b	Q.6	c
Q.7	b	Q.8	a
Q.9	b	Q.10	d
Q.11	c	Q.12	c
Q.13	d	Q.14	d
Q.15	d	Q.16	a
Q.17	a	Q.18	c
Q.19	b	Q.20	d
Q.21	d	Q.22	d
Q.23	a	Q.24	d

