

Read the following passages carefully and answer the questions that follow.

Passage 1

1. The basic task of a manager is to control workers and get the maximum amount of work out of them. There are two main ways of making workers produce more. One is to extend the working hours. The other is to increase the amount that is produced within a given time period. Machinery helps to increase production, but it also creates the danger that eventually machines will replace workers. Both Marx and Mahatma Gandhi saw mechanization as a danger to employment.
2. Another way of increasing output is by organising work. An American called Frederick Winslow Taylor invented a new system in the 1890s which we called 'scientific management'. It is also known as Taylorism, or industrial engineering. Under his system, all work was broken down into its smallest repetitive elements, and divided between workers. Workers were timed with the help of stopwatches and had to fulfil a certain target everyday.
3. Production was further speeded up by the introduction of the assembly line. Each worker sat along a conveyor belt and assembled only one part of the final product. The speed of work could be set by adjusting the speed of the conveyor belt. During the 1980s, there was an attempt to shift away from the system of direct control to indirect control, where workers are supposed to motivate and monitor themselves. But often we find that old Taylorist processes survive.
4. Workers in textile mills, which are one of the oldest industries in India, often described themselves as extensions of the machine. Ramcharan, a weaver who had worked in the Kanpur cotton mills since 1940s said, "You need energy. The eyes move, the neck, the legs and hands each part moves. Weaving is done under a continuous gaze-one cannot go anywhere, the focus must be on the machine. When four machines run all four must move together, they must not stop."
5. The more mechanised an industry gets, the fewer people are employed, but they too have to work at the pace of the machine. For instance, in Maruti Udyog Limited, two cars roll off the assembly line every minute. Workers get only 45 minutes rest in the entire day- two tea breaks of 7 and half minutes each and one lunch break of half an hour. Most of them are exhausted by the age of 40 and take voluntary retirement.
6. While production has gone up, the number of permanent jobs in the factory has gone down. The firm has outsourced all services such as cleaning and security, as well as manufacture of parts. The parts suppliers are located around or near the factory and send the parts every 2 hours or just-in-time. Outsourcing and just-in-time keeps costs low for the company, but the workers are very tense, because if the supplies fail to arrive, their production targets get delayed and, when they do arrive, the workers have to work faster to keep up. No wonder they get exhausted.
7. Now let us look at the service sector. Software professionals are middle class and well educated. Their work is supposed to be self motivated and creative but it is also subject to Taylorist labour

process. 10 to 12 hours is an average work day and it is not uncommon for employees to stay overnight in the office (known as a night out) when faced with a project deadline. Long working hours are Central to the industry's work culture.

8. As a result of those working hours, in places like Bengaluru, Hyderabad and Gurgaon, where many IT firms or call centres are located, shops and restaurants have also changed their working hours and are open late . If both husband and wife work, then children have to be put in creches. The joint family, which was supposed to have disappeared with industrialisation, seems to have re-emerged, as grandparents are roped in to help with children.
9. One important debate going on is whether industrialisation and the shift to services and knowledge based work like IT leads to greater skill in society. We often hear the phrase 'knowledge economy' to describe the growth of IT in India. But how do you compare the skills of a farmer who has the skills to grow many hundreds of crops relying on his or her understanding of the weather, the soil and the seeds, with the knowledge of a software professionals? Both are skilled but in different ways. The famous sociologist Harry Braverman argues the use of machinery actually deskills workers. For instance, whereas earlier architects and engineers have to be skilled draughtsmen, now the computer does a lot of work for them.

Questions

- I. On the basis of your reading of the passage, answer the following questions by choosing the most appropriate options. (1x5=5)
 1. Machinery creates the danger that.....
 - a) It will extend the working hours of workers.
 - b) It may cause loss due to high cost
 - c) Ultimately machines will replace workers and cause unemployment.
 - d) Faults in the machines may reduce production
 2. On the assembly line, each worker.....
 - a) Was given a boring job
 - b) Speeded up the work
 - c) Was timed with a stopwatch
 - d) Assembled only one part of the final product
 3. Workers in textile mills described themselves as.....
 - a) Being subjected to mental tension
 - b) Extensions of the machine
 - c) Toys in the hands of the management
 - d) Always moving with the machine
 4. keeps costs low for Maruti Udyog Ltd.
 - a) The tension in the workers
 - b) Parts supplies failing to arrive
 - c) Short breaks for lunch and tea
 - d) Outstanding and just in time
 5. The joint family seems to have re-emerged because.....
 - a) Grandparents are needed to look after children
 - b) IT leads to greater skills in society
 - c) Children have to be put in creches

d) Shops and restaurants are open late

II. Answer the following questions as briefly as possible. (1x7=7)

1. What are the alternative names given to the new system invented by FW Taylor to increase output?
2. How was the speed of work set on an assembly line?
3. What work was Ramcharan performing in a textile mill?
4. When an industry gets more mechanised, what happens to the employment in it?
5. What is the average number of hours that a software professional works in a day?
6. What skill does a farmer possess?
7. Find the words in the given passage which convey the meaning similar to
 - Recurring (para 2)
 - Stocks of outsourced parts.(para 6)