



1. How is the Principle of 'Unity of Command' useful to management? Explain briefly.

Ans: Principle of Unity of Command implies that each and every subordinate should have one and only one boss. Orders and instructions should come from only one head. This helps the working of any organisation in the following manner

- (i) Authority responsibility relationship is clearly defined.
- (ii) Subordinates are known for whom they are accountable.
- (iii) Discipline and order is maintained.

2. Define scientific management. State any three of its principles.

Ans: Scientific management can be defined as knowing exactly what you want from men to do and seeing that they do it in the best and cheapest way.

Scientific management aims at choosing the best. Method to get the maximum output from the workers the principles of scientific management are mainly applicable to the shop-floor level.

Three principles of scientific management are as follows:

(i) Science, Not Rule of Thumb: When different managers use their own different methods to get the work done it is rule of thumb.

Taylor believed that there was only one best method to maximise efficiency. Taylor advised that every organisation should compare the results of different methods, test them again and again and finally select one best method of getting the work done.

(ii) Harmony, Not Discord: Managers are an extension of the management and serve as a link between workers and the owners.

Workers have to take instructions from the managers and managers have to get the work done through the workers.

Oftentimes the relation between them is spoilt which is very harmful for everyone-workers, managers and owners. This class conflict should be replaced by harmony between the two. Both should change their thinking towards each other. Both should give importance to each other. This is known as mental revolution.

(iii) Co-operation, Not Individualism: There should be complete co-operation between the labour and the management instead of individualism. This principle is an extension of the principle of 'Harmony not discord.' The management and the workers should not compete with each other rather co-operate with each other.

Management should consider all good suggestions made by the employees which can help in cost reduction. At the same time, workers should never think of going on strikes in order to get their unreasonable demands fulfilled.

3. If an organisation does not provide the right place for physical and human resources in an organisation, which principle is violated? What are the consequences of it?

Ans: The principle of order is violated if an organisation does not provide the right place for physical and human resources.

If this principle is violated then

- (i) Lots of time will be wasted in locating the different resources.
- (ii) This will lead to delayed decisions.
- (iii) Wastage of energy which will lead to inefficiency and delay in production.
- (iv) Causes hindrance in the activities of business.

4. Explain any four points regarding significance of Principles of

management.

Ans: Significance of principles of management

(i) Providing Managers with Useful Insights into Reality: When managers follow principles it adds to their knowledge, ability and understanding of managerial situations and circumstances. This improves managerial efficiency e.g., when managers use principle of delegation then they get more time to concentrate on critical areas of working.

(ii) Scientific Decision Making: management principles help in thoughtful decision making. They emphasise on logic rather than blind faith. Here, decisions are based on the objective assessment of the situation.

(iii) Optimum Utilisation of Resources and Effective Administration: Principles help the managers to conceptualise the net effect of their decision rather than going for trial and error method resulting in saved time, efforts and energy thereby increased productivity.

(iv) Management Training, Education and Research: Principles of management are the base for management theory. As such they are used as a basis for management training, education and research. These principles provide basic groundwork for the development of management as a subject. Professional courses like BBA, MBA also teaches these principles as part of their curriculum.

5. Explain the principle of 'Scalar Chain' and gang plank.

Ans: Principle of Scalar Chain and Gang plank:

The formal lines of authority from highest to lowest ranks are known as scalar chain. According to Fayol, "Organisation should have a chain of authority and communication that runs from top to bottom and should be followed by managers and subordinates."

In the diagram, O is heading 2 teams where A and X are at the same level, B and Y are at the same level and C and Z are at the same level. The line of communication is clearly defined A to B to C and X to Y to Z. Authority responsibility relationship is also very clear. But C and Z cannot directly contact each other. This some times may take lot of time during an emergency to communicate as per the prescribed flow to avoid this problem a system known as 'Gang Plank' was introduced where in C or Z could contact each other and same way B and Y could contact each other.

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