

VIDYA BHAWAN BALIKA VIDYA PITH

शक्ति उत्थान आश्रम लखीसराय बिहार

class 12 commerce Sub. BST. Date 18.7.2020

Teacher name – Ajay Kumar Sharma

Question 3.

Explain briefly 'discipline' and 'scalar chain' as principles of general management. (CBSE, Delhi 2017)

Answer:

1. Discipline: Discipline refers to the obedience to organisational rules and employment

agreement which are necessary for the working of the organisation. According to Fayol, discipline requires good superiors at all levels, clear and fair agreements and judicious application of penalties. .

2. Scalar chain: According to Fayol the formal lines of authority from highest to lowest ranks are known as scalar chain. He suggests that the, "Organisations should have a chain of authority and communication that runs from top to bottom and should be followed by managers and the subordinates." However in order to ensure speedy communication during emergencies, Gang Plank is a shorter route that has been provided . However, the superior has to be informed later on.

For example in the following case there is one head 'A' who has two lines of authority under her/ him. One line consists of B-C-D- E-F. Another line of authority under 'A' is L-M-N-O-P. If 'E' has to communicate with 'O' who is at the same level of authority then she/he has to traverse the route E-D-C-B-A-L-M-N-O. This is due to the principle of scalar chain being followed in this situation. However, if there is an emergency then 'E' can directly contact 'O' through 'Gang Plank' as shown in the diagram. But they should inform their superiors about it later on.

Question 4.

Explain 'order' and 'initiative' as principles of general management. (CBSE, Delhi 2017)

Answer:

1. Order: According to Fayol, "People and materials must be in suitable places at appropriate time for maximum efficiency." The principle of order states that 'A place for everything (everyone) and everything (everyone) in its (her/his) place'. A sense of orderliness will lead to increased productivity and efficiency in the organization.

2. Initiative: Initiative means taking the first step with self-motivation. The workers should be encouraged to develop and carry out their plans for improvement. Suggestion system should be adopted in the organization.

Question 5.

Explain briefly 'Unity of Direction' and 'Order' as principles of general management. (CBSE, OD 2017)

Answer:

1. Unity of direction: According to Fayol, each group of activities having same objective

must have one head and one plan. It prevents overlapping of activities. For example if a company is manufacturing handmade carpets as well as machine made carpets there is likely to be a lot of overlapping of activities. Therefore, there should be two separate divisions for both of them wherein each division should have its own in charge, plans and execution resources.

2. Order: According to Fayol, "People and materials must be in suitable places at appropriate time for maximum efficiency." The principle of order states that 'A place for everything (everyone) and everything (everyone) in its (her/his) place'. A sense of orderliness will lead to increased productivity and efficiency in the organization.

Question 6.

Explain briefly 'Initiative' and 'Esprit de Corps' as principles of general management. (CBSE, OD 2017)

Answer:

1. Initiative: Initiative means taking the first step with self-motivation. The workers should be encouraged to develop and carry out their plans for improvement. Suggestion system should be adopted in the organization.

2. Esprit de corps: According to Fayol, 'Management should promote a team spirit of unity and harmony among employees.' A manager should replace I with 'We' in all his conversations with workers to promote teamwork. This approach will give rise to a spirit of mutual trust and belongingness among team members. It will also reduce the need for using penalties.

Question 7.

Explain briefly 'Remuneration of Employees' and 'Scalar Chain' as principles of general management. (CBSE, OD 2017)

Answer:

1. Remuneration of employees: According to Fayol, the overall pay and compensation should be fair and equitable to both employees and the organisation. The employees should be paid fair wages so that they are able to maintain at least a reasonable standard of living. At the same time it should be within the paying capacity of the company. This will ensure pleasant working atmosphere and good relations between workers and management.

2. Scalar chain: According to Fayol, the formal lines of authority from highest to lowest ranks are known as scalar chain. He suggests that the, "Organisations should have a chain of authority and communication that runs from top to bottom and should be followed by managers and the subordinates." However in order to ensure speedy communication during emergencies, Gang Plank is a shorter route that has been provided. However, the superior has to be informed later on.

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This is due to the principle of scalar chain being followed in this situation. However, if there is an emergency then 'E' can directly contact 'O' through 'Gang Plank' as shown in the diagram.

Question 8.

What did Taylor want to communicate through mental revolution? (CBSE, Sample Paper, 2017)

Answer:

Through the concept of mental revolution Taylor emphasized that there should be complete transformation in the outlook of the management and workers towards each other. Managers should share surplus with workers and the workers should work with full devotion instead of indulging in any form of class conflicts.

Question 9.

Briefly explain work study techniques that help in developing standards to be followed throughout the organization.

Answer:

The various work study techniques that help in developing standards to be followed throughout the organization are described below:

1. **Time study:** It seeks to determine the standard time taken to perform a well-defined job. The objective of time study is to determine the number of workers to be employed, frame suitable incentive schemes and determine labour costs. By using time measuring devices for each element of task, the standard time is fixed for the whole of the task by taking several readings.
 2. **Motion study:** Motion study refers to the study of movements of limbs of a worker while doing a particular task. It seeks to divide all such movements into three categories namely;
 - Motions which are required
 - Motions which are unnecessary
 - Motions which are incidental.
- Thus, motion study helps to eliminate unnecessary movements of a work and enables him to complete the given task efficiently.
3. **Method study:** The objective of method study is to find out one best way of doing the job among the various methods available of doing the job. This can be done by taking into consideration several related parameters.
 4. **Fatigue study:** It seeks to determine the amount and frequency of rest intervals that should be provided to the workers for completing a task. This technique helps in increasing productivity as the rest intervals will help a person to regain stamina and work again with the same capacity.

Question 10.

Nutan Tiffin Box service was started in Mumbai by the Mumbai Dabbawalas. The Dabbawalas who are the soul of entire Mumbai aim to provide prompt and efficient services by providing tasty homemade tiffin to all office goers at the right time and place. The service is uninterrupted even on the days of bad weather, political unrest and social disturbances. Recently, they have started online booking system through their website 'mydabbawala.com'. Owing to their tremendous popularity amongst the happy and satisfied customers and members, the Dabbawalas were invited as guest lecturer by top business schools. The Dabbawalas operate in a group of 25-30 people alongwith a group leader. Each group teams up with other groups in order to deliver the tiffins on time. They are not transferred on frequent basis as they have to remember the addresses of their customers. They follow certain rules while doing trade—no alcohol during working hours; no leaves without permission; wearing white caps and carrying ID cards during business hours.

Recently, on the suggestion of a few self-motivated fellow men, the dabbawalas thought out and executed a plan of providing food left in tiffins by customers to slum children. They have instructed their customers to place red sticker if food is left in the tiffin, to be fed to poor children later.

1. State any one principle of management given by Fayol and one characteristic of management mentioned in the above case.
2. Give any two values which the Dabbawalas want to communicate to society. (CBSE, Sample Paper 2016)

Answer:

1. The relevant principle of management given by Fayol is:

Stability of Personnel: The employee turnover should be minimized to maintain organizational efficiency. Personnel should be selected and appointed after due and rigorous procedure. After placement, they should be kept at their post for a minimum fixed tenure so that they get time to show results. Any adhocism in this regard will create instability/insecurity among employees. They would tend to leave the organisation.

(The other correct answers are principle of Discipline / Initiative / Esprit de corps) The characteristic of management mentioned in the above case is:

Management is goal oriented as it seeks to integrate the efforts of different individuals towards the accomplishment of both organizational and individual goals.

(The other correct answers are management is intangible/ group activity/dynamic)

2. The two values that Dabbawalas want to communicate to society are:

- Concern for poor/ Humanity
- Responsibility

Question 11.

'Aapka Vidyalaya' believes in the holistic development of students and encourages team building through a mix of curricular, co-curricular and sports activities. On its Founder's Day, a stage performance had to be put up. A committee of ten prefects was constituted to plan different aspects of the function. They all decided to use recycled paper for decoration. There was a spirit of unity and harmony and all the members supported each other. With mutual trust and a sense of belonging, the programme was systematically planned and executed. Kartik, one of the prefects, realised that the group had unknowingly applied one of the principles of management while planning and executing the programme. He was so inspired by the success of this function that he asked his father to apply the same principle in his business. His father replied that he was already using this principle.

1. Identify the principle of management applied for the success of the programme.
2. State any two features of management highlighted in the above paragraph.
3. Identify any two values which 'Aapka Vidyalaya' communicated to society. (CBSE, Delhi 2015)

Answer:

1. The principle of management applied for the success of the programme is Esprit De Corps.

2. The two features of management mentioned in the above paragraph are as follows:

- Management is goal oriented as it seeks to integrate the efforts of different individuals towards the accomplishment of both organizational and individual goals.
- Management is pervasive as it is applicable to all types of organizations, (economic, social, political) all sizes of organizations (small, medium, large) and at all levels of management (top, middle and lower).

3. The two values that 'Aapka Vidyalaya' communicated to society are:

- Responsibility
- Sustainable development.

Question 12.

Telco Ltd. manufactures files and folders from old clothes to discourage the use of plastic files and folders. For this, they employ people from nearby villages where very less job opportunities are available. An employee, Harish, designed a plan for cost reduction but it was not welcomed by the production manager. Another employee gave some suggestions for improvements in design, but it also was not appreciated by the production manager.

1. State the principle of management that is violated in the above paragraph.
2. Identify any two values that the company wants to communicate to the society. (CBSE, OD 2014)

Answer:

1. The principle of management that has been violated in the above case is Initiative. Initiative means taking the first step with self-motivation. The workers should be encouraged to develop and carry out their plans for improvement. Suggestion system should be adopted in the organization.
2. The two values that the company wants to communicate to the society are
 - Concern for environment
 - Providing job opportunities

Question 13.

Pawan is working as a Production Manager in CFL Ltd. which manufactures CFL bulbs. There is no class-conflict between the management and workers. The working conditions are very good. The company is earning huge profits. As a policy, the management shares the profits earned with the workers because they believe in the prosperity of the employees.

1. State the principle of management described in the above paragraph.
2. Identify any two values which the company wants to communicate to society. (CBSE, OD 2014)

Answer:

1. The principle of management described in the above paragraph is 'Harmony, not Discord'.

Taylor emphasised that there should be complete harmony between the management and workers instead of a kind of class-conflict, the manager versus workers. To achieve this state, Taylor called for complete mental revolution on the part of both management and workers. The prosperity for the employer cannot exist for a long time unless it is accompanied by prosperity for the employees and vice versa. He advocated paternalistic style of management should be in practice.

2. The two values that the company wants to communicate to the society are:
 - Prosperity
 - Sharing

Question 14.

Voltech India Ltd. is manufacturing LED bulbs to save electricity. However, it is running under heavy losses. To revive from the losses, the management shifts the unit to a backward area where labour is available at a low cost. The management also asks the workers to work overtime without any additional payments and promises to increase the wages of the workers after achieving its mission. Within a short period, the company starts earning profits because both the management and workers honour their commitments.

1. State the principle of management described in the above paragraph.
2. Identify any two values that the company wants to communicate to the society. (CBSE, Delhi 2014)

Answer:

1. The principle of management described in the above paragraph is 'Discipline'. Discipline- It refers to the obedience to organizational rules and the employment agreement. It is necessary for the systematic working of the organization. It requires good superiors at all levels, clear and fair agreements and judicious application of penalties.
2. The two values that the company wants to communicate to the society are:
 - Trust
 - Sustainable development

Question 15.

ABC Ltd. is engaged in producing electricity from domestic garbage. There is almost equal division of work and responsibilities between workers and the management. The management even takes workers into confidence before taking important decisions. All the workers are satisfied as the behaviour of the management is very good.

1. State the principle of management described in the above paragraph.
2. Identify any two values which the company wants to communicate to society. (CBSE, Delhi 2014)

Answer:

1. The principle of management described in the above paragraph is 'Cooperation, Not Individualism'.

This principle is an extension of principle of 'Harmony, Not Discord'. There should be complete cooperation between the labour and the management instead of individualism. Competition should be replaced by cooperation and there should be an almost equal division of work and responsibility between workers and management. Also, management should reward workers for their suggestions which results in substantial reduction in costs. At the same time, workers should desist from going on strike and making unreasonable demands on the management

2. The two values that the company wants to communicate to the society are:
 - Participation
 - Sustainable development

Question 16.

The principles of Taylor and Fayol are mutually complementary. One believed that management should share the gains with the workers while the other suggested that employees' compensation should depend on the earning capacity of the company and should give them a reasonable standard of living.

Identify and explain the principles of Favol and Taylor referred to in the above paragraph. (CBSE, Delhi 2014)

Answer:

The principles of Fayol and Tolyor referred to in the above paragraph are 'Remuneration of employees' and 'Harmony, Not Discord'.

Remuneration of Employes: According to Fayol, the overall pay and compensation should be fair and equitable to both employees and the organisation. The employees should be paid fair wages so that they are able to maintain at least a reasonable standard of living. At the same time, it should be within the paying capacity of the company. This will ensure pleasant working atmosphere and good relations between workers and management.

Harmony, Not Discord: Taylor emphasised that there should be complete harmony between the management and workers instead of a kind of class-conflict, the managers versus workers. To achieve this state, Taylor called for complete mental revolution on the part of both management and workers. The prosperity for the employer cannot exist for a long

time unless it is accompanied by prosperity for the employees and vice versa. He advocated paternalistic style of management should be in practice

Question 17.

The principles of Taylor and Fayol are mutually complementary. One believed that management should not close its ears to constructive suggestions made by the employees while the other suggested that a good company should have an employee suggestion system whereby suggestions which result in substantial time or cost reduction should be rewarded.

Identify and explain the principles of Taylor and Fayol referred to in the above paragraph. (CBSE, Delhi 2014)

Answer:

The principles of Fayol and Taylor referred to in the above paragraph respectively are 'Initiative' and 'Cooperation and Not Individualism'.

Initiative: Initiative means taking the first step with self-motivation. The workers should be encouraged to develop and carry out their plans for improvement. Suggestion system should be adopted in the organization.

Cooperation and Not Individualism: This principle is an extension of principle of 'Harmony, Not Discord'. There should be complete cooperation between the labour and the management instead of individualism. Competition should be replaced by cooperation and there should be an almost equal division of work and responsibility between workers and management. Also, management should reward workers for their suggestions which result in substantial reduction in costs. At the same time, workers should desist from going on strike and making unreasonable demands on the management.

Question 18.

Nikita and Salman completed their MBA and started working in a multinational company at the same level. Both of them worked hard and were happy with their employer. Salman had the habit of back-biting and wrong reporting about his colleagues to impress his boss. All the employees in the organisation knew about it. At the time of performance appraisal, the performance of Nikita was judged to be better than Salman. Even then their boss, Mohammed Sharif, decided to promote Salman stating that being a female, Nikita would not be able to handle the complications of a higher post.

1. Identify and explain the principle of management which was not followed by this, multinational company.
2. Identify the values which are being ignored quoting the lines from the above paragraph. (CBSE, OD 2013)

Answer:

1. The multinational company didn't follow the Principle of Equity. It emphasizes kindness and justice in the behaviour of managers towards workers. No discrimination should be made by them on the basis of caste, creed, gender or otherwise.
2. The two values which are being ignored in the given case are:
 - Honesty: "Wrong reporting about his colleagues to impress his boss."
 - Justice: "At the time of performance appraisal, the performance of Nikita was judged better than Salman. Even then their boss, Mohammad Sharif, decided to promote Salman."

Question 19.

Hina and Harish are typists in a company having the same educational qualifications. Hina gets Rs.3,000 per month and Harish gets Rs.4,000 per month as salaries for the same working hours. Which principle of management is being violated in this case? Name and explain the principle. (CBSE, Delhi 2006)

Answer:

The principle of Equity has been violated in this case. It emphasises kindness and justice in the behaviour of managers towards workers. No discrimination should be made by them on the basis of caste, creed, gender or otherwise.