



BUSINESS STUDIES

BOOKS - SHREE RADHEY PUBLICATION

BUSINESS STUDIES (HINGLISH)

DIRECTING

Case Studies

1. Manoj is working as a supervisor in Galaxy Ltd. Listens to workers' suggestions and grievances. He rewards the workers for good suggestions and handles the grievance. He insists on free flow of communication to solve the

conflict among management and workers. While scheduling the duties, he also consults the workers.

Explain function performed by Manoj as supervisor.



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2. Rahim was working in an enterprise on daily wages basis. It was difficult for him to fulfill the basic needs of his family. His daughter fell ill. He had no money for his daughter's treatment. To meet the expenses of her treatment, he participated in a cycle race and won the prize money. The cycle company offered him a permanent pensionable job which he happily accepted

(i) Which element of directing is indicated above

(ii) By quoting the lines from the above para identify the

needs of Rahim taht are satisfied by the offers of cycle company.

(iii) Also, explain two other needs of Rahim followed by above that are still to be satisfied.



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3. Rajive is working as Personel Manager in a company. The speciality of the company is that financial positin of all the employees is good. The employes working her are honest, punctual and hardworking .The CEO of the company aksed him to suggest a method of motivation. The CEO asked him to suggest a method which is happily accepted by all the employees.

Rajive spoke to many employees in this connection. Some

employees suggested gives more importance to individual autonomy, another suggested good performance should be appreciated, another group suggested to awards, certificate, trophies to recognise the good performance. Mr. Rajive mixed all and suggested a method of motivation to CEO. The CEO happily accepted that and it was immediately implemented. Within few days the company's growth rate appeared to have become fast.

- (a) Identify the functions of management indicated in the above paragraph.
- (b) Which motivation methods were suggested by different group of employees.
- (c) Which motivation method combine all the above stated was suggested by personnel manager.



4. Umang Gupta is the Managing Director of Denver LTD. The company had established a good name for itself and had been doing well. It was known for timely completion of orders. The Production Manager, Ms. Kanta was efficiently handling the processing of orders and had a team of fourteen motivated employees working under her. Everything was going on well. Unfortunately she met with an accident. Umang knew that in the absence of Ms. Kanta, the company may not be able to meet the deadlines. He also knew that not meeting the deadlines may lead to customer dissatisfaction with the risk of loss of business and goodwill. So he had a meeting with his employees in which accurate and speed processing of

orders, was planned. Everybody agreed to work as team because the behaviour of Umang Gupta was positive towards the employees of the organisation. Hence everyone put in extra time and efforts and the targets were met on time .

Not only this, Umang visited Ms. Kanta and advised her to take sufficient rest.

Identify the leadership style of Umang Gupta and draw a diagram depicting the style



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5. In Manik Ltdd., selection procees is very fair, sceinetifici and standardised. Competent, laborius employees with good work culture are selected. As a result, subrodinates

are efficient , responsible and take initiative in every activity. Which kind of leadership style would be suitable in Manik Ltd.



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6. E. Com Ltd. Recently ventured into cosmetic business. They took help of professional recruits for filling their managerial position, who charged fees for it.

The company appointed the necessary personnel and started the work. All the workers/officials used official channels of communication, which are as follows :

(a) Mr. Arun, the marketing manager co-ordinates all his activities with production manager.

(b) Mr. Amit (finance manager) has prepared cash budget

and communicated it to his two accountants

(c) Mr. Rakesh (Supervisor) has requested/ suggested the purchase manager Mr. Ankush that special temperature controlled warehouse is required to keep chemical and cosmetics.

(d) The marketing manager, Mr. Arun has given feedback to production supervisor, Mr. Ved regarding complaints in recently bleached cream.

1. Which specific source of recruitment is used by the company?

2. Identify different forms of communication referred in above paragraph.



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7. Following communications indicate barriers to effective communication. Identify them and also mention the measures to be taken to improve the effectiveness of communication :

(a) The National Sales Manager during his visit to the zone spoke of the sales managers in Hindi

(b) During a meeting the manager was addressing were busy talking to each other about their plans for the upcoming log weeken. The manager got distracted and forget to inform the major changes in comany's princing policy.

(c) Mohit prefers to stay away form his boss. He is always scared of what if his boss does not apporve his suggestions.

(d) The sales manager while addressing to fresh

graduates explained the threats and opportunities company was facing. He used a lot of technical words he had learnt in his MBA classes.

Sonu Garments Ltd. follows scalar chain very strictly. No employee, (whatsoever may be the emergency) is allowed to divert from the defined path of communication.



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8. Subramanyam is a newly appointed Human Resource Manager in Times Ltd. In Punjab. He is a Tamilian basically. He is good in Tamil and English. Most of his subordinates belong to Punjab and they are not very much fluent in English. He feels it much difficult to make them understand his instructions.

1. Identify the concerned communication barrier.
2. State the category of such barrier.
3. Explain any other category of same barrier.



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9. Suggest which element of directing is suitable under following situations and why?

(i) Workers are always unwalling to take up any kind of work. Due to rise in dcmand firm wants them to cooperate to meet pending orders . The supervisor is finding it difficult to cope with this situation.

(ii) Workers of factory are goin to production manager for guidance and information , as result is overburdened with the work. Advise him with which function of

directing he can reduce his work load.

(iii) In an organisation employees hesitate to express their feelings and suggestions. They do not take initiative to express their problems and suggestions.



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Exercise Remembering And Understanding Based Question With Answer

1. The barrier to effective communication exist in all organisation. Explain any three measures to overcome these barriers.



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2. State the importance of directing function of management.



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3. State five semantic barriers to communication in an organization.



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4. Describe briefly Maslow's need hierarchy theory of motivation



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5. What is the supervision ?



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6. Give an example of noise in the process of communication.



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7. Which function of management is known as "Management in action"?



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8. Give any two principles of directing ?



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9. Define motivation.



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10. Rajat a sales manager achieved his sales target one month in advance. This achievement was displayed on the notice board a certificate for the best performance was awarded to him by the CEO of the company. Name the incentive provided Rajat.



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11. What is meant by 'feedback' in communication process?



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12. Give two examples of non-monetary incentives.



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13. Give two examples of non-monetary incentives.



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14. Give two examples of semantic barriers.



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15. Give one example of psychological barrier.



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16. What do you mean by grapevine?



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17. Which pattern of communication indicates one source of information ?



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18. Name the need in which employee desires affection, companionship, friendliness.



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19. Suggest two ways to improve effectiveness of communication.



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20. Name the communication barrier in which a message is understood differently due to different people.



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21. Name the communication barrier in which a message is understood differently due to different state in mind of sender and receiver .



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22. Directing is the least important function of management. Do yo agree with this statement ?

Give reason in support of your answer.



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23. Directing is the function of all managers of the organisation. " Do you agree with this statement?

Give any three reasons in support of your answer



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24. Directing is the heart of management. Do you agree with this statement? Give reasons to support your answer.



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25. The post of supervisor should be abolished in the hierarchy of managers., React.



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26. What do you mean by grapevine? Explain two types of grapevine systems along with diagram.



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27. In an organisation all the employees take things easy and are free to approach anyone for minor queries and problems. This has resulted in every one talking to each other and inefficiency in the office. It has also resulted in

leakage of secret. What system do you think manager should adopt to improve communication ?



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Hots Higher Order Thinking Skills And Case Studies

1. Mrs. Rajlaxmi is working as the Human Resource Consultant in a firm manufacturing cosmetic, which is facing a problem of high employees turnover. The CEO of the company has invited suggestions from her for retaining the talented employees & reducing the employee turnover. Mrs. Rajlaxmi recommends that the good employees be rewarded in a way that it creates a feeling of ownership among the employees and that the same time

makes them contribute towards the growth of the organization

(a) Identify the incentive and explain its type, which has been suggested by Mr. Rajlaxmi to the CEO of the contribute

(b) Also explain any two other incentives of the same type



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2. Why is it said that directing takes place wherever superior subordinate relationship exists?



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3. Ravi, the Marketing Manager Graments Ltd. Does not allow the salesmen working under him to freely express their frank opinion and feelings regarding work related matters.

Identify the organisation barrier to communication that has been created by Ravi.



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4. Name the incentive in which benefits like car allowance, housing, medical aid are offered to an employee.



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5. Name the element of directing which refers to the ability of influencing people of strive willingly for mutual objectives.



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6. 'A good leader does not wait for opportunities but creates them.' This statement is related to which quality of a good leader? Explain any other three qualities



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7. Suggestion and vacation are included in which type of formal communication.



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8. ' Better human relationship" is one of the advantages of which type of communication? Explain any three importance of such communication.



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9. At which level of management, function of directing is performed?



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10. Name the communication network in which each person can communicate with his adjoining two persons.



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11. Name the kind monetary incentive in which employees are offered company's share at a lower price than market price.



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12. Name the process of stimulating people to action to accomplish desired goals.



Watch Video Solution

13. Name the element of directing which refers to the ability of influencing people to strive willingly for mutual objective



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14. Himanshu and Shilpa are working in the same organisation but in different departments one day at lunch time Shilpa informs Himanshu that due to computerisation many people are going to be retrenched soon from the organisation. Name which type of communication is this ? State any two limitations of this type of organisation



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15. Communication originally drafted in English has been very poorly translated in Hindi. Name the type of barrier to effective communication and explain any other two barrier two barrier of this type.



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16. The greatest number of managerial level in an organization in an organization makes it more complex. This statement is about which type of barrier to communication?



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17. Y Ltd. Is a bank functioning in India. It is planning to diversify into insurance business. Lately, the government of India has allowed private sector to gain entry in the insurance business. Previously, it was the prerogative of LIC and GIC to do insurance business. But now with liberalisation of the economy and make to start insurance business under the the regulation of Insurance Regulatory and Development Authority.Y Limited plans to recruit high quality employees and agents and exercises effective direction to capture a substantial part of life and non-life insurance business

(a) Identify how the company supervise its employees and agents effectively. What benefits will the company

derive from effective supervision ?

What financial and non-financial incentive can the company use for employees and agents separately to motivate them? What benefits will company get from them?

(c) How many the company ensure that higher order needs. i.e., the esteem and self actualisation needs are met?

(d) Give a model of formal communication system that the company can follow. Identify the barriers in this model. How can they be removed?



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18. Mr . Nath a recently appointed production manager of Suntech Ltd. Has decided to produce jute bags instead of plastic bags as these are banned by the government. He set a target of producing 1000 jute bags a day. It was reported that the employes were not able to achieve the target. After analysis he found that employees were demotivated and not putting in their best for achieving the target. Mr. Nath's behavior is good towards the employees. His attitued is alwasys positive. so he announced various schemes for the employees like.

Installing oward or ccertificate for best performance.

Rewarding an employees for giving valuable suggestions

Congratlating employees for good performance.

(a) Identify the functions of management highlighted in the above paragagraph

(b) State the incentive under which the employees are motivated



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19. M/s Beta Ltd. Deals in consumer goods. It employs 100 worker and 10 operative managers who give guidance and support to the workers while operating the machinery. The company has a policy of granting leave as per the requirement of the workers. Workers are generally granted leave on festivals and special occasions. Recently on Puja festival, it received a big order. Workers are kept to take Puja holidays while management is pressing hard for overtime. This matter was placed before the Personnel manager who called the meeting of operative

managers and workers to inform them about the changes in the incentive plan which states payment of double wages for working overtime and triple wages for working on holidays. Workers without any pressure voluntarily took limited and were able to increase their earning by working overtime and on holidays. During Board of Directors meeting, Personnel Manager was asked to update the management for achieving higher output, meeting timely supplies without any confrontation with workers. Personnel Manager replied, "I just used a carrot with no sticks approach"

By quoting the lines from above paragraph state any two elements of directing



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20. Sadaf is the Chief Executive Officer of a reputed company. She introduced appropriate skill development programmes and a sound promotion policy for the employees of her company. To motivate and retain the best talent in the company, she designed the jobs of the managers to include greater variety, of work content. Identify and explain the two incentives introduced by Sadaf to motivate the employees of her company.



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21. Raju is good orator, but he lacks in good listening skills. Due to it, he does not listen to the instructions given by supervisor carefully and completely. Therefore,

he doesn't complete the work as per her given instructions.

1. Identify the concerned of such barriers.
2. State the category of such barriers.
3. How such barriers can be mitigated ?



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22. Dr. Plus Ltd'. a company manufacturing pharmaceuticals organised a seminar for the lower level team of "Production Department". The resource person emphasized on the following points :

In order to realise organisational goals, the supervisor must have the ability of influencing people to strive willingly for mutual objectives. He should possess the art

of transferring facts, ideas, feelings, etc. from one person to another and making them understand. He needs to monitor the progress of routine work of the subordinates and guide them properly. He has to identify what excites people to work for the attainment of a desired objective so as to induce them to act in a desired manner.

1. Which functions of management are referred in the above ?
2. Identify quoting lines, the elements of one of the functions referred in above para.



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23. Rose Ltd' is manufacturing -Textiles, Cosmetics and Kitchenware items. The company has recruited all female freshers directly from a Management Institute located in the city. Each product is headed by different female manager.

Ms Pooja is looking after Textiles. She believes in decentralisation and takes decisions regarding different work by consulting her subordinates.

Ms. Mona, head of Cosmetics, takes little interest in managerial functions and the subordinates are left on their own.

Ms Anu is heading Kitchenware items. She has kept all the authority in her own hands and makes employees perform the work exactly as per her orders.

1. Which kind of organisational structure has the

company adopted ?

2. State the specific source of recruitment used by the company.

3. Identify the leadership styles practised by the 3 heads.



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24. The psychology lecture of MBA students of 'Ikon Institute' was going on. The lecture discussed that some employees have the desire for status or ego of self-respect and recognition.

Some have the desire to be what they want to be. Some aspire for acceptance and sense of belongingness.

Some need defence against unexpected problems in future.

1. Identify the topic of psychology lecture.
2. Identify the desires of employees discussed above along with how can manager fulfill such desires respectively.



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25.

NOTICE

A meeting of all supervisor is scheduled on 18th May, 2014
This Notice Board was placed in reception area of ABC
Ltd. The notice placed here did not mention clear
specification regarding the time. This resulted in
ambiguity of message. Which barrier of communication is
'referred to' here ? Explain any three other forms of
barriers of effective communication.



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26. Kareena is working in an MNC She has been given an option to buy the shares of the company at an amount less than the market price because of her performance as an incentive. Katrine has been awarded "Employee of the month" award. Which forms of incentive is being referred here ?

Explain the incentives along with any other three incentives.



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27. You are a soft skill trainer who trains people in their speaking and writing skills. What ideas can you give to the trainees about improving the communication effectiveness ?



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28. Pramod was a supervisor at 'Annapurna Aata' factory. The factory was producing 200 quintals of aata every day. His job was to make sure that the work goes on smoothly and there was no interruption in production. He was a good leader who would give orders only after consulting his subordinates and work out the policies with the acceptance of the group. Identify and describe the

leadership style being adopted by Pramod. Explain other two types also.



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29. Alok is view supervisor of Ram, Rahim and Khan. He consults all his subordinates while framing work schedules. They provide suggestions and Alok considers such suggestions if they are productive. Which leadership style is followed by Alok ? What would be the benefits of such leadership style to the organisation ?



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30. Ekta is a very strict foreman. She punishes late comers by reporting negative in observation reports of workers. Due to which the wages of those workers who come late, decline considerably. Which kind of motivation is applied by Ekta ? Do you think, by doing so, the late comers can be regulated ? Explain.



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31. Rahul is an engineer in Jacob Ltd. He works very hard and it is observed by Production Manager. But he never appreciates the efforts of Mr.Rahul. Name the element of Direction not exercised by production Manager.



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32. Bhuvan was working as a clerk in Hindustan Ltd. since last three and a half years. He was working with full diligence. His boss noticed his performance and gave him "Confirmation letter". Which kind Bhuvan's need was satisfied ?



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33. Ayesha Ltd. Assured their employees that in spite of recession no worker will be retrenched from the job.

(i) Name and explain the type of incentive offered to the employees.

(ii) Explain one more incentrtive of the same category.



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34. Blue Birds Ltd. offers to its employees issue of shares at a price which is less than the market price.

(i) Name and explain the type of incentive offered to the employees.

(b) Explain one more incentive of the same category.



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35. ABC Ltd. is not able to achieve its objective and analysing, they found that employees were not given their best, so he decided to announce an incentive plane, which offers various incentives to employee workers at

different leveln for achieving their target.

(i) Which element of directing is used by manager ?

(ii) Suggest incentives suitable for :

(a) Employees operating at lower level.

(b) Employees operating at higher level.



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36. Shreyskar runs a locks manufacturing factory. He wants to expand his business. For this he wanted to enter into the manufacturing of locks for cars as an ancillary company. By doing this his company will be able to provide many products to car manufacturers.

Which type of organisational structure will he choose for

his factory and why ? State any five advantages of this organisational structure.



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37. Mr. John faced lot of problems regarding the policy on teaching. He directly consulted the principal about his problem ignoring the Headmistress who is Headmistress who is immediate superior of Mr. John as he feels more free to communicate with principal.

(i) Name the pattern of communication followed by Mr. John.

(ii) State other two patterns.



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38. Neeraj, a sales representative of Omida Ltd. Has changed seven jobs in the last one year. He is a hard working person but is not able to finalise deals with the customer due to his inadequate vocabulary and omission of needed words. Sometimes he used wrong words because of which intended meaning is not conveyed. All this created a mis-understanding between him and his clients.

(a) Identify the communication barrier discussed above.

State the category of this communication barrier.

(c) Explain any other communication barrier of the same category



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39. Huma is working in a company on a permanent basic .

As per the job agreement she had to work for 8 hours a day and was free to work overtime. Huma worked overtime, due to which she fell ill had to take leave from the work. No one showed concern and enquired about her health. She realised that she was fulfilling only some of her needs while some other needs still remained to be fulfilled.

(i) By quoting the lines from the above, para, identify the needs of Huma which she is able to fulfil.

Also explain two other needs of Huma followed by the above needs, which still remained to be satisfied.



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40. Mr Bhuvan is the marketing manager of the company manufacturing designer clothes. One day in the morning while leaving home, he had a quarrel with the person in the neighbourhood. That person abused his family and threaten to harm the family. Mr. Bhuvan got very upset and worried. on the same day a meeting was organised in the office to finalise the design according to market demand and taste and fashion of the customers. Mr Bhuvan could not pay attention to the discussion as he was thinking about the quarrel only.

(a) Identify the type of barrier to communication mentioned in the above para.

(b) State any other two barriers of same category.



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Multiple Choice Questions

1. Which one of the following is not an element of direction?

- A. (a) Motivation
- B. (b) Communication
- C. (c) Delegation
- D. (d) Supervision

Answer: c.) Delegation



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2. The motivation theory which classifies needs in hierachical order is developed by

- A. (a) Frad Luthans
- B. (c) Scott
- C. (c) Abraham Maslow
- D. (d) Peter F. Drucker

Answer: c.) Abraham Maslow



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3. Which of the following is a financial incentive?

- A. Promotion

B. Stock Incentive

C. Job Security

D. employee Participation

Answer: b.) Stock Incentive



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4. Which of the following is a not an element of communication process?

A. Decoding

B. Receiver

C. Channel

D. None of the above

Answer: b.) Communication



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5. Grapevine is

- A. (a) Formal communication
- B. (b) Barrier to communication
- C. (c) Lateral communication
- D. (d) Informal communication

Answer: d.) Informal communication



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6. Status comes under which of the following type of barriers?

- A. (a) Semantic barrier
- B. (b) Organisational barrier
- C. (c) Non Semantic barrier
- D. (d) Psychological barrier

Answer: b.) Organisational barrier



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7. In which of the following formal communication network, all subordinates working under one superior communicates through him only?

A. (a) Single chain

B. (b) Inverted V

C. (c) Wheel

D. Free flow

Answer: c.) Wheel



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Short Answer Type Questions

1. Distinguish between leaders and managers.



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2. Define motivation.



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3. What is informal communication ?



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4. What are semantic barriers of communication?





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5. Who is supervisor?



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6. What are the elements of directing?



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7. Explain different network of grapevine communications



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Long Answer Type Questions

1. Explain the qualities of a good leader. Do the qualities alone ensure leadership success?



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2. Discuss Maslow's need Hierarchy theory of motivation.



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3. What are the common barriers to effective communication? Suggest measures to overcome them.



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4. Explain different non-financial incentives used to motivate employees of a company



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Very Short Answer Questions

1. Explain Maslow's Need Hierarchy Theory



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2. Explain diagonal communication with example.





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3. Explain briefly any three barriers to effective of Motivation



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4. Explain in brief any three features of Motivation



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5. Explain meaning of formal communication



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Short Answer Questions

1. A supervisor is not at all required in an organisation'.

Do you agree? Give reasons in support of your answer.



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2. State briefly functions of supervisors.



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3. State various principles of Directing



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Long Answer Questions

1. Explain the role and responsibilities of a leader. How does a leader influence the behaviour of other members?



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2. 'Money is the only motivator.' Do you agree this statement?



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3. Explain in brief various financial and non-financial incentives.



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One Mark Questions

1. Give the meaning of 'motivation' as an element of directing



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2. Give the meaning of 'supervision' as an element of directing.



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3. Give the meaning of Laissez Fair style of leadership.



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4. Give the meaning of 'Democratic style' Leadership



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5. Give the meaning of 'Autocratic style' of Leadership



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6. Give the meaning of 'supervision' as an element of directing.



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7. Define 'Directing' as a function of management.



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8. Give the meaning of 'motivation' as an element of directing



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Three Marks Questions

1. Explain briefly any three functions performed by a supervisor.



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2. Explain any three point that highlight the importance of directing function of management.



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3. State any three measures to overcome the communication barriers.



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4. Explain briefly any three semantic barriers to communication.



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5. Explain briefly any three organisational barriers to communication



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6. Explain briefly any three personal barriers to communication



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7. Sandhya is a successful manager at Manisons Enterprise. She has a team of twelve people working under her. She encourages them to set their own objectives and take decisions. She respects their opinions and supports them, so that they can perform their duties and accomplish organizational objectives. To manage and exercise effective control she uses forces within the group.

As an intelligent manager, at the times, she also makes use of positive aspects of informal communication. In this way, she is able to unify diverse interests and ensure the targets are met.

(a) There are many theories and styles of influencing people, behaviour. Identify the style used by Sandhya which is based on the use of authority.

(b) State two positive aspects of the communication discussed above, which Sandhya is using as an intelligent manager.



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8. Explain briefly any three semantic barriers to communication.



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9. Explain briefly any three psychological barriers to effective communication.



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10. Aarave was working as a supevisor with 'Neer Purifier Ltd.' Which was producing water purifiers. The target of the company was to company was to produce 200 water purifiers every day His job was to make sure that work goes on smoothly and there was no interruption in production. To achieve this, he always, gies orders and insists that they are obeyed. He believes that reward or punishment both can the be given depending upon the perfomance.

Identify and describe the leadership style being adopted by Aarav.



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11. KPM Ltd. Is manufacturing breads and biscuits for many years. It has approximately. 150 employees and most of them are not happy with the working environment. Because of this the labour turnover rate is very high. Therefore the company appoints a new Human Resource Manager, Naveen, to analyse the situation. Naveen finds that there is no free flow of communication, and there is no suggestion box for the employees to voice their suggestions or grievances. The company reply organises a social or cultural gathering. the employees just come, finish their and leave the organisation

- (a) Identify the communication barriers discussed above.
- (b) State the category of this communication barriers

(c) Explain any other communication barrier of the same category.



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12. Pramod was a supervisor at 'Annapurna Aata' factory. The factory was producing 200 quintals of aata every day. His job was to make sure that the work goes on smoothly and there was no interruption in production. He was a good leader who would give orders only after consulting his subordinates and work out the policies with the acceptance of their group.

Identify and describe the leadership style being adopted by Pramod.



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13. Mr. Shubhendu Bose is the owner of Bikmace Enterprise carrying on the business of manufacturing various kinds of biscuits. There was a lot of discontentment in the organization and the targets were not being met. He asked his son, Naval, who had recently completed his MBA, to find out the reason.

Naval found that all decision making of the enterprise were in the hands of his father. His father didn't believe in his employees. As a result both the employer and the employees were not able to understand each other's messages in the same sense. Thus, the employees were not happy and targets were not met.

(a) Identify any two communication barriers because of

which Bikmac Enterprise was not able to achieve its targets.

(b) State one more barrier each of the types identified in (a) above.



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14. Jaideep recently joined as the Managing Director of Tivory Ltd. An apparel designing company. He observed that the company had a number of experienced fashion designers on its payroll. They regularly offered useful suggestions which were neither appreciated nor rewarded by the company. Instead the company outsourced its services to some renowned fashion designers and paid them a good compensation for their

services. Because of this the employees felt dishertened and stopped giving useful suggestions.

(a) Identify the communication barrier suggestion above

(b) State teh category of this communication barrier

(c) Explain any other communication barrier of the same cataegory.



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15. Ram Murthy, the CEO of 'Goodcare Hospitals', a leading chain of hospitals, decided to rewarded the good work of the docotors of this organisation. For ths he instituted two running trophies A 'Healthcare Achievers Trophy' to acknowledge and appreciarte the trieless

efforts of the doctors who rendered selfless services to the patients and another 'Beti Bachano Trophy' to recognize the outstanding work done by the doctors in saving the girl child.

The CEO also wanted to improve the health services in rural areas all over the country. He decided that all doctors must work in rural areas for at least six months. He also decided that the paramedical staff should be employed locally.

(a) Identify the incentive provided by 'Goodcare Hospitals' to its doctors through running trophies.

(b) Which need of the doctors will be satisfied through the incentive identified in part of (a)? State



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16. Avdhesh is the Managing Director of Delta Ltd. The company had established a good name for itself and had been doing well. It was known for timely completion of orders. The production Manager, Ms. Priyanka was efficiently handling the processing of orders and had a team of ten motivated employees working under her. Everything was going on well. Unfortunately, Priyanka met with an accident. Avdesh knew that in the absence of Priyanka, the company may not be able to meet the deadlines. He also knew that not meeting the deadline may lead to customer dissatisfaction with the risk of loss of business and goodwill. So, he had a meeting with his employees in which accurate and speed processing of orders was planned. Everybody agreed to work as a team because the behaviour of Avdesh was positive towards

the employees of the organisation. Everyone put in extra time and efforts and the targets were met on time. Not only this, Avdesh visited Priyanka and advised her to take adequate rest.

(a) Identify the leadership style of Avdesh and draw a diagram depicting the style



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17. Alf Ltd'. Was dealing in renewable energy. To get the business, the team leader and his team used to travel to different states to give presentation to their clients. As per the policy of the company, the leader used to travel by air, whereas his team travelled by road/train. It was not only time consuming but also at time forced female

team members to travel alone.

As a result, the subordinates were not acting a desired manner to achieve organisational goals. The CEO came to know about it. He called the team leader, discussed the matter with him and decided to change the travel policy of the company. It was decided that all the members including the leader would travel together in future and would usefully utilise the travelling time in discussion with the subordinates about presentation to be given to the clients. This made a positive impact and every member of the team started acting in a manner as desired by the team leader.

State the features of the element of the function of management used by the CEO.



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Five Marks Questions

1. A company was manufacturing solar panels for charging of mobiles which were in great demand. It was found that the target of producing 500 solar panels a day was not being met by the employees. On analysis it was found that the workers were not at fault. Due to non-availability of raw materials and shortage of workers, the company was not able to achieve the set target and alternative arrangements were needed. To meet the increased demand the company assessed that approximately 66 additional workers were required out of which 6 would work as heads of different departments and 10 would work as subordinates under each head. The

required of different departments and job specifications were also enlisted. It was also decided that necessary relaxation should be given to encourage women, persons from backward and rural areas and persons with special abilities to assume responsible positions in the organisation. All efforts were made to match the ability of the applicants with the nature of work.

- (a) Identify the functions of management discussed above
- (b) State the two steps in the process of each function discussed in the above para.



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2. Smita had been working as an assistant manager with Johnson Enterprises for the last ten years. She was very

popular amongst her colleagues because of her commitment and dedication towards the work. When the manager senior to her retired, all her colleagues thought that now Smita would be promoted. But to everyone's surprise the vacant post was filled by an outsider, Mrs. Rita. Smita felt demoralised and her performance started declining. She would abstain from herself often and could not meet her targets.

Mrs. Rita was a good leader, who would not only instruct her subordinates but would also guide and inspire them. She noticed Smita's behaviour and felt that her performance could be improved. She started involving Smita in decision making-issues related to the organization and made her a part of high level joint-management committees. Smita was now punctual in

office and her performance started improving.

(i) Identify the function of management being performed by Rita.

(ii) Name the element of the above functions of management which helped Rita to improve Smita's behaviour.

(iii) State any three features of the element identified in (ii) above



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3. Arun is working in a multinational company in Gurgaon. He was running temperature for the last many days. When his blood was tested, he was found positive for dengue with a very low platelet count. Therefore, he

was admitted in the hospital and a blood transfusion was advised by the doctors. One of his colleagues sent a text message about it to his immediate superior 'Mr. Narain'. 'Mr. Narain' in the turn sent a text message to the employees of the organisation requesting them to donate blood for Arun. When the General Manager came to know about it. he ordered for fumigation in the company premises and cleanliness of the surroundings.

(a) From the above para quote lines that indicate formal and informal communication.

(b) State any two features of informal communication.



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