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POM Revision Test - 3

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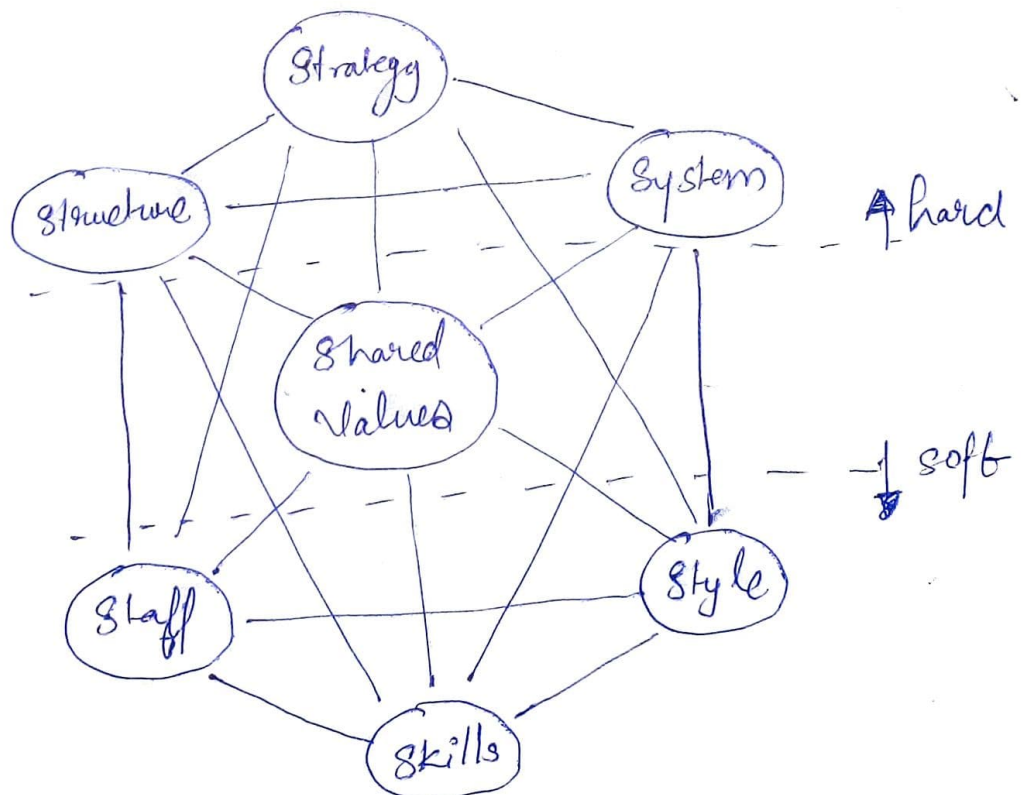
Q1. Contributions of F.W. Taylor. Explain.

Q2. Write about Theory X and Theory Y.

Q3. Elucidate McKinsey's 7S framework.

A3.) McKinsey's 7S framework

~ McKinsey's 7S framework can be diagrammatically reproduced by.



~ This framework involved 7 interdependent factors categorised as Hard & Soft elements.

Hard Elements

~ These are tangible and can be quantitatively measured & worked out.

1. Strategy :- Describes how an organization is to reach its goal and mission - its a systematic approach.
2. Structure :- Systematic arrangement of people working for the organization.
3. System :- It includes rules, policies, procedures, for planning, decision making, communication & control.

Soft Elements

(or characteristics)

~ These are more humane factors, that are essential for an organization.

1. Staff : It is the human resource of the organization. Who are to be recruited is clearly defined.
2. Skills : These are individual capabilities
3. Style : It is the way of inculcating respective skill.

Share Prof. Values :

They include the purpose, mission, beliefs, visions, concepts that which on the organization is founded.

A2) McGregor's Theory X and Theory Y goes like this:

Theory X

- ~ Traditional View
- ~ An Average person doesn't like to work.
- ~ Worker must be forced or threatened and coerced to get work done
- ~ workers are trying to avoid responsibilities
- ~ Workers are motivated with financial greed.
- ~ Workers are denied opportunity to make decision.
- ~ Creativity is not entertained.

Theory Y

Modern View.

- ~ An Average person likes to work.
 - ~ Control & punishment are not the only means to make a worker work.
 - ~ Workers willingly take up responsibilities.
 - ~ Workers are motivated with non monetary gains.
 - ~ Workers are given opportunity to ~~creat~~ make decisions.
 - ~ Creativity is encouraged.
- ~ These are the part of neo classical approach.

AI.) Contributions of F.W. Taylor

Taylor

~ F.W. studied Management from the perspective of science and he came to certain conclusion.

1. Scientific Study of Work

~ Here the work done or the effort is quantised for measurement.

~ Some of his included

(i) Method Study.

(ii) Time study: It's the study of proper time ^{taken} to perform a task.

(iii) Motion Study: To avoid unnecessary movement in ~~to~~ while performing a task.

(iii) Fatigue Study: Providing breaks for rest is necessary - and to regulate an optimal time.

(iv) Differential Piece Rate System:

Wages are directly proportional to the work the efficiently perform.

2. Planning

~ A method to decide what to do when, and how

~ This will provide an foresight of work.

3. Selection & Training

- ~ Workers are chosen based on scientific method.
- ~ The selection process must be systematic, — education, mental & physical strength, skill aptitude etc. are considered.

4. Standardization

- ~ A pre-determined standard is maintained for the products / services the firm provides.
- ~ This will help to market the product / service effectively.

5. Specialization

- ~ A foreman is a specialist in a certain task and therefore worker must be guided by such personalities.

6. Mental Revolution

- ~ Attitude of managers and workers must change alike to bring in new reforms.