

KENDRIYA VIDYALAYA SANGATHAN AHMEDABAD REGION

CH-2-PRINCIPLES OF MANAGEMENT

WORKSHEET - 1

NAME OF STUDENT:

DATE:

Q. 1 What do you mean by Principles of management '?

Ans Principles of management are general guidelines, which can be used for conduct in work places under certain situations. They help managers to take and implement decisions

Q. 2 Explain why is it said that the principles of management are 'primarily behavioural' and 'contingent' in nature. Also, explain how principles of management 'furnishes the managers with useful insights into reality' and 'helps is thoughtful decision making

Ans The application of principles of management is contingent or dependent upon the prevailing situation at a particular point of time. The application of principles has to be changed as per requirements.
Management principles aim at influencing behaviour of human beings. Therefore, principles of management are mainly behavioural in nature.
 The principles of management provide the managers with useful insights into real world situations. Adherence to these principles will add to their knowledge, ability and understanding of managerial situations and circumstances.
 Management principles help in thoughtful decision-making. They emphasise logic rather than blind faith

Q. 3 What are the features on Principles of management?

Ans formed by practice; general guidelines; universal; flexible; behavioural; contingent; and cause and effect relationship(proper explanation)

Q. 4 What is the importance of the principles of management?

Ans Increase in efficiency; Optimum utilisation of resources; Scientific decision making; Adaptation to changing environment; Fulfilling social responsibilities; Proper research and development; Training managers; and Effective administration. Scientific Management Taylor's principles of scientific management are — Science, not t

Q. 5 What are the adverse effects of the violation of the following principles? Give one adverse effect for each.

- a. Division of work
- b. Unity of Command
- c. Remuneration
- d. Order
- e. Stability of tenure

Ans	Adverse effect of violating the principle of Division of Work: Reduced productivity and coordination. b. Adverse effect of violating the principle of Unity of Command: Confusion and conflicting instructions. c. Adverse effect of violating the principle of Remuneration: Demotivation and dissatisfaction. d. Adverse effect of violating the principle of Order: Disorganization and inefficiency. e. Adverse effect of violating the principle of Stability of Tenure: Increased turnover and knowledge loss.
Q. 6	Explain the following principles of Fayol with the help of one example of each. a. Division of work b. Unity of direction
Ans	Division of Work: Assigning specific tasks to individuals based on their skills and expertise for increased efficiency. Example: Assembly line in a manufacturing company. b. Unity of Direction: Ensuring a coordinated approach towards organizational goals. Example: Project manager guiding software development team towards a common objective.
Q. 7	Discuss the technique of scientific work study.
Ans	Scientific work study is a methodical approach to analyze and improve work processes. It involves observing tasks, identifying inefficiencies, establishing standards, and implementing improvements for increased productivity and quality. It helps eliminate wasteful activities, optimize resource utilization, and enhance worker satisfaction.
Q. 8	Explain the technique of 'Functional Foremanship' and the concept of 'Mental Revolution' as enunciated by Taylor.
	Functional Foremanship: Taylor's idea of dividing the role of a foreman into specialized areas to improve efficiency and coordination in work. Mental Revolution: Taylor's concept of changing the mindset of both workers and management towards a scientific and cooperative approach to work, fostering mutual understanding and collaboration for increased productivity.
Q. 9	Discuss the differences between the contributions of Taylor and Fayol.
	1. Perspective Top level of management Shop floor level of a factory 2. Unity of Command Staunch Proponent Did not feel that it is important as under functional foremanship a worker received orders from eight specialists. 3. Applicability Applicable universally Applicable to specialised situations 4. Basis of formation Personal experience Observations and experimentation 5. Focus Improving overall administration Increasing Productivity 6. Personality Practitioner Scientist 7. Expression General Theory of Administration Scientific Management
Q. 10	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

	Time Study: Determines standard time for tasks. b. Motion Study: Analyzes and improves movements in tasks. c. Fatigue Study: Manages physical and mental fatigue. d. Method Study: Analyzes and improves work methods. e. Simplification and Standardization: Reduces complexity and establishes consistent processes.
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WORKSHEET - 2

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Q. 1	Harshil is a middle lever manager. He keeps all his subordinates under a lot of discipline. His employees however complain of wastage of time and efforts as they feel that nothing is being assigned in a proper way and a proper place, also no proper schedule is made for working. Which principle of management is violated here
An s	The principle of management which is violated here is the Fayol's principle of 'order'. Fayol's principle of order says that everything has a place and everything should be at its place.
Q. 2	The plant superintendent of a company is very sad. When he was on leave he was expecting his subordinates to take the remaining work to the finish. However he finds a new way of dealing with this problem. He develops a system of suggestion building from the side of workers. For this a suggestion/complain box is to be kept where the workers can drop their advice and hence take steps from their side. Which principle of management has been implemented here off late by the plant superintendent?
An s	The principle of Fayol—'initiative' was initially not followed and the establishment of suggestion/complaint box is a step in following it.
Q. 3	Every year a meeting is organized in the lawns of the owner of a company. In this meeting the owner of the company grants some funds for the benefit of the families of the employees. The employees on the other hand never resist any change or put excessive demands. The general environment in the company is very supportive to the employees. The employee turnover ratio is very low. Which concept of management is discussed here? Which principle of management will be easily followed here
An s.	The concept of management discussed here is Mental Revolution. The owner of the company grants some funds for the benefit of the families of the employees. The employees on the other hand never resist any change or put excessive demands. Since the employee turnover ratio is low the principle of management which must have been followed is 'stability of personnel'. Whenever there is violation of this principle of Fayol the employee turnover ratio increases. The increased employee turnover ratio is not good for an organisation and should be minimised.
Q. 4	Suresh is the owner of a printing press. The size of his organisation has increased during the recent past. There are many employees who work in his organisation. The organisation is considered good and has earned a lot of reputation in the market. However when it comes to making key decisions in the organisation related to many things he never considers the opinions of his subordinates. Even though the size of the organisation has increased yet he tries to take all the key decisions on his own. Which principle of Fayol has been violated by him

Ans	The principle of Fayol which has been violated here is 'Centralisation and Decentralisation'. This principle explains the need of balance between Centralisation and Decentralisation. He is making all the decisions on his own and he is not giving any decision making authority to his subordinates so he is not following this principle.
Q. 5	In 'Chak De India' movie, Shahrukh Khan becomes the coach of the girls' hockey team. He knows that he has to prepare the girls for the international hockey matches and bring the world cup after winning. For this he prepares a long-term plan and thinks the ways how to beat the competitors. He coaches the girls to play in different ways like defensive, offensive, etc. At the outset of a match he explains who will open the match, and how the ball will be passed by one player to another step by step. Identify four types of plan that are highlighted in the above case,
	Objective: End result, aim, all other activities are directed Strategy: Center of business, involve environment scanning Procedure: Sequence of steps, chronological order, guide to action Method: Way of doing a job, bring uniformity
Q. 6	Ram works on the floor of a mall as a manager. He is very hard working but is unable to produce results for his organisation. His target for last month was a sale of 10 lakh rupees from his floor. However by the end of the month the sale was only 8 lakh rupees. He is very regular and takes all the necessary steps to complete the target. However his staff is not as competent as he himself is. When he tries to take action against disobedient employees the top management doesn't allow him to do so. They haven't given him the power to fire employees or take any strict action against them. Which principle of Fayol is violated here by the Organisation?
	The principle of Fayol which is violated here is 'Authority and Responsibility'. The amount of responsibility put on the shoulders of the floor manager is not in proportion to the amount of authority given to him. He can't take any strict action against his subordinates.

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<p>Q.5</p>	<p>What are the adverse effects of the violation of the following principles? Give one adverse effect for each.</p> <ul style="list-style-type: none"> a. Division of work b. Unity of Command c. Remuneration d. Order e. Stability of tenure
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