



BUSINESS STUDIES

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BUSINESS STUDIES (HINGLISH)

DIRECTING

Think As You Read

1. Why is it said that directing takes place where ever superior-subordinate relationship

exists?



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2. How does directing guide employees to fully realise their potential and capabilities?



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3. Which one of the following is not an element of directing?

a) Motivation

b) Communication

c) Delegation

d) Supervision



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4. The function and performance of the supervisor are vital to any organisation. Why?



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5. Name the element of directing in which a manager maintains good inter-personal relations with his subordinates and motivate them to contribute to achieve organisational objectives.



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6. Name the element of directing which is a complex force starting with keeping a person at work in the organisation.





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7. Name the process of exchange of information between two or more persons to reach common understanding.



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8. The process of converting the message into communicate symbols is known as.....

A. Media

B. Encoding

C. Feedback

D. Decoding.

Answer: b) Encoding



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9. "The supervisor acts as a link between workers and management." How?



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10. The highest level need in the Hierarchy of Abraham Maslow:

- a) Safety need
- b) Belongingess need
- c) Self actualisation need
- d) Prestige need



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11. What is the basis for motivation?



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12. Give two examples of esteem needs.



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13. Which needs are referred to as 'Belonginess Needs'?



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14. Maslow defines one of the needs in the need hierarchy as the "desire to become everything one is capable of becoming". Identify the need.



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15. To satisfy social, esteem and psychological needs which type of incentives are needed?



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16. How does profit sharing help in motivating the employees of an organisation?



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17. How co-partnership/stock option can act as a source of motivation?



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18. Give two examples of perquisites and fringe benefits offered to the employees/managers of a company.



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19. Give an example of how non-financial Incentives may also involve monetary aspect.



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20. Which type of needs are satisfied by 'Status' Gives to the job?



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21. List any two characteristics of an organisation's climate which motivate an employee.



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22. One of the incentives is concerned with designing jobs that include greater variety of work content and require higher level of knowledge. Identify the incentive highlighted in the given statement.



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23. Give the meaning of 'Authoritative style' of leadership.



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24. Give the meaning of 'Laissez Faire' style of leadership.



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25. Name the type of communications in which persons communicate with each other through official channels.



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26. Is formal communication oral or written?



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27. Name the type of formal communication in which communication flows from a superior to a subordinate and vice versa.



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28. Name the type of formal communicate with each other.



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29. Give two examples of upward communications.



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30. Name the type of formal communication in which communication flows from a superior to a subordinate.



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31. Grapevine is

- a) Formal communication.
- b) Barrier to communication.
- c) Lateral communication.
- d) Informal communication.



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32. Why is it importance for a manager to identify barriers to communicate and take measures to overcome them?



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Application High Order Thinking Hots And Evaluation Based Questions With Answers

1. Identify the elements of directing mentioned below:

- i) Mr. Pramod Aggarwal, a manager explains a worker about operations to be carried out by him on a hi-tech machine.
- ii) Mr. Rajinder Tyagi, a mining engineer explains about safety precautions to be

followed while working in a coal mine.

iii) Mr Anil Sarraf, a managing director declares share in the profits to the managers for their contribution to enhance profits of the company.

iv) Mr. Rajiv Asopa, a manager inspires his employees by playing a lead role in performing a work.



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2. 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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3. 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 keen to take Puja holidays while management is pressing hard for overtime. This matter was placed before the Personnel Manger who called the

meeting of a 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 increase their earnings by working overtime and on holidays. During Board of Directiors' meeting Personnel Managers 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 form above paragraph state any two elements of directing.



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7 1 Test Your Understanding Understanding Based Questions

1. A manager needs to use various ways to lead, motivate and inspite the subordinate and to communicate with them suitably.

Identify the function of management highlighted in the above statement.



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2. Name the concept of one of the functions of management which refers to the process of making subordinates to act in a desired manner to achieve certain organisational goals.



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3. Name the element of one of the functions of management which refers to the process of making subordinates to act in a desired manner to achieve certain organisational goals.



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4. It refers to the process of using non-coercive influence to direct and coordinate the activities of the members of an organised group towards the accomplishment of group

objective.

Identify the concept of management highlighted in the above statements.



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5. Communication has been defined as a process. Enumerate the elements in this process?



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

- a) Decoding
- b) Communication.
- c) Channel
- d) Receiver



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7. Name the element of directing function under which:

i) the supervisors oversee the activities of their subordinates.

ii) the superiors assure the subordinate that their needs will be taken care of.

iii) the superior attempts to influence the behaviour at work towards the realisation of specified goals.

iv) the superiors share information with the subordinates in order to reach common understanding.



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8. Name the element of directing which can be understood as the proces of guiding the efforts of employees and other resources to accomplish the desired objectives.



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9. Name the element of directing in which a manager maintains good inter-personal relations with his subordinates and motivate them to contribute to achieve organisational objectives.



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10. State the element of directing which helps in implementing the principle of 'scalar chain'.



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11. Name the term used in management which stimulates people to take up work voluntarily.



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12. Name the function of management the performance of which require establishing an atmosphere that employees have to do their best.



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13. At which level of management directing takes place?



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14. It is the activity of influencing people to strive willingly for groups objective. Identify it.



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15. Name the element of directing which involves systematic and continuous process of telling, listening and understanding.



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16. To create a desire among employees to perform to the best of their ability is an important element of directing. Name it.



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17. Which element of directing helps in inspiring subordinate to give their best to the organisation?



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18. Explain how direction is an executive function of management.



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7 2 Application High Order Thinking Skills Hots And Evaluation Based Questions With Answers

1. A Public transport corporation has hired 1,000 buses for the different routes for the passengers of metropolitan city. Most of the 3,000 crewmen(drivers, conductors, helpers

etc). Of these buses have been found to be unsatisfactorily dealing with public and daily commuters. They seem to be little interested in the job and the jobs and they seem to have lost all meaning to them. As manager of the public transport what financial and non-financial incentive will you use to improve the working of crewman in question? State any two of each type of incentives.



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2. In an organisation all the employees take things easy and are free to approach anyone for minor queries and problems. This has resulted in everyone talking to each other and thus resulting in inefficiency in the office. It has also resulted in loss of secrecy and confidential information being leaked out.

a) Identify the type of communication discussed above.

b) State any two negative aspects of the type of communication identified in part (a).

c) What system of communication do you

think the manager should adopt to improve communication?



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3. Mrs. Rajlaxmi is working as the Human Resource Consultant in a firm manufacturing cosmetic, which is facing a problem of high employee turnover. The CEO of the company has invited suggestions from her retaining the talented employees and 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 at the same time makes them contribute towards the growth of the organisation.

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

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



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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, Itself and had been doing well. It was known for timely completion of orders. The Production Manager, Mrs. 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 speedy 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.



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5. In an organisation, employees always feel that they are under enormous unnecessary stress, as the manager does not provide any information about future plans but simply instructs them what to do. He also does not listen to any of the suggestions given by the subordinates.

Identify the type of leadership style followed by the manager in the above situation.



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6. Kavita recently joined as the human resources director of Arjun Vidyanmandir School, a senior secondary educational institute. She observed that the school had an experienced medical team on its payroll. They regularly offered useful suggestions which were neither appreciated nor rewarded by the

school authorities. Instead the school outsourced the tasks of maintenance of health records of the students and paid them a good compensation for their services. Because of this, the existing medical team felt disheartened and stopped giving useful suggestions.

a) Identify the communications barrier discussed above.

b) State the category of this communication barrier.

c) Explain any other two communication barriers of the same category.



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7 2 Test Your Understanding Understanding Based Question

1. Balram is very hungry since he did not have breakfast in the morning. By 2.00 pm, he became restless and started walking on the road in search of a hotel for snacks or meals. After walking for 1k, he could find a hotel where roti and dal was available for Rs 50. Since he had only Rs 70 in his pocket, he paid

Rs50 and had a satisfying meal. After taking a meal, he felt that he had regained energy.

The above paragraph is an exmple explaining the process of one of the elements of directing functions of management. Identify it.



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2. Which of the following is a functional incentive?

a) Promotion

b) Stock option

c) Job Security

d) Employee Participation.



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3. "All needs cannot be satisfied by money alone". Name any two such needs.



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4. Ankur is working as a production manager in an organisation. His subordinate Saurabh

discussed with him a method of productions which would reduce the cost of production. But due to some domestic problems and Ankur's mind being pre-occupied he is not in a position to understand the message. Saurabh got disappointed by this. Identify the factor which acts as a communication barrier.



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5. In an organisation all the employees take things easy and are free to approach anyone for minor queries and problems. It has resulted in loss of secrecy and confidential information being leaked out. What system do you think the manager should adopt to improve communications?



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6. Status comes under which of the following types of barriers to communication?

- a) Semantic barrier
- b) Organisational barrier.
- c) Non-semantic barrier.
- d) Psychological barrier.



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7. Match the example of need in column-1 with type of need in column-2 as per Maslow's need

hierarchy theory of motivation.



Select from the options given below.

- a) 1.(e), 2.(c), 3.(a), 4.(e), 5.e)
- b) 1.e), 2.b), 3.a), 4.c), 5.d)
- c) 1.(e), 2.(b), 3.(d), 4.(a), 5.(c)
- d) 1.(e), 2.(b), 3.(d), 4.(c), 5.(a)



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8. 'Unclarified Assumption' is which type of communication barrier?

- i) Psychological barrier
- b) Semantic barrier,
- c) Organisation barrier,
- d) Personal barrier.



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9. "One of the incentives is concerned with jobs that include greater variety of work content and require higher level of knowledge." Identify the incentive highlighted in the given statement.

- a) Job enrichment,
- b) Career advancement opportunity
- c) Job security
- d) Employee recognition programme.



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10. The following table contains two columns on the elements of directing and main purposes thereof. You are required to indicate the best alternative combination of the element and main purpose.

Element of directing Main purpose.

1) Supervision i) Instructing, feedback

2) Motivation ii) Influencing behaviour

3) Leadership iii) Fulfilment of needs

4) Communication iv) Overseeing
performance.

Select from the options given below.

a) 1). (iv), 2.(iii), 3.(ii), 4.(i)

b) 1.(i), 2.(ii), 3(iv), 4 (iii)

c) 1(iii), 2(ii), 3(iv), 4 (i)

d) 1)iii), 2(iv), 3(ii), 3(i)



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11. In a company, Mr. Kshitij always explains management policies to workers and brings worker's problems to the notice of management. At what post does Mr. Kshitij work in this company?



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12. Ms. Umang, production manager of Creative Concepts discusses with her staff about the new export order. All the staff

members unanimously agree that they all will work together to do overtime to complete the order and meet the deadlines. State the leadership style being followed by M.S. Umang.



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13. Ayushi worked in a call center. Her team manager did not wish to be contracted and gave rewards depending on the result. State one benefit of the style of leadership being followed by Ayushi's team manager.



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14. Dhruv is working as a supervisor with 'Neer Purifier Ltd'. Which is producing water purifiers. The target of the company is to produce 200 water purifiers every day. His job is to make sure that work goes on smoothly obeyed. He believes that reward or punishment both can be given depending upon the performance. Identify the leadership style being adopted by Dhruv.



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15. Gopal, a manager in a company, sets the targets for his subordinates without discussing it with them. He firmly tells them that if the task is not completed within time, strict action will be taken against the defaulter. Which form of leadership is he following?



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16. Shyamsundar , a manager in a pharmaceutical company, is really appreciative of fresh ideas given by his subordinates. He frames policies only after consulting them. Which style of leadership is he following?



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17. Manmohan, a manager in a pharmaceutical company, is really appreciative of fresh ideas

given by his subordinates. He frames the use of power and depends largely upon the group to establish its own goals and work out its own problems. Which style of leadership is he following?



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18. Identify the Maslow's hierarchy needs highlighted in the following statements.

i) Autonomy, status and prestige in the society help to satisfy this need.

ii) Informal groups are often formed to satisfy this need.



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19. Sarthak is working in a company on permanent basis. As per the job agreement, he had to work for 8 hours a day and was free to work overtime. Sarthak worked overtime. Sarthak worked overtime, due to which he fell ill and had to take leave from his work. No one showed concern and enquired about his

health. Identify the needs of Sarthak whihc he is able to fulfil.



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20. Sanjana Ltd. Assured their employees that in spite of recession no worker will be retrenched from the job. Name the type of incentive offered to the employees.



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21. Job security provides stability of income.

However, there is one negative aspect of job security. What is the negative aspect?



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22. Rajat a sales Manager, achieved his sales target one month in advance. This achievement was displayed on the notice board and the CEO of the Company awarded a

certificate for the best performance to him.

Name the incentive provided to Rajat.



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23. Prachi 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. Identify which incentive is being given to her.



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24. Trendz Industries provides free car, rent free home and medical allowance to Ramesh (director of the company). Identify the incentive offered to Ramesh.



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25. Mohan and Sohan are friends working in Surya Ltd. As production Manager and Sales Manager respectively. In an interdepartmental meeting, Sohan informed Mohan about a

change in the marketing policy of the company. Identify the type of communication used in the above example.



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26. Radha and Meera are working in the same organisation but in different departments. One day is at lunch time organisation. Which type of communication is this?



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27. Rakesh is working under his superior Neeraj. He always communicate useful ideas and suggestions to his superior regarding reduction of cost, improvement in the product, etc. Neeraj implements his suggestions and has always found favourable results, but he never appreciates Rakesh for his suggestions. Now Rakesh decided not to communicate any suggestion or idea to Neeraj. Identify the factor which acts as a communication barrier.



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28. 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 Resources 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

rarely organises a social or cultural gathering, the employees just come, finish their work and leave the organisation. Identify the communication barrier discussed and the category of this communication barrier.



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Brain Teaser

1. ram Murthy, the CEO of 'Goodcare Hospitals', a leading chain of hospitals, decides to reward

the good work of the doctors of this organisation. For this he instituted two running trophies. A 'Healthcare Achievers Trophy' to acknowledge and appreciate the tireless efforts of the doctors who rendered selfless services to the patients and another 'Beti Bachao Trophy' to recognise the outstanding work done by the doctors in saving the girl child. The CEO also wanted to improve the health services in rural area 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 a?



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2. Mr. Shubhendu Bose is the owner of 'Bikmac Enterprises' carrying on the business of manufacturing various kinds of biscuits. There was a lot of discontentment in the organisation 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 did not believe in his employees. As a result, both the employer and the employees were not able to understand each others' messages in the same sense. Thus, the employees were not happy and targets were not met.

Identify and explain any two communication barriers of which Bikmac Enterprise was not able to achieve its target.



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3. 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 thought that was 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 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 organisation and made her a part of high level joint-management committee. Smita was not punctual in office and her performance started improving.

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



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4. A behaviour study was done on total of 100 employees of an organisation. Group A (of 50 employees) were appreciated by the manager for their work and initiative for new ideas. All these employees were given option of flexible working hours and were paid wages at a higher piece rate. On the other hand, Group B (or remaining 50 employees) was criticised for their poor performance. Their increment were stopped and they were paid wages at a lower

piece rate.

a) Identify and explain the feature of motivation highlighted in the above case.

b) What type of leadership is followed by the manager? Justify your answer.



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5. Mr. Sandeep is the marketing manager of a company manufacturing designer clothes. One day, in the morning while leaving home he had a quarrel with a person in his neighbourhood

on some issue. That person was a criminal who could abuse his family members. Mr. Sandeep, on that day, was very worried and angry too on the behaviour of the neighbourhood person.

On that day, a meeting was held by a team of marketing and design experts to ensure that whatever was produced was according to market demand and tastes and fashion of the customers. But Mr. Sandeep could not pay attention to the discussion between them.

Identify the type of barriers to communication mentioned in the above para. Justify your answer.



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6. Y Ltd. Is a bank functioning in India. It is planning to diversity into insurance business. Lately, the government of India has allowed the private sector to gain entry in the insurance business. Previously, it was the prerogative of LIC and GIC to do insurance business. But not with liberalisation of the company and to make the field competitive other companies have been given licence to start insurance business under the regulation

of 'Insurance Regulatory and Development Authority'.

Y Ltd. plans to recruit high quality employees and agents and exercise effective direction to capture a substantial part of life and non-life insurance business.

a) Identify how the company can supervise its employees and agents effectively.

b) What financial and non-financial incentive can the company use for employees and agents separately to motivate them?

c) How can the company ensure that higher order needs i.e., esteem and self actualisation

as specified by Maslow are met?

d) How can informal communication help to supplement formal communication?



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7. Is directing required at planning stage? Give reasons to support your answer.



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Self Evaluation Test 1

1. Ekta has been awarded the 'Employee of the Month' award. Her name has been displayed on the notice board. Which incentive has been given to her?



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2. Define the term 'Motivation'. Explain the process of motivation.



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



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4. Mr. Neelesh is working as a Production Manager in Vohra Ltd. His subordinates are mostly engineers and qualified technicians.

As a manager, he is very strict, does not listen to any suggestions or feedbacks given by his subordinates. He expects them to follow his

instructions without any questions and does not allow them to give suggestions.

a) What leadership style does the manager follow? Explain.

b) Is such a leadership style beneficial for the company? Explain.



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5. Mr. Fernandes is the owner of Unible Enterprise, carrying on the business of manufacturing electrical appliances. There is a

lot of discontentment in the organisation and targets are not being met. He asked his son, Michel, who has recently completed his MBA, to find out the reason.

Michael found that all decision making of the enterprise were in the hands of his father. Moreover, his father did not confidence in the competency of the employees. Thus, the employees were not happy.

a) Identify any two communication barriers because of which 'Unibie Enterprise' was not able to achieve its target.

b) State one more barrier each of the type of

communication barrier identified in part a) above.



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6. Amit and Mikki are working in the same organisation but in different departments. One day at lunch time Mikki informed Amit that due to computerisation some people are going to be retrenched from the organisation. Identify the type of communication. State any two limitations of this type of communication.



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7. The workers of X Ltd. Always try to show their inability when any new work is given to them. They are always unwilling to take up any kind of work. Due to sudden rise in demand the company wants to meet excess orders. The supervisor is finding it difficult to cope up with the situation. Suggest any four ways for the supervisor to handle the problem.



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8. Explain 'Job Enrichment' and 'Employee recognition programmes' as non-monetary incentives for employees in an organisation.



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9. Identify the function of management which refers to the process of instructing, guiding, counselling, motivating and leading people in the organisation to achieve objectives. Explain the importance of this function of management.



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10. Discuss Maslow's Need Hierarchy theory of motivation - the type of needs, assumptions and its role.



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Self Evaluation Test 2

1. Why is it said that directing takes place where ever superior-subordinate relationship exists?



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2. Mrs. Laxmi is working as the Human Resource Consultant in a firm manufacturing cosmetic, which is facing a problem of high employee turnover. The CEO of the company has invited suggestions from her for retaining

the talented employees and reducing the employee turnover. Mrs Laxmi recommends that the good employees be rewarded in a way that it creates a feeling of ownership among the employees and at the same time makes them contribute towards the growth of the organisation.

Identify the incentive and its type, which has been suggested by Mrs. Laxmi to the CEO of the company.



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3. Charu is working in a company on permanent basis. As per the job agreement she had to work for 8 hours a day and was free to work overtime. Charu worked overtime. Due to overtime she fell ill and had to take fulfilling only some of her needs while some other needs still remained to be fulfilled.

i) Identify the needs of Charu discussed in the above para, by quoting the lines.

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



4. 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 deadlines may lead to customer dissatisfaction with the risk of loss of business and goodwill. So, he had a meeting with this employees in which accurate and speedy 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,

Avdhesh visited Priyanka and advised her to take adequate rest.

Identify and explain the leadership style of Avdesh and draw a diagram depicting the style.



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5. "A supervisor is not at all required in an organisation." Do you agree? Give five reasons in support of your answer.



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



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7. "Directing is the process of instructing, guiding, counselling, motivating and leading people in the organisation to achieve its

objective." Explain the elements of directing in the light of this statement.



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