

CUET · BUSINESS STUDIES · CLASS XII · CODE 305

Principles of Management

CUET unit: Principles of Management

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Snapshot

- A managerial principle is a "broad and general guideline for decision-making and behaviour", distinct from techniques (procedures/steps) and values (moral guidelines).
- Principles have a seven-fold nature (universal, general, formed by practice, flexible, behavioural, cause-and-effect, contingent) and six-fold significance (insights into reality, optimum utilisation, scientific decisions, changing environment, social responsibility, training/research).
- F.W. Taylor's Scientific Management (shop-floor, productivity focus) contrasts with Henri Fayol's 14 Administrative Principles (top management, overall administration).
- CUET tests this unit heavily — direct recall of Fayol's 14 principles, Taylor's 4 principles, Taylor's 6 techniques (Functional foremanship, Standardisation, Method, Motion, Time, Fatigue study + Differential piece-wage), Gang plank, Mental revolution, and the Fayol-vs-Taylor comparison.

Detailed Notes

2.1 Core concepts

- A managerial principle is a broad and general guideline for decision-making and behaviour; e.g., one manager may promote by seniority while another by merit — both apply a principle (NCERT §Principles of Management: The Concept, p. 32).
- Principles of management differ from principles of pure science — they deal with human behaviour and must be applied creatively as per situation; they also differ from techniques (procedures/steps) and values (moral guidelines for behaviour) (NCERT §The Concept, pp. 32-33).
- Principles of management are formed after research in technical work situations, denote a cause-and-effect relationship, and guide managers while performing the functions of Planning, Organising, Staffing, Directing and Controlling (NCERT §The Concept, p. 33).
- Nature — Universal applicability: principles apply to all organisations (business/non-business, small/large, public/private, manufacturing/services), though the extent varies with nature of activity (NCERT §Nature, p. 34).

- Nature — General guidelines: principles are guidelines, not readymade straitjacket solutions; even a small guideline helps solve a complex problem (e.g., emphasising overall organisational goals in inter-departmental conflict) (NCERT §Nature, p. 34).
- Nature — Formed by practice and experimentation: principles arise from collective experience and wisdom of managers plus experimentation (e.g., experiment to reduce worker fatigue) (NCERT §Nature, p. 34).
- Nature — Flexible: principles can be modified by the manager when the situation demands; e.g., degree of centralisation/decentralisation depends on situation (NCERT §Nature, pp. 34-35).
- Nature — Mainly behavioural: principles aim at influencing human behaviour and the relationship between human and material resources (NCERT §Nature, p. 35).
- Nature — Cause and effect relationships: principles establish what is likely to happen if applied; less than perfect because they mainly apply to human behaviour (NCERT §Nature, p. 35).
- Nature — Contingent: application depends on the prevailing situation; e.g., "fair remuneration" depends on contribution, paying capacity and prevailing wage (NCERT §Nature, p. 35).
- Significance — Providing managers with useful insights into reality: principles add knowledge, help learn from past mistakes, save time on recurring problems; e.g., delegation principle (NCERT §Significance (i), p. 37).
- Significance — Optimum utilisation of resources and effective administration: limits managerial discretion, removes personal bias; e.g., budgets bounded by principle of contribution to objectives (NCERT §Significance (ii), pp. 37-38).
- Significance — Scientific decisions: decisions become thoughtful, justifiable, timely, realistic, measurable; emphasise logic over blind faith (NCERT §Significance (iii), p. 38).
- Significance — Meeting changing environment requirements: principles though general guidelines are flexible and adapt; e.g., division of work extended to "core-competency" outsourcing (BPO/KPO) (NCERT §Significance (iv), p. 38).
- Significance — Fulfilling social responsibility: modern reinterpretation of principles like "equity" extends to customers, environment, business associates; e.g., BHEL developed Ranipur, Lijjat Papad (NCERT §Significance (v), pp. 38-39).
- Significance — Management training, education and research: principles form the basis of management aptitude tests, MBA/BBA curricula, and led to development of techniques like OR, cost accounting, JIT, Kanban, Kaizen (NCERT §Significance (vi), p. 39).
- Taylor's Scientific Management means "knowing exactly what you want men to do and seeing that they do it in the best and cheapest way"; Bethlehem Steel achieved three-fold productivity rise (NCERT §Taylor's Scientific Management, p. 44).

- Taylor's Principle — Science, not Rule of Thumb: investigate, unify best practices, develop a standard method to substitute rule of thumb (NCERT §Principles of Scientific Management (i), p. 44).
- Taylor's Principle — Harmony, Not Discord: complete harmony between management and workers; calls for a "mental revolution"; management shares gains with workers (NCERT §Principles (ii), pp. 44-46).
- Taylor's Principle — Cooperation, Not Individualism: extension of harmony; competition replaced by cooperation; workers' suggestions rewarded; almost equal division of work and responsibility (NCERT §Principles (iii), p. 46).
- Taylor's Principle — Development of Each and Every Person to Greatest Efficiency and Prosperity: scientific selection, training, and assignment of work suiting capabilities (NCERT §Principles (iv), pp. 46-47).
- Taylor's Technique — Functional Foremanship: separation of planning and execution; 8 specialists — under Planning Incharge: instruction card clerk, route clerk, time and cost clerk, disciplinarian; under Production Incharge: speed boss, gang boss, repair boss, inspector (NCERT §Functional Foremanship, pp. 47-48).
- Taylor's Technique — Standardisation and Simplification of Work: standardisation sets benchmarks for process, raw material, time, product, machinery, methods, working conditions; simplification eliminates superfluous varieties/sizes/dimensions (NCERT §Standardisation, pp. 48-49).
- Taylor's Technique — Method Study: find one best way of doing the job; e.g., Taylor devised the assembly line later used by Ford for Model T (NCERT §Method Study, p. 49).
- Taylor's Technique — Motion Study: study movements (productive, incidental, unproductive) to eliminate unnecessary ones; with Frank Gilbreth, brick layering motions reduced from 18 to 5 (NCERT §Motion Study, pp. 49-50).
- Taylor's Technique — Time Study: determine standard time for a well-defined job using time-measuring devices; objective is to determine number of workers, incentive schemes, labour costs (NCERT §Time Study, p. 50).
- Taylor's Technique — Fatigue Study: determine amount and frequency of rest intervals to regain stamina; causes include long hours, unsuitable work, bad working conditions (NCERT §Fatigue Study, p. 50).
- Taylor's Technique — Differential Piece Wage System: different wage rates for above-standard and below-standard performers to motivate the inefficient; e.g., Schmidt at Bethlehem (NCERT §Differential Piece Wage, pp. 50-51).
- Fayol — Division of Work: specialisation increases efficiency; applies to all kinds of work — technical as well as managerial (NCERT §Fayol's Principles (i), pp. 54-55).
- Fayol — Authority and Responsibility: authority is the right to give orders; responsibility is the corollary; there must be a balance between the two (NCERT §Fayol's Principles (ii), p. 55).

- Fayol — Discipline: obedience to organisational rules and employment agreements; requires good superiors, clear/fair agreements, judicious application of penalties (NCERT §Fayol's Principles (iii), p. 56).
- Fayol — Unity of Command: each employee should receive orders from only one superior; violation undermines authority, jeopardises discipline, disturbs order, threatens stability (NCERT §Fayol's Principles (iv), p. 56).
- Fayol — Unity of Direction: each group of activities with the same objective must have one head and one plan; prevents overlapping (NCERT §Fayol's Principles (v), pp. 56-57).
- Fayol — Subordination of Individual Interest to General Interest: organisational interests supersede individual interests; manager must set an example (NCERT §Fayol's Principles (vi), pp. 57-58).
- Fayol — Remuneration of Employees: pay must be fair to both employees and the organisation — within the company's paying capacity yet giving a reasonable standard of living (NCERT §Fayol's Principles (vii), p. 58).
- Fayol — Centralisation and Decentralisation: balance between concentration (centralisation) and dispersal (decentralisation) of decision-making; large organisations are usually more decentralised; e.g., panchayats (NCERT §Fayol's Principles (viii), p. 58).
- Fayol — Scalar Chain and Gang Plank: the formal line of authority from highest to lowest ranks; in emergencies a shorter route "gang plank" allows direct communication between same-level employees without violating normal hierarchy (NCERT §Fayol's Principles (ix), pp. 58-59).
- Fayol — Order: "a place for everything (everyone) and everything (everyone) in its place"; orderliness for maximum efficiency (NCERT §Fayol's Principles (x), p. 59).
- Fayol — Equity: kindness and justice; fair treatment regardless of gender, religion, language, caste, belief, nationality; lazy personnel dealt with sternly (NCERT §Fayol's Principles (xi), pp. 59-60).
- Fayol — Stability of Personnel: minimise employee turnover; give reasonable time to show results; adhocism creates insecurity and high recruitment/training costs (NCERT §Fayol's Principles (xii), p. 60).
- Fayol — Initiative: encourage workers to develop and execute their plans; employee suggestion systems should reward cost/time-saving initiatives (NCERT §Fayol's Principles (xiii), p. 62).
- Fayol — Esprit De Corps: promote team spirit of unity and harmony; manager should replace "I" with "We" (NCERT §Fayol's Principles (xiv), p. 62).
- Fayol vs Taylor — Fayol's perspective is top management, Taylor's is shop floor; Fayol's principles are universal, Taylor's are situational; Fayol's basis is personal experience, Taylor's is observation and experimentation; Fayol focused on overall

administration, Taylor on increasing productivity; Fayol was a practitioner, Taylor a scientist (NCERT §Fayol Versus Taylor Comparison Table, p. 63).

2.2 Definitions to memorise

Term	Definition	Page
Managerial principle	"Broad and general guideline for decision-making and behaviour"	32
Techniques (vs principles)	Procedures or methods involving a series of steps to accomplish desired goals	33
Values (vs principles)	What is acceptable or desirable; have moral connotations; general rules formed through common practice	33
Universal applicability	Principles apply to all kinds of organisations — business/non-business, small/large, public/private, manufacturing/services	34
Scientific Management (Taylor)	"Knowing exactly what you want men to do and seeing that they do it in the best and cheapest way"	44
Rule of Thumb	Reliance of factory owners on personal judgment / trial-and-error in absence of established theory	42
Mental Revolution	Change in attitude of workers and management from competition to cooperation, sharing the surplus	51
Functional Foremanship	Separation of planning and execution where each worker takes orders from 8 specialists (4 planning + 4 production)	47
Standardisation	Process of setting standards for every business activity — process, material, time, product, machinery, methods, working conditions	48
Simplification	Eliminating superfluous varieties, sizes and dimensions	49
Method Study	Finding "one best way" of doing the job (Taylor devised the assembly line via method study; Ford used it for Model T)	49
Motion Study	Study of movements (productive, incidental, unproductive) to eliminate unnecessary ones	49
Time Study	Determining standard time taken to perform a well-defined job using time-measuring devices	50
Fatigue Study	Determining the amount and frequency of rest intervals in completing a task	50
Differential Piece Wage System	Different rate of wage payment for above-standard and below-standard performers	50
Authority (Fayol)	"The right to give orders and obtain obedience"; responsibility is its corollary	55
Unity of Command	Each participant should receive orders from and be responsible to only one superior	56

Term	Definition	Page
Unity of Direction	Each group of activities with the same objective must have one head and one plan	56
Scalar Chain	Formal lines of authority from highest to lowest ranks running from top to bottom	58
Gang Plank	Shortcut allowing direct communication between same-level employees in emergencies	59
Order (Fayol)	"A place for everything (everyone) and everything (everyone) in its place"	59
Esprit De Corps	Team spirit of unity and harmony among employees; replace "I" with "We"	62

2.3 Diagrams / processes to remember

- Functional Foremanship organisation chart (p. 48): Factory Manager → Planning Incharge (Instruction Card Clerk, Route Clerk, Time and Cost Clerk, Disciplinarian) and Production Incharge (Speed Boss, Gang Boss, Repair Boss, Inspector) → Workman.
- Scalar Chain and Gang Plank diagram (p. 59): chain $A \rightarrow B \rightarrow C \rightarrow D \rightarrow E \rightarrow F$ on one side and $A \rightarrow L \rightarrow M \rightarrow N \rightarrow O \rightarrow P$ on the other; in emergency E can directly contact O via the "Gang Plank" without going through A.
- Sharing of gains illustration (p. 45): mental revolution and complete harmony between management and workers.
- Unity of Command vs Unity of Direction table (p. 57): Meaning, Aim (prevents dual subordination vs prevents overlapping), Implication (individual employee vs entire organisation).
- Fayol vs Taylor comparison table (p. 63): Perspective, Unity of Command, Applicability, Basis of formation, Focus, Personality, Expression.

2.4 Common confusions / NTA trap points

- **Unity of Command vs Unity of Direction:** Command = one boss for one employee (prevents dual subordination); Direction = one head and one plan for one group of activities with the same objective (prevents overlapping). CUET often swaps these.
- **Principle vs Technique (Taylor):** "Science not rule of thumb", "Harmony not discord", "Cooperation not individualism", "Development of each person" are PRINCIPLES (4 in number). Functional foremanship, standardisation, method/motion/time/fatigue study, differential piece-wage are TECHNIQUES. NTA loves to ask "which of the following is a technique (and not a principle) of Scientific Management".

- **Functional Foremanship — 8 specialists:** Planning side has Instruction Card Clerk, Route Clerk, Time and Cost Clerk, Disciplinary. Production side has Speed Boss, Gang Boss, Repair Boss, Inspector. Common trap — Disciplinary under Production (wrong; he is under Planning).
- **Scalar Chain "Gang Plank":** It is a shortcut for emergencies only, between same-level employees; it does NOT replace the scalar chain in normal circumstances.
- **Fayol vs Taylor:** Fayol = top management/administration/personal experience/practitioner; Taylor = shop floor/productivity/observation and experimentation/scientist. Fayol was a French mining engineer; Taylor was an American mechanical engineer.
- **Method Study vs Motion Study vs Time Study:** Method = one best way; Motion = body movements; Time = standard time. Easy to mix up.
- **Standardisation vs Simplification:** Standardisation devises new standard varieties; Simplification eliminates superfluous existing varieties.
- **Discipline vs Order vs Equity** — three related Fayol principles often mixed up. Discipline is about obedience to rules and agreements; Order is "a place for everything"; Equity is fairness regardless of demographics.
- **Initiative vs Esprit de Corps** — Initiative is about encouraging employees to develop their own plans; Esprit de Corps is team spirit ("we" instead of "I"). CUET often pairs these in match-the-pair.
- **Centralisation vs Decentralisation** — Fayol explicitly says **large organisations are generally more decentralised**. Students sometimes invert this.
- **Subordination of Individual Interest** — Fayol's principle (vi) — organisational interests supersede individual interests; manager must set the example. CUET case stems test this with personal-vs-team scenarios.
- **Stability of Personnel** — minimise turnover; give reasonable time to show results. Adhocism creates insecurity and high recruitment/training costs.

2.5 Case examples

- **Bethlehem Steel (NCERT § Taylor's Scientific Management, p. 44)** — Taylor's three-fold productivity rise at Bethlehem Steel through scientific management is the canonical CUET case for Scientific Management. The case includes Schmidt's differential piece-wage demonstration that doubled his output while increasing his wage.
- **Henry Ford's Model T assembly line (NCERT § Method Study, p. 49)** — NCERT records that Taylor devised the assembly-line concept which Ford then used for the Model T. This case grounds the method-study technique in a real industrial revolution moment.
- **Frank Gilbreth's brick layering (NCERT § Motion Study, p. 49-50)** — Taylor's associate Gilbreth reduced brick-laying motions from 18 to 5 — a quadrupling of

productivity. The "18 to 5" figure is the most cited number in CUET stems on motion study.

- **BHEL and Ranipur township (NCERT § Significance (v), p. 38-39)** — Bharat Heavy Electricals Ltd. developing the Ranipur township is invoked as an example of how the **equity** principle extends to customers, environment and business associates beyond employees.
- **Lijjat Papad (NCERT § Significance (v), p. 39)** — the women-run Lijjat Papad cooperative is cited as a case of modern reinterpretation of principles like equity to fulfil social responsibility.

Q1. A managerial principle is best defined as:

(A) A procedure with a series of steps to accomplish a goal (B) A broad and general guideline for decision-making and behaviour (C) A moral rule of behaviour formed through common practice (D) A rigid prescription that must be followed absolutely

Answer: B **Source:** NCERT §Principles of Management: The Concept, p. 32, paragraph beginning "A managerial principle is a broad and general guideline..." **Explanation:** A managerial principle is defined exactly as in (B). Option (A) describes techniques and (C) describes values; principles are distinct from both.

Q2. Which of the following is NOT a feature of the nature of principles of management?

(A) Universal applicability (B) Mainly behavioural (C) Rigid and absolute (D) Contingent

Answer: C **Source:** NCERT §Nature of Principles of Management, pp. 34-35, points (i)-(vii) **Explanation:** The seven characteristics are universal applicability, general guidelines, formed by practice/experimentation, flexible, mainly behavioural, cause-and-effect, and contingent. Principles are explicitly described as flexible, not rigid.

Q3. Match List I (Taylor's principle/technique) with List II (description):

List I — (a) Science not Rule of Thumb; (b) Functional Foremanship; (c) Differential Piece Wage; (d) Motion Study List II — (i) Different wage rate for above- and below-standard performers; (ii) Substituting a standard developed by investigation for personal judgment; (iii) Eight specialists supervising the worker; (iv) Eliminating unnecessary body movements

(A) a-ii, b-iii, c-i, d-iv (B) a-iii, b-ii, c-iv, d-i (C) a-ii, b-i, c-iii, d-iv (D) a-iv, b-iii, c-i, d-ii

Answer: A **Source:** NCERT §Principles of Scientific Management (i), p. 44; §Functional Foremanship, p. 47; §Motion Study, pp. 49-50; §Differential Piece Wage System, p. 50 **Explanation:** Each pairing matches the NCERT definitions: rule of thumb is replaced by scientific investigation; functional foremanship uses 8 specialists; differential piece wage uses two rates; motion study eliminates unnecessary motions.

Q4. Under Taylor's Functional Foremanship, which of the following specialists works under the Planning Incharge?

(A) Speed Boss (B) Gang Boss (C) Disciplinarian (D) Inspector

Answer: C **Source:** NCERT §Functional Foremanship, p. 47, paragraph beginning "Under the factory manager..." and diagram on p. 48 **Explanation:** Under Planning Incharge work the Instruction Card Clerk, Route Clerk, Time and Cost Clerk and Disciplinarian. Speed Boss, Gang Boss, Repair Boss and Inspector are all under the Production Incharge.

Q5. With his associate Frank Gilbreth, Taylor was able to reduce the number of motions in brick layering from:

(A) 12 to 3 (B) 18 to 5 (C) 20 to 8 (D) 15 to 4

Answer: B **Source:** NCERT §Motion Study, p. 49, paragraph beginning "For example, Taylor and his associate Frank Gailberth..." **Explanation:** Motions in brick layering were reduced from 18 to just 5, raising productivity about four times. The same figure is repeated in the "Applications of Scientific Management" box on p. 52.

Q6. Assertion (A): Principles of management are described as "contingent" in nature.

Reason (R): Their application depends on the prevailing situation at a particular point of time, e.g., fair remuneration depends on employee contribution, employer's paying capacity and prevailing wage rate.

(A) Both A and R are true and R is the correct explanation of A (B) Both A and R are true but R is not the correct explanation of A (C) A is true but R is false (D) A is false but R is true

Answer: A **Source:** NCERT §Nature (vii) Contingent, p. 35, paragraph beginning "The application of principles of management is contingent..." **Explanation:** This remuneration example illustrates the contingent character of principles (NCERT §Nature (vii)). R is the correct explanation of A.

Q7. The principle of management that emphasises "A place for everything (everyone) and everything (everyone) in its place" is:

(A) Equity (B) Discipline (C) Order (D) Stability of Personnel

Answer: C **Source:** NCERT §Fayol's Principles (x) Order, p. 59, paragraph beginning "According to Fayol, 'People and materials must be in suitable places...'" **Explanation:** Fayol's "A place for everything (everyone) and everything (everyone) in its place" is the essence of the Order principle. The other options refer to fairness, obedience, and minimising turnover respectively.

Q8. In Fayol's scalar chain, the "Gang Plank" is best described as:

(A) The longest formal route of authority from CEO to worker (B) A shorter cross-route for direct communication between same-level employees in emergencies (C) A wage-incentive plank for plank-loaders at Bethlehem Steel (D) The link between the Planning Incharge and Production Incharge

Answer: B **Source:** NCERT §Fayol's Principles (ix) Scalar Chain, p. 59, paragraph beginning "However, if there is an emergency then 'E' can directly contact 'O' through 'Gang Plank'..." **Explanation:** The Gang Plank lets two employees at the same hierarchical level (e.g., E and O's diagram) bypass the long route through the common superior, but only in emergencies. (C) is a distractor from Taylor's work; (D) belongs to functional foremanship.

Q9. Which of the following pairs is correctly matched as per the Fayol vs Taylor comparison?

(A) Fayol — Shop floor perspective; Taylor — Top management perspective (B) Fayol — Increasing productivity; Taylor — Improving overall administration (C) Fayol — Practitioner; Taylor — Scientist (D) Fayol — Observations and experimentation; Taylor — Personal experience

Answer: C **Source:** NCERT §Fayol Versus Taylor — A Comparison table, p. 63

Explanation: As per the comparison table, Fayol is described as a Practitioner and Taylor as a Scientist. (A), (B) and (D) all reverse the correct attributions: Fayol = top management / overall administration / personal experience; Taylor = shop floor / productivity / observation and experimentation.

Q10. Bhasin Ltd. directed its workers to work overtime; subordinates began receiving orders from more than one superior, and divisions earlier handling one product were forced to handle two or more. The principle of Fayol most directly violated when subordinates received orders from more than one superior is:

(A) Unity of Direction (B) Unity of Command (C) Esprit De Corps (D) Order

Answer: B **Source:** NCERT §Fayol's Principles (iv) Unity of Command, p. 56, paragraph beginning "If an employee gets orders from two superiors at the same time the principle of unity of command is violated." **Explanation:** Unity of Command says each employee should receive orders from only ONE superior. Unity of Direction (A) is violated when one group of activities with the same objective lacks one head/one plan — that fits the second part of the case (one division on two products), not this part.

Q11. Which of the following is a TECHNIQUE (and not a principle) of Scientific Management as proposed by F.W. Taylor?

(A) Harmony, Not Discord (B) Cooperation, Not Individualism (C) Standardisation and Simplification of Work (D) Science, Not Rule of Thumb

Answer: C **Source:** NCERT §Techniques of Scientific Management, pp. 47-51 (Functional Foremanship, Standardisation and Simplification, Method Study, Motion Study, Time Study, Fatigue Study, Differential Piece Wage); §Principles of Scientific Management, pp. 44-47 **Explanation:** Taylor's four principles are Science not Rule of Thumb, Harmony not Discord, Cooperation not Individualism, and Development of Each Person. Standardisation and Simplification is listed under techniques, not principles.

Q12. Statement I: According to Fayol, large organisations generally have more decentralisation than small organisations.

Statement II: Taylor's principle of "Harmony, Not Discord" called for a complete mental revolution on the part of both management and workers.

(A) Both I and II are true (B) Both I and II are false (C) I is true but II is false (D) I is false but II is true

Answer: A **Source:** NCERT §Fayol's Principles (viii) Centralisation and Decentralisation, p. 58 ("In general large organisations have more decentralisation than small organisations."); §Principles of Scientific Management (ii) Harmony Not Discord, pp. 44-45 ("Taylor called for complete mental revolution on the part of both management and workers.") **Explanation:** Both statements are reproduced verbatim. Statement I is in the decentralisation example; Statement II is the core idea of the Harmony principle, also reinforced in the "Mental Revolution" discussion on p. 51.

 **Practice MCQs**

Q1. A managerial principle is best defined as:

- A.** A procedure with a series of steps to accomplish a goal
- B.** A broad and general guideline for decision-making and behaviour
- C.** A moral rule of behaviour formed through common practice
- D.** A rigid prescription that must be followed absolutely

Q2. Which of the following is NOT a feature of the nature of principles of management?

- A. Universal applicability
- B. Mainly behavioural
- C. Rigid and absolute
- D. Contingent

Q3. Match List I (Taylor's principle/technique) with List II (description): List I — (a) Science not Rule of Thumb; (b) Functional Foremanship; (c) Differential Piece Wage; (d) Motion Study List II — (i) Different wage rate for above- and below-standard performers; (ii) Substituting a standard developed by investigation for personal judgment; (iii) Eight specialists supervising the worker; (iv) Eliminating unnecessary body movements

- A. a-ii, b-iii, c-i, d-iv
- B. a-iii, b-ii, c-iv, d-i
- C. a-ii, b-i, c-iii, d-iv
- D. a-iv, b-iii, c-i, d-ii

 **9 more MCQs + answer key**

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PYQ Alignment

This chapter is among the heaviest-weighted in CUET Business Studies — typically 10-12 MCQs/year across CUET 2023-25. Standard question patterns include: direct identification of a Fayol principle from a one-line scenario (Bhasin Ltd. style), distinguishing Unity of Command from Unity of Direction, identifying a technique vs a principle of Scientific Management, matching specialists with Planning/Production Incharge under Functional Foremanship, recognising the Gang Plank scenario, and matching nature/significance descriptions to their labels.

CUET 2023 — Actual PYQs from this chapter

Q.14 (CUET 2023) Match List I with List II. List I List II A. Unity of command I. Pay and compensation should be fair B. Remuneration II. Distribution of offices C. Equity III. Only one boss D. Decentralisation IV. Fairness to employees

- A) B) C) D) **Tests:** Fayol's Principles of Management — matching **Answer:** Not in extracted key

Q.17 (CUET 2023) “The formal lines of authority from highest to lowest ranks are known as _____.”

- A) Order B) Equity C) Unity of direction D) Scalar chain **Tests:** Fayol's Principle of Scalar Chain — formal lines of authority **Answer:** Not in extracted key

Q.36 (CUET 2023) Fayol's 14 principles of management do not include: A. Authority and responsibility B. Division of work C. Instability of personnel D. Discipline E. Initiative Options:

- A) A and C only B) B and D only C) C and D only D) C and E only **Tests:** Fayol's 14 Principles — Stability of Personnel (NOT 'Instability') **Answer:** Not in extracted key

Q.38 (CUET 2023) Cross Ltd., a company manufacturing cars, follows assembly line production. Identify the technique of scientific management used.

- A) Time study B) Motion study C) Method study D) Fatigue study **Tests:** Taylor's Techniques — Standardisation & Simplification of Work **Answer:** Not in extracted key

Q.39 (CUET 2023) A manager should replace “I” with “We” in all conversations with workers to foster team spirit. Identify the principle of management.

- A) Stability of personnel B) Order C) Discipline D) Esprit de corps **Tests:** Fayol's Principle — Esprit de Corps (team spirit) **Answer:** Not in extracted key

CUET 2024 — Actual PYQs from this chapter

Q.1 (CUET 2024) Identify the Principle of Management where Taylor pioneered the introduction of the method of scientific inquiry into the domain of management practice.

- A) Science, not rule of thumb B) Harmony, not discord C) Cooperation, not individualism D) Development of each and every person to the greatest efficiency and prosperity **Tests:** Taylor's Principles — Science, not Rule of Thumb **Answer:** Not in extracted key

Q.2 (CUET 2024) Match List-I with List-II on the basis of Management Principles. List-I List-II (A) Obedience to organisational rules (I) Unity of direction (B) One boss for every individual employee (II) Remuneration of employees (C) One head and one plan (III) Discipline (D) Remuneration should be just and equitable (IV) Unity of command Options:

- A) (A)-(I), (B)-(II), (C)-(III), (D)-(IV) B) (A)-(I), (B)-(III), (C)-(II), (D)-(IV) C) (A)-(I), (B)-(II), (C)-(IV), (D)-(III) D) (A)-(III), (B)-(IV), (C)-(I), (D)-(II) **Tests:** Fayol's Principles — Discipline / Unity of Command / Unity of Direction (matching) **Answer:** Not in extracted key

Q.3 (CUET 2024) The aim of which technique given by F.W. Taylor is to reduce a given line or product to fixed types, sizes and characteristics?

- A) Method study B) Time study C) Standardisation of work D) Functional foremanship

Tests: Taylor's Techniques — Standardisation & Simplification of Work **Answer:** Not in extracted key

Q.4 (CUET 2024) Match List-I with List-II on the basis of Management Principles. List-I (Meaning) List-II (Term) (A) Employees turnover should be minimised (I) Stability of personnel (B) Emphasises kindness and justice (II) Equity (C) Chain of authority and communication from top to bottom (III) Esprit de corps (D) Promotes team spirit (IV) Scalar chain Options:

- A) (A)-(I), (B)-(II), (C)-(III), (D)-(IV) B) (A)-(I), (B)-(III), (C)-(II), (D)-(IV) C) (A)-(I), (B)-(III), (C)-(IV), (D)-(III) D) (A)-(III), (B)-(IV), (C)-(I), (D)-(II) **Tests:** Fayol's Principles — Stability of Personnel etc. (matching) **Answer:** Not in extracted key

CUET 2025 — Actual PYQs from this chapter

Q.13 (CUET 2025) Standardisation refers to the process of setting standards for business activities. This concept was emphasised by:

- A) Koontz B) Maslow C) F.W. Taylor D) Henry Fayol **Tests:** Taylor's Techniques — Standardisation **Answer:** Not in extracted key

Q.25 (CUET 2025) __ provides useful insights to managerial behaviour and influences managerial practices.

- A) Organisational objectives B) Principles of management C) Leadership traits D) Dimensions of business environment **Tests:** Principles of Management — provide insights to managerial behaviour **Answer:** Not in extracted key

Q.30 (CUET 2025) Match List-I with List-II: List-I (Principles) List-II (Statement) (A) Equity (I) To ensure obedience to organisational rules (B) Unity of direction (II) Kindness and justice in behaviour towards workers (C) Order (III) A group of activities with common objectives must have one head and one plan (D) Discipline (IV) Every employee must be in his appointed place Options:

- A) A-I, B-II, C-IV, D-III B) A-II, B-III, C-IV, D-I C) A-II, B-I, C-III, D-IV D) A-III, B-IV, C-I, D-II **Tests:** Fayol's Principles — Equity / Unity of Direction (matching) **Answer:** Not in extracted key

Q.45 (CUET 2025) Which of the following is a technique of scientific management?

- A) Functional foremanship B) Discipline C) Unity of command D) Scalar chain **Tests:** Techniques of Scientific Management **Answer:** Not in extracted key

Q.46 (CUET 2025) Which management principle states that employees should receive fair treatment?

- A) Equity B) Discipline C) Authority D) Unity of command **Tests:** Fayol's Principle — Equity (fair treatment) **Answer:** Not in extracted key