



Long Answer Questions

1. Explain the principles of scientific management given by Taylor.

Ans: Principles of scientific management are given by FW Taylor

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

Sometimes 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. 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.

(iv) Development of Each and Every person to His or her Greatest Efficiency and Prosperity:

Scientific management also stood for worker development. Taylor believed that workers should be aware of the 'best method'. On the other hand, all organisations should select employees carefully in order to get maximum efficiency. When the duties are allotted, perfect match should be made between the requirements of the job and the capabilities of the worker. Training should be provided to improve the skills further. In this way, efficiency will go higher resulting in prosperity for both workers and company.

2. Explain the following principles of management given by Fayol with examples.

- (a) Unity of direction
- (b) Equity
- (c) Esprit de Corps
- (d) Order
- (e) Centralisation and decentralisation
- (f) Initiative

Ans: Fayol introduced general principles of management. Some of them have been explained below

(a) Unity of Direction:

All the units of an organisation should be moving towards the same objective. Each group of activities having the same objective must have one head and one plan. Each group should have its own incharge and on no account the working of two divisions neither be overlapped.

(b) Equity:

This principle emphasise kindness and justice in the behaviour of managers towards workers. This will ensure loyalty and devotion. Lazy personnel should be dealt sternly and strictly. There should be no discrimination against anyone on account of gender, religion, caste, language or nationality etc. All decisions should be merit based.

(c) Esprit de Corps:

This principle emphasises on building harmony and team spirit among employees. In a large organisation due to a large work force teamwork is very important. Teamwork leads to better co-ordination while working. The head of each team should give credit of good result to the whole team rather than confining it to his ownself.

(d) Order:

A place for everything and everyone in his/her place. Basically it means orderliness. If there is a fixed place for different things in a factory and they remain in their places then no time is wasted in locating them. Same way if every personnel is allocated an area to operate from then his co-workers, head or subordinates, anyone can contact him easily.

(e) Centralisation and Decentralisation: Concentration of authority in a few hands is centralisation and its dispersal among more number of people is decentralisation. Fayol believed that an organisation should not work with anyone of them in isolation. A combination of both is important simple, easy and work of routine type should be decentralised and critical important type of work should be centralised.

(f) Initiative: Initiative means taking the first step with self-motivation workers should be encouraged to develop and carry out their plans for improvements according to Fayol. Initiatives should be encouraged. A good company should invite suggestions from employees which can result in substantial cost/time reduction. Rewards can be given to fruitful suggestions.

3. Explain the technique of 'Functional Foremanship' and the concept of 'Mental Revolution' as enunciated by Taylor.

Ans: Functional Foremanship Taylor advocated separation of planning and execution functions. This concept was extended to the lowest level of the shop floor. It was known as functional foremanship.

Basis	H Fayol	FW Taylor
Perspective	Top level management	Lower level management
Unity of command	Followed	Not followed (functional foremanship)
Applicability	Universal applicable	Application as per the specialised situations
Basis of formation	Personal experience	Observation experimentation
Focus	To improve overall working	Increase productivity
Personality	Practitioner	Scientist
Expression	General theory of administration	Scientific management

Under the factory manager, there is a planning incharge and a production incharge.

Under the planning incharge, the work goes as follows

- (i) Instruction Card Clerk: Draft instructions for the workers.
- (ii) Route Clerk: Specify the route of production.
- (iii) Time and Cost: Clerk Prepare time and cost sheet.
- (iv) Disciplinarian: Ensure discipline.

Under the production incharge, the work goes as follows

- (i) Speed Boss: Timely and accurate completion of work.
- (ii) Gang Boss: Keeping tools and machines ready for operation by workers.
- (iii) Repairs Boss: Ensure proper working conditions of machines.
- (iv) Inspector: Check the quality of work.

Mental Revolution:

In a factory, the managers served as a link between the owners and

the workers. The managers have to get the work done from the workers which created sometimes problem between the two. Taylor emphasized that there should be harmony between the management and workers. Both should realise that each one is important. For this both had to change their thoughts for each other, This is known as 'Mental Revolution'. Management should share the gains of the company with the workers and at the same time workers should work hard and be ready to accept any change made for the betterment of the organisation.

4. Discuss the following techniques of scientific work study

- (a) Time study
- (b) Motion study
- (c) Fatigue study
- (d) Method study
- (e) Simplification and standardisation of work

Ans: Some of the techniques of scientific work study are

(a) Time Study: It determines the standard time taken to perform a well-defined job. The standard time is fixed for the whole of the task by taking several readings. The method of time study will depend upon volume and frequency of the task, the cycle time of the operation and time measurement costs. There are three objectives achieved through time study.

- (i) Determine the number of workers.
- (ii) Frame suitable incentive schemes.
- (iii) Determines labour costs.

e.g., if standard time taken to do a piece of work in 20 minutes then one work can be done 3 times in an hour and total 21 times (3x7 hours per day) the work can be done on a single day.

(b) Motion Study: Motion study refers to the study of movements like lifting, putting objects, sitting and changing positions. On close examination of body motions, e.g., it is possible to find out three types motions

- (i) Motions which are productive.
- (ii) Motions which are incidental.
- (iii) Motions which are unproductive.

Out of the above, three workers were motivated to eliminate the third type completely and reduce the second one to the minimum. This help in increasing productivity.

(c) Fatigue Study: Fatigue study seeks to determine the amount and frequency of rest intervals in completing a task. A person is bound to feel tired physically and mentally if he does not take rest while working. The next intervals will help one to regain stamina and work again with the same efficiency for e.g., in an organisation working hours are 9 to 5. There is a lunch break of an hour for the workers to take rest similarly in a school there is a break for the students and teachers after 4 periods of continuous learning.

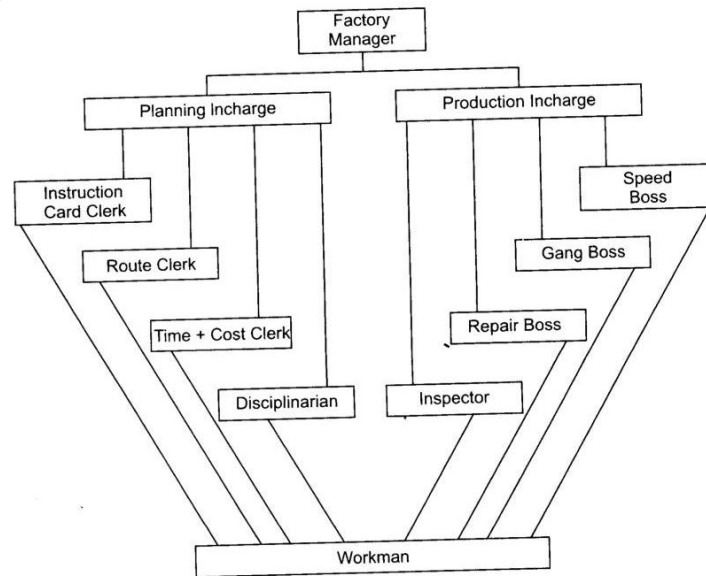
(d) Method Study: The objective of method study is to find out one best way of doing the job. Different managers would use their own different methods of getting the work done. But there is always one best method. Right from procurement of raw materials till the final product is delivered to the customer every activity is the part of method study. The objective of whole exercise is to minimise the cost of production and maximise the satisfaction of the customer.

(e) Simplification and Standardisation of Work: Standardisation refers to the process of setting standards for every business activity e.g., process, raw material, time, product, machinery, methods or working conditions. The objective of standardisation are

- (i) To reduce product to fixed types, sizes, features etc.
 - (ii) To establish interchangeability of various parts.
 - (iii) To establish standards of excellence and quality in materials.
 - (iv) To establish standards of performance of men and machines.
- Simplification aims at eliminating unnecessary diversity of products. It results in savings of cost of labour, machines and tools. It implies

reduced inventories, fuller utilisation of equipment and increasing turnover.

5. Discuss the differences between the contributions of Taylor and Fayol.



6. Discuss the relevance of Taylor and Fayol's contribution in the contemporary business environment.

Ans: Relevance of Taylor and Fayol's contribution in the contemporary business environment.

Both Fayol and Taylor have given principles of management to improve efficiency in an organisation. Taylor gave us scientific principles of management which are being adopted by all organisations to improve its productivity at the shop floor level, the principles help in giving effective results. In the same manner, Henry Fayol gave in general principles of management which when implemented at any of the levels-top, middle or lower and helps in achieving better co-ordination, remove ambiguity and encourage the employees to improve their work performance.

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