



BUSINESS STUDIES

BOOKS - ARIHANT BUSINESS STUDIES (HINGLISH)

DIRECTING

Check Point 1

1. What is the nature of flow of directing ?



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2. What helps a manager to introduce changes in an organisation ?



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3. What are the major elements of directing ?



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4. Supervisor is a linking pin'. Comment.



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Check Point 2

1. What provides 'stability of income' in an organisation ?



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2. How are social needs fulfilled in an organisation ?



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3. Whay contributes to a better organisation climate ?



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4. Identify the incentives in the following cases

(i) Giving certificate for better performance.

(ii) Involving employees in decision-making.

(iii) Designing jobs with greater variety of work content.



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Check Point 3

1. How does a leader handles conflict ?



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2. Define 'initiative' as a quality of good leader.



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3. Identify the style of leadership in the following cases

(i) The leader is dogmatic.

(ii) It involves complete delegation of authority.



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4. Differentiate between leader and manager on the basis of necessity and functions.



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Check Point 4

1. Define the following terms

(i) Encoding (ii) Noise (iii) Decoding



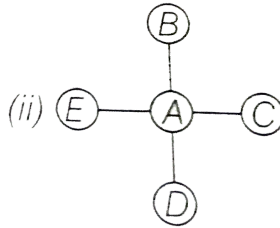
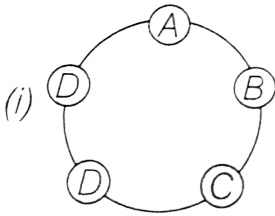
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2. How does communication facilitate decision-making ?



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3. Identify the type of formal communication from the following diagrams



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4. Depict the following informal communication networks through diagrams

(i) Gossip Network

(ii) Cluster Network



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Ncert Folder Mcqs

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

A. Motivation

B. Communication

C. Delegation

D. Supervision

Answer: C



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

A. Fred Luthans

B. Scott

C. Abraham Maslow

D. Peter F Drucker

Answer: C



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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



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

A. Decoding

B. Communication

C. Channel

D. Receiver

Answer: B



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5. Grapevine is

- A. Formal communication
- B. Barrier to communication
- C. Lateral communication
- D. Informal communication

Answer: D



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6. Status comes under the following type of barriers

- A. Semantic barrier
- B. Organisational barrier
- C. Non-semantic barrier
- D. Psychological barrier

Answer: B



7. The software company promoted by Narayana Muethy is

A. Wipro

B. Infosys

C. Satyam

D. HCL

Answer: B



8. The highest level need in the need Hierarchy of Abraham Maslow

- A. Safety need
- B. Belongingness need
- C. Self actualisation need
- D. Prestige need

Answer: C



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9. The process of converting the message into communication symbols is known as

A. Media

B. Encoding

C. Feedback

D. Decoding

Answer: B



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10. The communication network in which all subordinates under a supervisor communicate through supervisor only is

A. Single chain

B. Inverted V

C. Wheel

D. Free flow

Answer: C



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Ncert Folder Short Answer Type Question

1. Distinguish between leaders and managers.



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2. Define motivation ?

or

What is meant by 'motivation' as an element of directing ?

or

What is meant by 'motivation' ?



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3. What is meant by informal communication ?



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4. What are semantic barriers of communication ?

or

There are some barriers in communication, which are concerned with encoding and

decoding of message. Explain any three such barriers.

or

'Communication, originally drafted in English has been poorly translated in Hindi'. Name the type of barrier and explain any three other barriers of the same type.



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5. Who is a supervisor ?



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6. What are the elements of directing ?



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7. Explain the perocess of motivation.



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8. Explain different networks of grapevine communication.

or

What do you mean by 'grapevine' ? Explain two types of grapevine network alongwith diagrams.



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Ncert Folder Long Answer Type

1. Explain the principles of directing.

or 'Principles of directing provide good and effective which helps a manager to deal with

the complexities of business'. In the light of the statement, discuss in brief any three principles of directing.

or

'Good and effective directing should be based upon certain principles'. In the light of the statement, explain any three principles of directing.



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

or

Which qualities will you like to have as a good leader ?

or

Explain the term 'leadership' and state the qualities of a good leader.

or

Explain briefly the qualities of a good leader.

or

'Effectiveness of leadership depends upon

the qualities of a leader'. Explain.

or

In an organisation, there are many leaders. but a good leader must be a distinguished one.

Suggest any four qualities that a good leader must possess.



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3. Discuss Maslow's Need Hierarchy Theory of Motivation.

or

'Maslow's need hierarchy is considered fundamental to understand motivation'. Explain the role of need hierarchy in motivation.



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



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5. Explain different financial and non-financial incentives used to motivate employees of a company ?



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Application Type Questions

1. The workers 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 a firm

wants to meet excess orders. The supervisor is finding it difficult to cope up with the situation. Suggest ways for the supervisor to handle the problem.



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2. Workers of a factory often come to the Production Manager with grievances. The production manager finds himself overburdened with so many tasks. Advise a way to relieve the production manager.



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3. In an organisation employee always feel they are under stress. They take least initiative and fear to express their problems before the manager. What do you think is wrong with the manager ?



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4. 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. What system do you think the manager should adopt to improve communication ?



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Cae Problem

1. 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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2. 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

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3. 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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4. Y Ltd is a bank, functioning in India. It is planning to diversify 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 now with liberalisation of the economy and to make the field competitive other companies have been given licences to start 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.

Identify the qualities of leadership in this line of business that the company manager must possess to motivate employees and agents.



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5. 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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6. Y Ltd is a bank, functioning in India. It is planning to diversify 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 now with liberalisation of the economy and to make the field competitive other companies have been given licences to start 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.

Identify the qualities of leadership in this line of business that the company manager must possess to motivate employees and agents.



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Chapter Practice Mcqs

1. The board of directors of a company has made some guidelines and policies for the

workers and wants to communicate these to the workers. Who would be the best communicator in this regard ?

A. Board of directors

B. Manager

C. Supervisor

D. Clerk

Answer: C



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2. Which of the following terms can be defined as overseeing subordinates at work ?

A. Controlling

B. Leading

C. Motivation

D. Supervision

Answer: D



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3. Which of the following is not an advantage of directing ?

- A. Initiates action
- B. Integrates employee efforts
- C. provides leadership
- D. Restricts changes

Answer: D



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4. Which of the following is correct about function of supervisor ?

A. Maintains group unity

B. Acts as a link between workers and management

C. Maintains contact with workers

D. All of these

Answer: D



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5. Which of the following statements is not true ?

A. Directing initiates action in the organisation

B. Directing helps a manager to integrate individual efforts

C. Directing does not help in developing commitment on part of subordinates

D. None of the above

Answer: C



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6. Identify the need in which an employee desires self-respect, recognition and status.

A. Security needs

B. Social needs

C. Esteem needs

D. Self - actualisation needs

Answer: C



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7. In an organisational context, example of security/safety need is

- A. job security
- B. stability of income
- C. pension plans
- D. All of these

Answer: D



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8. Out of the following, which is a financial incentive ?

A. Promotion

B. Stock option

C. Job security

D. Employee participation

Answer: B



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9. To satisfy esteem needs, which type of incentives are needed ?

- A. Financial incentives
- B. Non-financial incentives
- C. Additional incentives
- D. None of these

Answer: B



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10. XYZ company offers its director certain benefits such as car, housing, medical facilities, etc, apart from basic salary. Name the incentive provided here by the company to its director.

A. Stock option

B. Perquisites

C. Bonus

D. Job enrichment

Answer: B



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11. A good leader should have

A. physical qualities

B. good communication skills

C. motivation skills

D. All of the above

Answer: D



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12. Which of the following qualities of a leader is concerned with ethics and values ?

A. Initiative

B. Integrity

C. Decisiveness

D. None of these

Answer: B



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13. Leadership is a key factor in making an organisation successful, because

A. it influences the behaviour of people

B. it introduces changes

C. it handles conflicts

D. All of the above

Answer: D



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14. Which of the following leadership styles is also regarded as boss-centered-leadership ?

A. Autocratic leadership style

B. Democratic leadership style

C. Free-rein leadership style

D. All of the above

Answer: A



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15. Democratic style of leadership helps in

A. improving morale of subordinates

B. developing positive attitude among
subordinates

C. developing self-confidence in
subordinates

D. All of the above

Answer: D



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16. In which of the following networks an individual, communicates with only those people whom he trusts ?

A. Single strand network

B. Gossip network

C. Probability network

D. Cluster network

Answer: D



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17. Name the barrier which is related to the personality of sender and receiver.

- A. Semantic barrier
- B. Psychological barrier
- C. organisational barrier
- D. Personal barrier

Answer: D



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18. If a production manager contacts marketing manager to discuss about production schedule, it will be regarded as

- A. upward communication
- B. horizontal communication
- C. downward communication
- D. All of the above

Answer: B



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19. In a factory, Mr. Suresh is at the position of supervisor and there are twenty subordinates under him. He communicates with all the

subordinates in a single line. They are following which type of communication network here ?

A. (a) Single chain

B. (b) Inverted V

C. (c) Wheel

D. (d) Free flow

Answer: A



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Chapter Practice Very Short Answer Type

1. Name the function of management under which employees are guided and inspired.

or

Name the management function function, which is known as 'management in action'.



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2. Define directing.



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3. Explain in one sentence, how directing initiates action in management.



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4. Explain in one sentence, how directing is an executive function of management.



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5. Directing is undoubtedly an important function of management. Do you agree ?



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6. Give two features of directing.



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7. Explain in one sentence, how directing is a pervasive function of management.



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8. How does directing bring stability and balance ?



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9. Define supervision.



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



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11. Supervision is related to which level of management ?



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12. How does supervisor maintain discipline ?



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13. What is a motive ?



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14. Name two types of financial incentives.



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15. What are financial incentives ?



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16. What are non-financial incentives ?



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17. Who developed the 'Need Hierarchy' Theory ?



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18. Give an example of negative form of motivation.



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19. Give an example of positive motivation.



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20. Give any two characteristics of 'Organisational climate' that influence the

behaviour of individuals and act as a non-financial incentive.



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21. Name the incentive which confers ownership rights to employees.



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22. How do motives arise out ?



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23. What si the negative aspect of job security ?



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24. Why is motivation called a complex process ?



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25. Define leadership.



View Text Solution

26. State any two qualities of a good leader.



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27. Which quality enables the leader to grab opportunities ?

or

'A good leader does not wait for opportunities but creates them'. Which quality of a good leader is highlighted by this statement ?



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28. How is leadership helpful to an organisation in case of change in environment ?



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29. What type of relation exists between a leader and his follower ?



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30. What is meant by 'democratic style' of leadership ?



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31. Define communication.



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32. What Is formal communication ?



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33. Name the element, which represents source of communication.



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34. What is meant by 'Encoding' as an element of communication ?

or Which process converts the message into communication symbols ?



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35. What is meant by 'Decoding' as an element of communication ?

or

Which process converts symbols into message ?



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36. What is 'feedback' in the process of communication ?



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37. Define message.



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38. Give an example of 'noise' in communication process.



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39. Name the obstruction or hindrance to communication.



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40. Define rumour.



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41. How to deal with rumours in an organisation ?



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42. Define grapevine.

or Why is informal communication referred to

as grapevine ?



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43. Which communication barrier is concerned with encoding and decoding ?



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44. Give two examples of semantic barrier to effective communication.



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45. Give two types of formal communication.



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46. How does communication promote industrial peace ?



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47. Give any two measures to improve effectiveness of communication.



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48. What do you mean by single chain communication network ?



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49. What do you understand by wheel form of communication network ?



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50. What type of communication is represented through free flow communication network ?



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51. Write one advantage of formal communication.



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52. Identify the leaders.

(i) He dominates and commands his group.

(ii) He listens to the suggestions of subordinates.

(iii) He serves as a contact to bring the information.





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53. Why is it said that 'the supervisor is a link between management and the operative employees' ?



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54. Identify the need in which an employee desires growth and self-fulfilment.
or

'It refers to the drive to become what one is capable of becoming'. Identify the need.



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55. Leadership is an integral part of directing.
Comment.



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56. Name the communication barrier in which message is

(i) Decoded differently by different people.

(ii) Understood differently due to different state of mind of sender and receiver.



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57. Give an example of how a non-financial incentive may also involve monetary aspect.



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58. Suraj works as manager in 'Ignite Ltd'. He has been given the 'Best Employee Award'. The reasons for such award is that he has been able to integrate group efforts and has been able to get maximum out of his subordinates by attaining their willing co-operation. For this, he stimulates and inspires people at work, provides necessary financial and non-financial incentive. He listens to his employees and handles conflict. He consults other before communicating. His qualities like initiative, self confidence and social has helped him to

achieve achievement of objectives of the organisation.

(i) What function is performed effectively by suraj.

(ii) Identify the various elements of it.



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59. Workers are always unwilling to take up any kind of work in Alpha studios. Due to rise in demand, the firm wants them to co-operate to

meet pending orders. Suggest which element of directing is suitable for this situation.



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60. To encourage innovation and creativity, Sunshine Enterprises has set up a team called 'incubators'. They are specially selected senior executives of the company whose responsibility is to ensure that the innovative ideas are generated by the employees.

The company rewards and encourages the

employees through its recognition and reward.

(i) What element of directing is being used by Sunshine Enterprises.

(ii) Identify two ways in which this element is being implemented.



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61. Rajshree, the Human Resource Manager is facing a peculiar problem, that employees being trained in the company are working for

8-9 months and leaving jobs. Many employees are absenting themselves frequently from work.

To analyse the problem, she started doing interview and found out that the main reasons for such behavior are

(i) Financial increments as promised are not given.

(ii) Rewards and recognition are not given to them even after giving good suggestions which are even implemented by the company.

(A-) What should Rajshree do to turn negative

attitudes of employees towards positive attitude ?



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62. State Bank of India has its training institute at Hyderabad. This institute has one of the objective to prepare employees to face the complexities of the rapidly changing Marketplace and to bring a paradigm shift in the work culture by instilling leadership qualities.

Give any two benefits SBI wants to achieve by building leadership qualities.



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63. Rakesh, MD of 'Modern Homes' an architecture and design firm has appointed many successful architects. Here Rakesh has given full responsibility of setting goals for various projects to the group.

He avoids use of power. Rakesh acts like a constant person with outsiders and collects

information and resources required by the group to accomplish job and take on more on a advisory role.

What type of leadership style is being followed by Rakesh ?



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64. In an organisation, employees hesitate to express their feelings and suggestions. They do not take initiative to express their

problems. Suggest the element of directing suitable for this situation.



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65. Assume you are the manager of Raj Enterprises. At one of the meeting held recently, the CEO of the company announced a plan to use new technology in manufacture of components parts of the automobile.

Since the CEO had not taken either the engineers in the company or the other

employees in confidence before making this announcement, it was misinterpreted. The employees believed the new technology would threaten their existence. They immediately planned a strike.

In this case, there was distortion in communication. Suggest two points for effective communication.



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66. The top management of 'Raheja Ltd' focuses on maintaining an effective two way communication with their employees. They aim to keep everyone well informed and involve employees in company activities and provide opportunities for them to give their feedback.

What will company achieve with this type of communication? Give any two points.



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67. Is directing necessary at planning stage ?

Give reason in support of your answer.



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68. Mohan, a supervisor in a factory, always expects that his subordinates should obey him but he is not interested in taking suggestions and feedback from his subordinates. Do you think that this quality of Mohan will help him to become a good leader ?



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69. In which kind of communication network, a subordinate is allowed to communicate with his immediate superior as well as his superior's superior ?



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70. If two heads of different departments are communicating with each other, in that case, which channel of communication they are following ?



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Chapter Practice Short Answer Type Question

1. Explain any three points that highlight the importance of directing function of management

or

How directing helps in efficient and effective functioning of the organisation ? Explain by giving any three points.

or

How directing helps in efficient and effective functioning of the organisation ? Explain by giving any three points.



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2. Write a short note on directing.



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3. Explain the meaning and any three characteristics of directing.



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4. Supervision is an important element of directing function'. Explain any four reasons in support of this statement.

or

Explain any three functions performed by a supervisor that are vital to any organisation.

or

Explain by giving any four points, how supervision is an important element of directing.

or

'Supervisor is required in an organisation'. Do you agree ? Give two reasons in support of your answer.

or

Why is supervisor required in an organisation ?



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5. Name the element of directing under which

(i) The manager oversees the worker's

activities.

(ii) The manager shares information with subordinates.

(iii) The manager assumes that worker's needs will be taken care of.

(iv) The manager attempts to influence his subordinates.



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6. Supervision is not at all required in an organisation'. Do you agree ? Give two reasons

in support of your answer.

or

'The post of supervisor should be abolished in the hierarchy of management'. React.

or

Explain briefly any three functions performed by a supervisor.

or

Explain any three functions performed by a supervisor that are vital to any organisation.



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7. Explain any three assumptions of Maslow's need hierarchy theory.



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8. Ayesha Ltd assures their employees that in spite of recession, no worker will be retrenched from work.

(i) Identify the type of incentive offered.

(ii) Explain two more incentives of the same type.



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9. What is meant by non-financial incentives ?

List any two non-financial incentives.



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10. Ram Murthy, the CEO of 'Goodcare Hospitals', a leading chain of hospitals, decided to reward the good work of the doctors of his 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 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 (a) State ?

(c) State any two values that the CEO of 'Goodcare Hospitals' is trying to communicate to the society.



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11. Discuss the features of leadership.



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12. State two advantages and disadvantages of free-rein leadership.



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13. Explain briefly any three semantic barriers to communication.



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14. Explain briefly any three personal barriers to communication.



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15. Name the type of formal communication illustrated in the following examples.

(i) Application for grant of leave.

(ii) Sending notice to employees to attend a meeting.

(iii) A production manager contacting a

marketing manager to prepare a schedule for production.



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16. Explain briefly any three measures to overcome the communication barriers.



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17. Directing is not required at all in management of an organisation'. Do you agree

? Give two reasons in support of your answer.

or

'Directing is the least important function of management.' Do you agree ? Give reasons in support of your answer.



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18. At which level of management is directing done ?



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19. Why is there a need of motivation employees ?

or

Why a manager thinks that motivation is the only source to stimulate employees ?



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20. Leadership is an assential element of directing'. Do you agree ? Give three reasons in support of your answer.

or

'Leadership is considered the most important element of directing'. In the light of this statement, explain any three points of importance of leadership.



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21. State the type of barrier mentioned in the following statements :

(i) These are concerned with encoding/decoding of messages.

(ii) A worried person cannot communicate

properly.

(iii) Authority relationships and rules and regulations obstruct communication.

(iv) Personal factors of both sender and receiver.



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22. There are some barriers in communication, which are concerned with organisational structure and rules and regulations. State any three such barriers.

or

Describe any four organisational barriers to effective communication.

or

Explain briefly any three organisational barriers to communication.



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23. Supervision is necessary in an organisation'. Do you agree ? Give three reasons in support of your answer.



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24. How is directing different from supervision ?



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25. Distinguish between monetary and non-monetary incentives.



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26. A leader who has only good physical features and required knowledge and competence cannot inspire others to work'. Then what else is required by a leader to be successful ? Explain by giving any four points.



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27. Hema and Reema are working in different departments, but are very close friends. During lunch time, Hema informs Reema that due to the upgradation of latest technology,

many people are leaving their jobs.

Which type of communication is this ? State any two advantages and disadvantages of this type of communication.



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28. Rahul as a leader, exercises complete control over subordinates and takes all decisions without consulting them. Which style of leadership is possessed by Rahul ? Discuss.



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29. Autocratic style of leadership is appropriate where subordinates are uneducated'. In the light of this statement, give some advantages of autocratic style of leadership.



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30. Blue Chips 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.

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



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31. Sandhya is a successful manager at Manisons Enterprises. She has a team of twelve people working under her. She encouraged 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 organisational objectives. To manage and exercise effective control she uses forces within the group.

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

(a) There are many theories and styles of influencing people's 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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Chapter Practice Long Answer Type

1. Give the meaning of directing as a function of management and any four points of its importance.

or

'Directing is the heart of management process'. Do you agree ? Give four reasons in support of your answer.



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2. Explain the role of supervision as an element of directing function of management.

or

Give the meaning of supervision as an element of directing and any four points that explain

its role.

or

Explain briefly the responsibilities of a supervisor towards workers.



View Text Solution

3. Motivation plays an important role in the success of management,. Explain any four points of importance of motivation in the light of the statement.

or

'Poorly motivated people can nullify the soundest organisation'. Comment.



View Text Solution

4. Explain five financial incentives that can be used to motivate employees.



View Text Solution

5. Explain the following non-financial incentives.

(i) Status

(ii) Organisational climate

(iii) Career advancement opportunities



View Text Solution

6. Manav, a sales manager, achieved his target one month in advance. This achievement was displayed on the notice board and a certificate for the best performance was awarded to him.

(i) Name the incentive provided to him.

(ii) Identify the type of incentive.

(iii) List any three incentives of the same type.



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7. Leadership is required only for less-efficient subordinates'. Do you agree ? Give reasons.



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8. Discuss in brief the different styles of leadership.



[View Text Solution](#)

9. Good communication is the foundation of sound management'. Comment.

or

Discuss the importance of communication.

or

'Managerial functions cannot be carried out without an efficient system of communication'.

Do you agree ? Give reasons.



[View Text Solution](#)

10. Explain any three psychological barriers to effective communication.



View Text Solution

11. Suggest measures to overcome the barriers in effective communication.

or

Barriers to effective communication exist in all organisations to a greater or lesser degree.

State any six measures to overcome these barriers.



View Text Solution

12. Discuss in brief the process of communication and show the process through diagram.



View Text Solution

13. Money is not the only motivator'. Then, what else is required to motivate employees ? Explain.



View Text Solution

14. Differentiate between formal and informal communication.



View Text Solution

1. Ford has always attracted and nurtured capable manager and technicians, but it has failed to do the same for change agents and leaders. So, as part of the automaker's culture overhaul, Ford is embarking on a sweeping attempt to mass-manufacture leaders. It wants to build an army of "warriorentrepreneurs" - people who have the courage and skills to topple old ideas, and who believe in change passionately enough to make it happen. Ford will send about 2,500 managers to its

Leadership Development Center for one of its four programmes - Capstone, Experienced Leader Challenge, Ford Business Associates, and New Business Leader - instilling in them not just the mind-set and vocabulary of a revolutionary but also the tools necessary to achieve a revolution. At the same time, through the Business Leaders Initiative, all 100,000 salaried employees worldwide will participate in business - leadership "cascades," intense exercises that combine trickle-down communications with substantive team projects. Ford views grassroot leadership as

the best vehicle for creating a successful business.

Leader is an element of a function of management, Identify the function.



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through the Business Leaders Initiative, all 100,000 salaried employees worldwide will participate in business - leadership "cascades," intense exercises that combine trickle-down communications with substantive team projects. Ford views grassroot leadership as the best vehicle for creating a successful business.

Do you think this function is important for all organisations ? Give reasons.



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3. Rashmi Josh had been a district sales manager with Find Productions for ten years. She was recognised by her peers and supervisors as a person who managed department in a good way. However, everyone realised that Rashmi was extremely ambitious and was seeking a higher -level management position. When one of her sales representatives did a good job, she would attempt to take the credit. However, if a problem arose, she through it was not her fault. When the marketing manager retired, Rashmi applied for the position. The company

decided to do a through search because of the responsibility and importance associated with the position. When the search was concluded, the decision was made to fill the position by a person from outside the company. The consensus of top management was that Rashmi, although a good district sales manager might have difficulties in working with her new peer groups. they felt that she might displease the other managers if she tries to take credit for their work and, as a result, their performance would suffer. Rashmi was heart-broken. She had wanted that

particular job for a long time and had dedicated all her energies towards obtaining it. She became very despondent and her work deteriorated. The department functioned inspite of her, not because of her. Decisions were made slowly if at all and she began to be late with her sales reports. Although her sales staff continued to be productive, Rashmi could not take the credit. When the new marketing manager took over, one of the first major problems that he confronted was how to motivate and inspire Rashmi to her former level of performance. He recognised that

Rashmi had been with the company for a long time but something had to be done to motivate her to perform really well. ,brgt Identify the element of directing in the absence of which Rashmi's performance deteriorated.



Watch Video Solution

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Suggest a measure that the new marketing manager can take to improve Rashmi's performance.



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5. In Tata Steel, several initiatives have been taken to further improve the motivation levels and participation in the decision making process of the officers, greater impetus to training through a formalised system of a personal development programme, talent

review and job rotation system, compensation linked to the performance

manager system, formal rewards and recognition systems, knowledge management system linked with appraisals, leadership opportunities in quality circles, continuous improvement and value engineering programmes and an extremely transparent and credible multi-path communication system to address queries and concerns of all employees through various dialogues both formal and online, with such tools as video conferencing, 'MD Online', special dialogues

with senior management, meeting, conferences and seminars. These initiatives have helped to build a homogeneous and focused team in Tata Steel, increasing motivation and binding to the vision of the company and spurred employees to deliver targets on a participatory management basis leading to ownership of processes. Tata Steel is a company that actively promotes freedom to work, freedom to innovate and even the freedom to fail. It is a nimble, fast, modern and forward-looking company on a strong growth path. The company has undergone a

revolutionary change in terms of its production facilities and the technology in the manufacturing process. These changes have resulted in creating greater opportunities for taking up newer challenges for young recruits work and for performance based on IT enabled systems and high levels of automation. These have led to making the company one of the lowest cost producers of steel and the only Indian company to be recognised by the World Steel makers. Tata Steel hopes not only to consolidate but better its leadership by robust leadership development systems that have

seen the company create many CEOs for other companies.

Identify the two types of incentives offered by Tata steel indicating words from the para.



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leadership development systems that have seen the company create many CEOs for other companies.

Explain any two incentives of each category mentioned above



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7. Abraham H. Maslow was born in Brooklyn, New York, in 1908. He studied primate behavior at the University of Wisconsin, where he received his doctorate in psychology in 1934.

Early in his career, Maslow was drawn to the study of human motivation and personality. His work in this area upset strict behaviorists, whose explanations of motivation and personality failed to account for what Maslow called the whole person. His theory of the hierarchy of needs, which leads to the 'selfactualised' individual, was a strong catalyst for the founding of humanistic psychology. Maslow successfully bridged motivation and personality in his theories of needs, self-actualising persons, and peak experiences. Maslow is considered an

important figure in contemporary psychology. His career was a formidable one. For 14 years he taught at Brooklyn College, and then went to Brandeis University as chairman of the Psychology Department. In 1968, he was elected president of the American Psychological Association. In 1969 he went to the Laughlin Foundation in Menlo Park, California. He wrote two important books: *Toward a Psychology of Being* (1968) and *Motivation and Personality* (1970). Abraham Maslow died of a heart attack in 1970.

Identify the contribution of Maslow to management.



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EXplain the theory propounded by Maslow.



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Identify any three incentives that fulfil social needs of employees.



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10. It is interesting and inspiring to know about N.R. Narayana Murthy, Ex-Chairman of Infosys, an IT legend, institution builder, a leader par excellence and embodiment of

directing abilities. Born on August 20, 1946 in Karnataka State, Mr. Narayana Murthy graduated (B.E.) from University of Mysore (1967), and obtained master degree (M.Tech) from IIT, Kanpur in 1969. He stated his career as head of the computer centre at IIM, Agmedabad. He started infosys, a small software company alongwith his friends in 1981 and turned it into a global IT company by 2002. He was the chief mentor, CEO of the company for two decades. During that time, he took the company to unimaginable heights. With an equity capital of Rs. 10,000 in 1981,

Infosys market capitalisation reached Rs. 11 billion by 2001, Infosys became one of the biggest exporter to software from India. It is the first company to be listed in Nasdaq Stock Market in 1999. Narayana Murthy is remembered as a top leader for many things. He had Superme confidence on his team members, excecutive and workers. He nurtured and developed leadership qualities through coaching and training. He started Infosys Leadership Institute in early 2001 to help promising infoscians to develop into global leaders. Mr. Murthy leads by exmample

and by trust. Very often, he used to say "A true leader is one who leads by example and sacrifices more than any one else, in his or her pursuit of excellence". He truly practiced and proved it in Infosys. Mr. Murthy always motivated his team. He introduced number of motivational schemes including the noval stock option scheme for the executives of Infosys. Narayana Murthy was associated with many national and international bodies in different capacities and extended his services to the wide ranging activities. He received number of awards and rewards from academic,

social and business community. Following the norms setup by himself, Narayana Murthy handed over reins of Infosys to his friend and co-founder Nandan Nilekani in 2002.

In the light of the above case, state the qualities of a good leader.



Watch Video Solution

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number of awards and rewards from academic, social and business community. Following the norms setup by himself, Narayana Murthy handed over reins of Infosys to his friend and co-founder Nandan Nilekani in 2002.

Why do you think leadership is important in an organisation ?



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12. Qualities of Good Leader

In all about 18,000 traits were identified by

researchers. The qualities of a good leader as mentioned by some authorities on the subject are given below :

- * Energy, emotional stability, knowledge of human relations, motivation, communication, skill, teaching ability, social skill and technical competence.

- * Vitality and endurance, decisiveness, persuasiveness, stability in behaviour, intellectual ability and knowledge.

- * Physical and nervous energy, enthusiasm, sense of purpose and direction, technical mastery, friendliness and affection,

decisiveness.

- * Courage, will power, judgement, flexibility, knowledge and integrity.

- * Supervisory ability, achievement motivation, self-actualising, intelligence, self assurance, decisiveness.

- * Courage, self-confidence, moral qualities, self sacrifice, paternalism, fairness.

- * Physical and constitutional factors, intelligence, self-confidence, sociability, will, dominance.

Companies like HCL are rethinking about leadership in their organisations. Identify the

various styles of leadership that they can introduce or implement.



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13. Anjali had been working with Tata Enterprises for the last ten years. She was famous for her dedication towards work. When the manager senior to her retired, all her colleagues thought that now Anjali would be promoted. But to everyone's surprise, the vacant post was filled by an outsider, Miss

Monika, Anjali felt demoralised and her performance started declining. She would absent herself often and could not meet her targets.

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

started improving.

Identify the function of management being performed by Monika.



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now punctual to office and her performance started improving.

Name the element of the above function of management which helped Monika to improve Anjali's behaviour.



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15. Anjali had been working with Tata Enterprises for the last ten years. She was famous for her dedication towards work. When the manager senior to her retired, all

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State any three features of the element identified above.



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16. 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 didn't 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 target were not met.

Identify any two communication barriers because of which Bikmac Enterprises was not able to achieve its target.



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State one more barrier each of the types identified in (1) above.



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18. Mr Fernandes is the owner of Unibie Enterprises, 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.

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

employees were not happy.

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



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19. Mr Fernandes is the owner of Unibie Enterprises, 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,

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State one more barrier each of the types identified in part (1) above.



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20. Mr Saurabh, manager of the Customer Relations Department of LTR Ltd promoted Ms Saira as office supervisor. Earlier, she was working as a typist in the department. As a supervisor, she manages work assignment effectively, but would be able to manage the staff. Saurabh received a number of complaints due to her poor performance.

Is Saira an effective leader ?



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21. Mr Saurabh, manager of the Customer Relations Department of LTR Ltd promoted Ms Saira as office supervisor. Earlier, she was working as a typist in the department. As a supervisor, she manages work assignment effectively, but would be able to manage the staff. Saurabh received a number of complaints due to her poor performance.

What qualities are required by her to be an effective leader ?



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22. Mr Saurabh, manager of the Customer Relations Department of LTR Ltd promoted Ms Saira as office supervisor. Earlier, she was working as a typist in the department. As a supervisor, she manages work assignment effectively, but would be able to manage the staff. Saurabh received a number of complaints due to her poor performance.

If Mr Saurabh now decides to remove her from the post of supervisor and abolish the post altogether, would the company be affected ?



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23. Mr Saurabh, manager of the Customer Relations Department of LTR Ltd promoted Ms Saira as office supervisor. Earlier, she was working as a typist in the department. As a supervisor, she manages work assignment effectively, but would be able to manage the staff. Saurabh received a number of complaints due to her poor performance.

Why do you think Ms saira should show leadership qualities towards the employess ?



Watch Video Solution

24. AS Environs Ltd is dealing in Environment-Consultancy. 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 team leader used to travel by air whereas his team travelled by road/train. It was not only time consuming, but also at times forced the demale team members to travel alone.

As a result, the subordinates were not acting in a desired manner to achieve organisational

goals. The CEO of the company 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 in future all the members including the leader would travel together and usefully utilise the travelling time in discussion about the 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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Self Assessment Mcqs

1. Which of the following is an example of retirement benefits ?

A. Provident fund

B. Pension

C. Gratuity

D. All of these

Answer: D



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2. ABC company Ltd wants to motivate its employees by providing them bonus on the occasion of Diwali. It can pay the bonus

- A. (a) in cash only
- B. (b) in kind
- C. (c) in cash or in kind
- D. (d) transferable coupons

Answer: C



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3. Is the process of converting encoded symbols of the sender.

A. Encoding

B. Decoding

C. Feedback

D. Media

Answer: B



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4. The need of affection, sense of belongingness, acceptance and friendship is related with

A. safety/security needs

B. social needs

C. esteem needs

D. self-actualisation needs

Answer: B



View Text Solution

5. Which of the following is a formal communication network in which each person can communicate with two adjoining colleagues only ?

A. Wheel network

B. Circular network

C. Free flow

D. Cluster network

Answer: B



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Self Assessment Very Short Answer Type Questions

1. Name the function of management, the performance of which requires establishing an

atmosphere where employees have to do their best.



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2. State one example of employee recognition programme.



View Text Solution

3. How does a supervisor help in achieving organisational goals ?



[View Text Solution](#)

4. Give the meaning of 'democratic style' of leadership.



[View Text Solution](#)

5. What so you understand by the term 'free-rein leadership' ?



[View Text Solution](#)

Self Assessment Short Answer Type Questions I

1. Effective directing helps to bring stability and balance in the organisation' Explain with the help of three points.



View Text Solution

2. What are the qualities of an effective leader ? Explain briefly.



View Text Solution

Self Assessment Short Answer Type Questions li

1. By what name, Maslow's theory of motivation is known ? Also explain any three assumptions of this theory.



View Text Solution

2. What are semantic barriers of communication ? Explain briefly.



View Text Solution

Self Assessment Long Answer Type Questions I

1. Name and explain five incentives which satisfy needs, other than that of money, to motivate employees.



View Text Solution

2. Good communication is the basis of sound management'. Comment.



View Text Solution

Self Assessment Long Answer Type Questions li

1. Motivation is not required at all in the organisation'. Do you agree ? Justify.



View Text Solution

2. What measures can be adopted by an organisation to improve communication ?



View Text Solution

3. In order to reduce cost, supervisor should be eliminated in an organisation'. Defend or refute.



View Text Solution

Cbse Examinations Archive Very Short Answer Type

1. Give any two characteristics of 'organisational climate' that influence the

behaviour of individuals and act as a non-financial incentive.



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2. What is the negative aspect of job security ?



View Text Solution

3. What is meant by 'Encoding' as an element of communication ?



View Text Solution

4. What is meant by 'Decoding ' as an element of communication ?



View Text Solution

5. What is meant by 'motivation' ?



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6. Why is motivation called a complex process ?



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7. What is meant by 'democratic style' of leadership ?



View Text Solution

8. Name the term used in management for influencing people to strive willingly for group objectives.



View Text Solution

9. Define formal communication.



View Text Solution

10. What is meant by informal communication ?



View Text Solution

11. Define communication.



View Text Solution

12. Define supervision.



View Text Solution

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



View Text Solution

Cbse Examinations Archive Short Answer Type Questions

1. Ram Murthy, the CEO of 'Goodcare Hospitals', a leading chain of hospitals, decided to reward the good work of the

doctors of his 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 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 Hospitas' to its doctors through running trophies.

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

(c) State any two values that the CEO of 'Goodcare Hospitals' is trying to communicate to the society .



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2. Sandhya is a successful manager at Manisons Enterprises. She has a team of twelve people working under her. She encouraged 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 organisational Objectives. To manage and exercise effective control she uses forces within the group.

As an intelligent manager, at times, she also makes use of positive aspects of informal communication. This is why, she is able to unity diverse interests and ensure that target

are met.

(a) There are many theories and styles of influencing people's 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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3. Explain any three points that highlight the importance of directing function of management.



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4. How directing helps in efficient and effective functioning of the organisation ? Explain by giving any three points.



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5. Explain any three functions performed by a supervisor that are vital to any organisation.



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6. Define motivation. How does it improve efficiency and facilitate the accomplishment of organisational goals ?



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7. Explain any three qualities of a good leader.



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8. What is meant by non-financial incentives ?

List any two non-financial incentives.



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9. What is meant by financial incentives ? State any two financial incentives.



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10. Explain any four non-financial incentives.



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11. Describe any four organisation barriers of effective communication.



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12. Explain the meaning and any three characteristics of directing.



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13. Directing is the heart of the management process'. Do you agree? Give any four reasons in support of your answer.



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14. 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 incentive of the same category.



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15. 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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16. Motivation plays an important role in the success of management'. Explain any four points of importance of motivation in the light of the statement.



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17. Communication plays a key role in the directing function of management'. Do you agree ? Give any four reasons in support of your answer.





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18. Money is not the only motivator'. Then, what else is required to motivate employees ? Explain by giving any four points.



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1. Describe any three semantic barriers of communication.



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2. The supervisor performs a very important role in an organisation by performing multiple functions'. State any six such functions.



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3. Explain the following non-financial incentives

(i) Status

(ii) Organisation climate

(iii) Career advancement opportunities



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4. Explain any four psychological barriers to effective communication.



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5. Barriers to effective communication exist in all organisations to a greater or lesser degree.

State any six measures to overcome these barriers.



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6. What is meant by directing as a function of management ? Describe any four points of its importance.

or

'Every action in the organisation is initiated through directing'. Explain any four points of

importance of directing in the light of this statement.



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7. Give the meaning of supervision as an element of directing and any four points that explain its role.

or

Explain the role of supervision as an element of directing function of management.



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8. What is meant by leadership ? Describes any four qualities of a good leader.



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9. Explain any four personal barrier of effective communication.



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10. A leader who has only good physical features and required knowledge and competence cannot inspire others to work'. Then, what else is required by a leader to be successful ? Explain by giving any six points.



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11. Leadership is key factor in making any organisation successful'. Do you agree with

this statement ? Give any four reasons in support of your answer.



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12. Managerial functions cannot be carried out without an efficient system of communication'.

Do you agree with this statement ? Give any five reasons in support of your answer.



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