

“Leadership is hard to define and good leadership is even harder. If you can get people to follow you to the ends, you are a great leader.”
- Indra Nooyi (Ex CEO PepsiCo)

Chapter 7

Directing

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1. Meaning of Directing

MT: LIC & GM

Directing refers to the process of **leading**, **instructing**, **counseling**, **guiding** and **motivating** people in the organisation to achieve its objective.

2. Features of Directing

MT: TAP all pervasive

1. Directing flows from **Top** to **Bottom**.
2. Directing **Initiate Action**.
3. Directing is a **Continues Process**
4. Directing is **all Pervasive**.

3. Importance of Directing

MT: GAS FM

1. Integrates **Growth Activity**
2. **Initiates Action**
3. Provides **Stability and Balance** in the organisation
4. Directing **Facilitates Change**
5. Means of **Motivation**

4. Elements of Directing

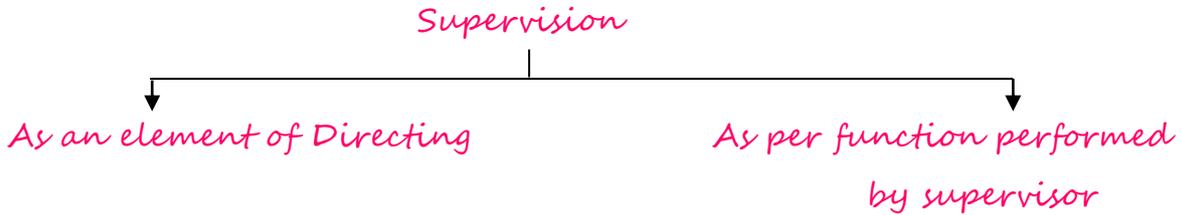
Supervision + Motivation + Leadership + Communication = Directing

Principle of Directing

1. **Maximum Individual Contribution**
2. **Harmony of Objectives**
3. **Unity of Command**
4. **Appropriateness of Direction Technique**
5. **Managerial communication**
6. **Use of Informal Organisation**
7. **Leadership**
8. **Follow Through**

5. Supervision

Supervision refers to Guiding, Instructing and Observing the subordinates at work to ensure that they are working as per plan and to help them in solving their work problems.



5.1 Functions of a Supervisor

1. Interpersonal contact with workers
2. Link between workers and Management
3. Promotes Growth & Unity
4. Ensures Performance of Work
5. Provides Training to the Employees
6. Influences Workers
7. Provides feedback

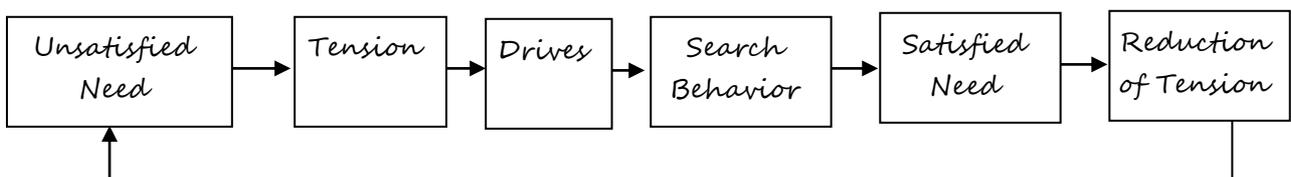
6. Motivation

Motivation refers to a process of stimulating and inspiring people at work to accomplish desired goals.

<i>Motive,</i>	<i>Motivation,</i>	<i>and</i>	<i>Motivator</i>
<i>Direct to achieve the goal</i>	<i>Process of inspiring people</i>		<i>Technique used to motivate people</i>

Motive → *generates* → *Motivation (Process)* → *with the help of* → *Motivator [Technique / Means]*

6.1 Process of Motivation



6.2 Features / Nature / Characteristics of Motivation

1. It is an Internal Feeling
2. It produces Goal Directed behaviour
3. It can either be positive or negative
4. It is a Complex Process

6.3 Importance of Motivation

1. Motivation helps to improve performance level
2. Motivation helps in changing negative attitude to positive attitude
3. Motivates helps to reduce employee turnover
4. Motivation helps to introduce changes smoothly

6.4 Maslow's Need Hierarchy Theory

Individual Example of Needs

Organisation Example to satisfied the needs

Growth, self fulfillment

Challenging job or achievement of goals

Status

Promotion / job title

Love, friendship, social introduction, peer recognition

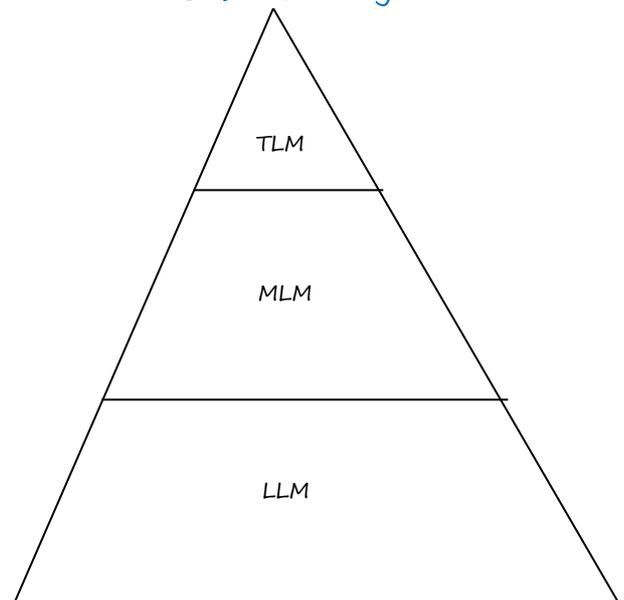
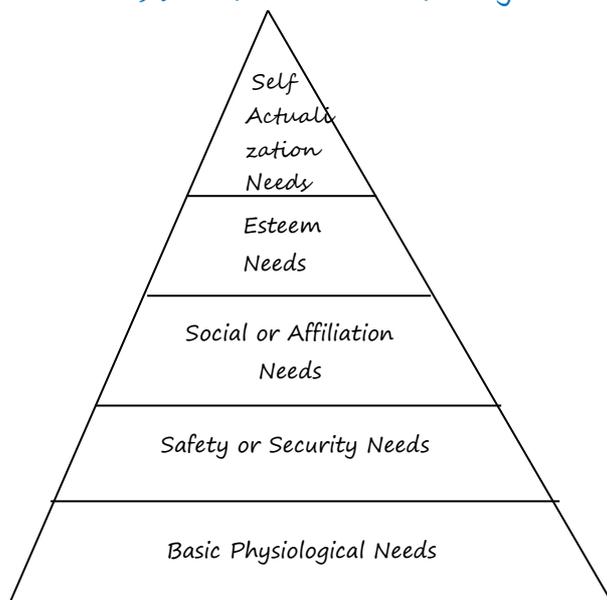
Cordial relations with colleagues

Physical and financial security

Pension plans, job securities

Food, shelter and clothing

Basic Salary



Assumption of Maslow's Theory

- 1. People's behaviour is used on their needs. Satisfaction of such needs influences their behaviour.*
- 2. People's needs are in hierarchical order, starting from basic needs to other higher level needs.*
- 3. People are motivated by unfulfilled needs and once a particular need is satisfied, it ceases to be a motivating factor.*
- 4. A person moves to the next higher level of the hierarchy only when the lower need is satisfied.*

Merits of Maslow's Theory

- 1. It helps managers to realize that need level of employees should be identified to provide motivation to them.*
- 2. It is simple, concise and informative.*

Limitation of Maslow's Theory

- 1. The needs may not always follow the hierarchy as given by Maslow.*
- 2. A person may seek to satisfy several needs at the same time.*
- 3. It is not always positive to categorise the human needs in to water tight compartments.*

But despite such criticism, the theory is still relevant because needs [irrespective of their classification] are important to understand the human behavior.

6.5 Financial and non-financial Incentives

Can be measured in money	Cannot be measured In terms of money
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7. Leadership

Leadership is the process of influencing the behaviour of people towards achievement of organisation goals.

7.1 Features of Leadership

1. Leadership indicates ability of an individual to influence others.
2. It aims to bring change in the behaviour of others
3. It indicates interpersonal relations between leaders and followers.
4. It is an exercise to achieve common goals of the organisation
5. It is a continuous process.

7.2 Difference between Managers and Leaders.

Basic	Manager	Leader
1. Focus	Manager focuses on influencing the behavior of employees to achieve goals of the organization.	Leader focus to satisfy behavior of each and every member of group and relation of group goals.
2. Scope	A manager is always a leader as he has to influence behavior of his subordinates.	A leader is not always a manager informal groups may be lead by non-managers.
3. Formal or Informal Organisation	A manager exists only in formal organisation.	A leader may exist in formal as well as informal organisation.
4. Authority	Managers have formal authority to influence behaviour of the employees.	Leaders have only informal authority arising due to trust and faith shown by group members.

7.3 Importance of Leadership

MT: DIP ICE

1. Development of Individual
2. Inspires Employees
3. Psychological support
4. Helps Implement Changes
5. Handle Conflicts Effectively

7.4 Qualities of Good Leader

1. Physical Features
2. Knowledge
3. Integrity

- 4. Initiative
- 5. Communication Skills
- 6. Motivation Skills
- 7. Self Confidence
- 8. Decisiveness
- 9. Social Skills

7.5

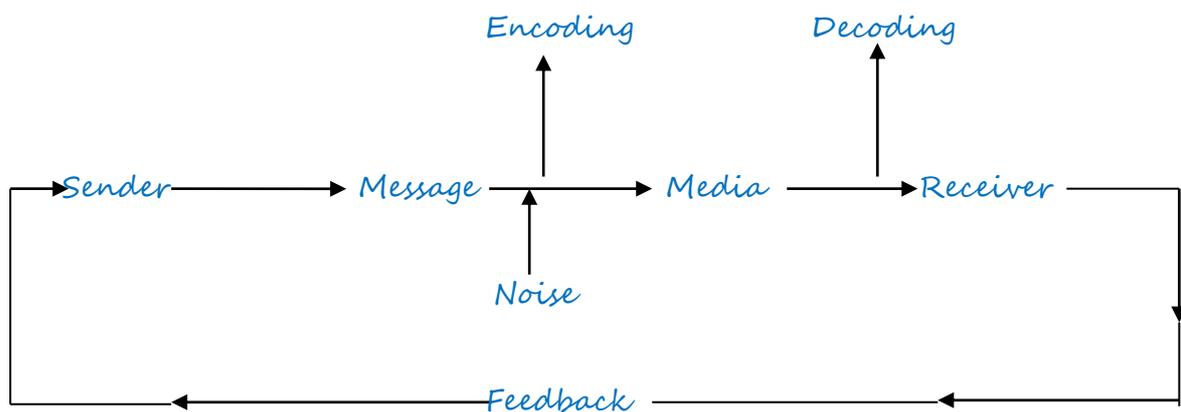
Leadership Styles

Leadership Styles		
Autocratic/Authoritative Leadership	Democratic/Participative Leadership	Laissez faire/Free Rein style of Leadership
Leader centralizes the decision making powers. [Also known as 'Directive style of leadership	Leader encourages active participation of subordinates in decision making process.	Leader allows maximum freedom to subordinates in deciding their own policies and methods.

8. Communication

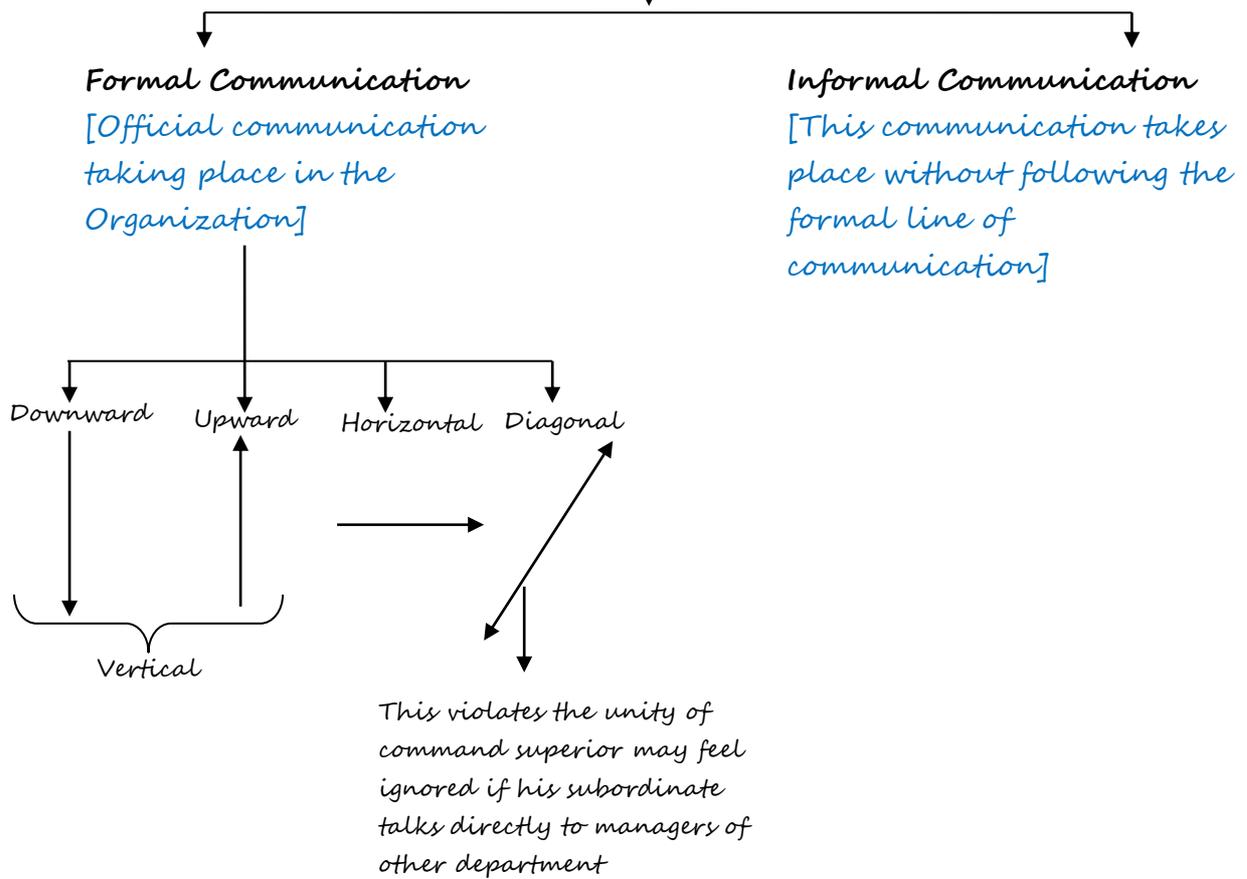
Communication refers to a process of exchange of ideas, views, facts, feelings etc. between two or more persons to reach common understanding.

8.1 Elements of Communication Process

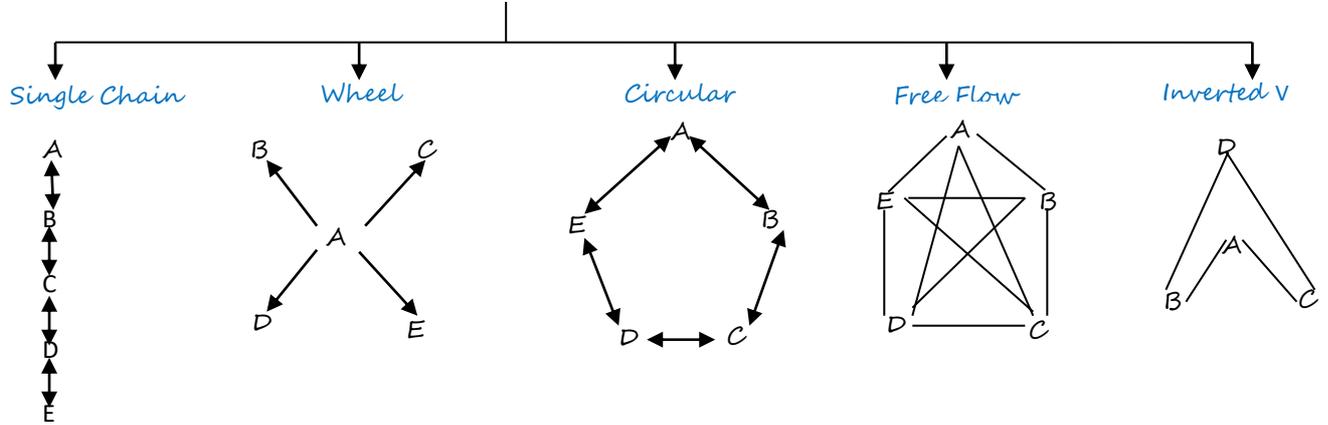


Process of Communication

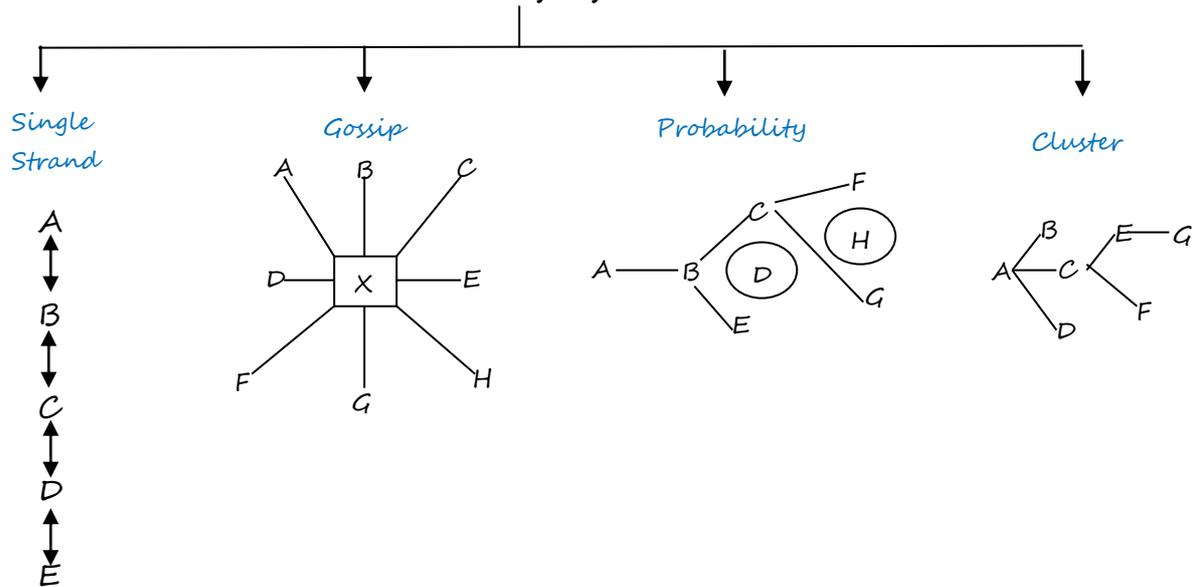
8.2 Channels of Communication



8.3 Network of Formal Communication



8.4 Network of Informal Communication

**Features of Formal Communication**

1. It follows scalar chain.
2. It is used to communicate official matters such as orders instructions etc.
3. The communication may be oral or written but it is generally recorded for future reference.
4. It helps in fixing responsibility as source of information can be located.

Merits of Formal Communication

1. It ensures orderly flow of information.
2. It helps in fixing responsibility as source of information can be located.
3. It helps in maintaining authority relationship in the origination.
4. It facilitates control over the work performance of different employees.

Demerits of Formal Communication

1. It is time consuming as scalar chain is followed while passing information.
2. It obstructs free and uninterrupted flow of information.
3. It is usually conveyed in an impersonal manner.

- Information may not be transmitted accurately in order to avoid unfavorable effect of communication.

Features of Informal Communication

- It takes place without following the formal lines of communication
- It arises out of social needs of the employees.
- This communication spreads rapidly.
- It may lead to rumours as it is difficult to deduct the source of such communication.

Merits of Informal Communication

- It carries information rapidly and therefore may be useful to the manager at times.
- It is used by managers to transmit information so as to know the reaction of subordinates.
- It fills gaps of formal communication by discussing those matters which cannot be discussed through official channels.
- It links even those people who do not fall in official chain of command.

Demerits of Informal Communication

- It is not authentic and message may get distorted as information travels in a very unsystematic manner.
- It is difficult to fix responsibility as source of information is not known.
- It may lead to rumours.
- It may also result in leakage of confidential information.

8.5 Barriers to Communication

Semantic Barriers	Psychological Barriers	Organisational Barriers	Personal Barriers
Problems & obstructions in encoding & decoding a message into words or	On account of emotional or psychological status of the sender and receiver.	Factors related to organisational structure, rules, authority, relationships, rules	Personal factors of sender and receiver.

<i>impressions.</i>		<i>and regulations.</i>	
1. Badly expressed message	1. Premature Evaluation	1. Origination Policy	1. Fear of challenge
2. Symbols with different meanings	2. Lack of attention	2. Rules and Regulations	2. Lack of confidence of superiors on his subordinates
3. Faulty translations	3. Loss by transmission and poor retention	3. Status	3. Unwillingness to communicate
4. Unclearified assumptions	4. Distrust	4. Complexity in organization Structure	4. Lack of proper incentives
5. Technical jargon		5. Organizational Facilities	
6. Body language & gesture decoding			

8.6 Measures to Improve Communication Effectiveness

1. Clarify the ideas before communication
2. Communicate according to the needs of receiver
3. Consult others before communicating
4. Beware of languages, tone and content of message
5. Convey things of help and value to listeners.
6. Ensure proper feedback.
7. Communicate for present as well as future
8. Follow up communication
9. Be a good listener

Multiple Choice Questions

1. It is very difficult to detect the source of such communication.
(A) Upward communication (B) Vertical communication
(C) Lateral communication (D) Informal communication

2. Which of the following is not a type of semantic barriers?
(A) Badly expressed message (B) Unclarified assumptions
(C) Technical jargon (D) Premature evaluation

3. Which of the following is not a type of psychological barrier?
(A) Premature evaluation (B) Lack of attention
(C) Fear of challenge to authority (D) Distrust

4. Which of the following is not a type of personal barrier?
(A) Fear of challenge to authority
(B) Unwillingness to communicate
(C) Loss by transmission and poor retention
(D) Lack of proper incentive

5. It refers to the process of instructing, guiding, counselling, motivating and leading people in the organisation to achieve their objectives.
(A) Planning (B) Organising
(C) Staffing (D) Directing

6. Which of the following is not an element of directing?
(A) Supervision (B) Communication
(C) Leadership (D) Inspection

7. While other functions prepare a setting for action, name the function that initiates action in the organisation.
(A) Planning (B) Organising
(C) Staffing (D) Directing

8. Identify the level at which the directing function takes place in an organisation:
- (A) Top level management (B) Middle level management
(C) Lower level management (D) All of the above
9. It is defined as the process of guiding the efforts of employees and other resources to accomplish the desired objectives.
- (A) Supervision (B) Communication
(C) Leadership (D) Inspection
10. It means the process of making subordinates to act in a desired manner to achieve certain organisational goals.
- (A) Supervision (B) Communication
(C) Leadership (D) Motivation
11. Effective motivation in the organisation does not contribute towards:
- (A) Developing performance levels of employees
(B) Helping to reduce employee turnover
(C) Resistance to changes in the organisation
(D) All of the above
12. These needs are most basic in the hierarchy of motivation theory and correspond to primary needs.
- (A) Self Actualisation Needs (B) Basic Physiological Needs
(C) Security Needs (D) Belonging Needs
13. Mohit recently got a raise in his salary due to annual increment. Which of his human needs is being satisfied through this?
- (A) Security Needs (B) Belonging Needs
(C) Self Actualisation Needs (D) Basic Physiological Needs
14. Which of the following is not an assumption of Maslow's theory?
- (A) People's behaviour is not based on their needs.
(B) Satisfaction of such needs influences their behaviour.
(C) A satisfied need can no longer motivate a person; only next higher level need can motivate him.

(D) A person moves to the next higher level of the hierarchy only when the lower need is satisfied.

15. It refers to all measures which are used to motivate people to improve performance:

- (A) Leadership (B) Motivation
(C) Incentives (D) Communication

16. Which of the following is not an example of financial incentive?

- (A) Perquisites (B) Job Enrichment
(C) Profit Sharing (D) Co-partnership

17. Which of the following is not an example of non-financial incentive?

- (A) Career Advancement Opportunity (B) Perquisites
(C) Status (D) Organisational Climate

18. Ashutosh works as a manager in Kuber Ltd. Besides the salary, the company offers him benefits such as free housing, medical aid and education to the children, etc. Identify the type of incentive being offered to him.

- (A) Perquisites (B) Job Enrichment
(C) Co-partnership (D) Pay and allowances

19. On joining Kartar Ltd. as Chief Financial Officer, Madhumita was allotted 500 shares of the company. Identify the type of incentive being described.

- (A) Perquisites (B) Retirement Benefits
(C) Co-partnership (D) Pay and allowances

20. Boom Limited gives due weightage to the perquisites and prestige of job so that the designation helps to satisfy the psychological, social and esteem needs of an individual. Identify the type of incentive being described in the above lines.

- (A) Employee empowerment (B) Job security
(C) Status (D) Perquisites

21. On joining Foster Public School as a Physical Education teacher, Vikram realised that he did not have any freedom to introduce any changes in the sports activities being carried out in the school. Identify the incentive which was being ignored by the school.
- (A) Organisational climate (B) Job security
(C) Career advancement opportunities (D) Employee recognition program
22. On the occasion of the Founders Day of the firm, Veena was felicitated with the certificate of best performer as a Business Development Manager. Identify the type of incentive being described in the above lines.
- (A) Career advancement opportunities (B) Employee recognition program
(C) Organisational climate (D) Job security
23. Ishan works as an Accounts Officer in Fabrications Limited. He also feels very proud of the fact that he is the incharge of recreation committee in his office. Identify the type of incentive being offered to Ishan.
- (A) Career advancement opportunities (B) Employee recognition program
(C) Organisational climate (D) Employee participation
24. It is the process of influencing the behaviour of people by making them strive voluntarily towards achievement of organisational goals.
- (A) Supervision (B) Communication
(C) Leadership (D) Motivation
25. As the General Manager of an e-commerce company, Gagan maintains good interpersonal relations with followers and also motivates them to contribute for achieving organisational goals. Identify the concept being described in the above lines.
- (A) Supervision (B) Communication
(C) Determination (D) Leadership

26. Which of the following is not a feature of leadership?

- (A) It shows ability of an individual to influence others
- (B) It leads to achievement of organisational goals
- (C) Leadership is one-time process
- (D) It leads to desired change in the organisation

27. It refers to the process of exchange of ideas, views, facts, feelings etc., between or among people to create common understanding.

- (A) Supervision
- (B) Communication
- (C) Motivation
- (D) Leadership

28. Identify the correct sequence of steps involved in the communication process.

- (A) Sender, Message, Encoding, Media, Decoding, Receiver, Feedback
- (B) Sender, Decoding, Receiver, Feedback, Message, Encoding, Media
- (C) Sender, Message, Encoding, Media, Decoding, Receiver, Feedback
- (D) Sender, Media, Decoding, Receiver, Message, Encoding, Feedback

29. Formal communication may take place between:

- (A) Superior and subordinate
- (B) Subordinate and superior
- (C) Two managers at the same level
- (D) All of the above

30. Upward communications refer to flow of communication from:

- (A) Subordinate to superior
- (B) One departmental manager to another
- (C) Superior to subordinate
- (D) All of the above

31. Downward communications refer to flow of communication from:

- (A) One departmental manager to another
- (B) Superior to subordinate
- (C) Subordinate to superior
- (D) All of the above

32. Lateral communication takes place from:

- (A) First to second division of the same organisation
- (B) Superior to subordinate
- (C) Subordinate to superior
- (D) All of the above

33. Which of the following is not a type of communication barriers?

- (A) Semantic barriers (B) Psychological barriers
(C) Rational barriers (D) Organisational barriers

34. Which of the following ways help in improving the communication effectiveness?

- (a) Ensuring proper feedback (B) Being a good listener
(C) Ensuring follow up patience (D) All of the above

35. As the incharge of small scale factory manufacturing glassware, Raghu guides his subordinates and clarifies their doubts in performing a task, so that they are able to achieve the work targets given to them. Identify the function of management being described in the above lines.

- (A) Planning (B) Staffing
(C) Directing (D) Organising

36. Yajur, as a Project Manager, is able to assess the true potential of his subordinates and constantly motivates them to realise their full potential. Identify the element of directing being described in the above lines.

- (A) Leadership (B) Communication
(C) Supervision (D) Motivation

37. Suman works as a Project Co-ordinator in an export house. Whenever the workload is high, she is able to convince her team by explaining to them the purpose, providing training and motivating them with additional rewards so as to be able to win their wholehearted co-operation. Identify the element of directing being described in the above lines.

- (A) Supervision (B) Motivation
(C) Leadership (D) Communication

38. As an employee of an automobile company, Suraj has always been very lazy and evasive. In order to change his behaviour, his boss decided to give him an incentive. Identify the feature of motivation being described in the above lines.

- (A) Motivation is an internal feeling.

- (B) Motivation produces goal-directed behaviour.
- (C) Motivation is a complex process.
- (D) None of the above

39. Radhika runs a confectionary in a local market. In order to make the workers in the confectionary work optimally, she on one hand provides them overtime wages and on the other hand imposes penalty, if required, by deducting the wages. Identify the feature of motivation being described in the above lines.

- (A) Motivation is an internal feeling.
- (B) Motivation produces goal-directed behaviour.
- (C) Motivation is a complex process.
- (D) Motivation can be either positive or negative.

40. In order to motivate the workers in the factory to work overtime, Manoj decided to provide additional wages to the workers. On knowing this, a worker in his factory, Madhur, was very happy, whereas Raju was disappointed as he preferred to go back home on time rather than working for overtime wages. Identify the feature of motivation being described in the above lines.

- (A) Motivation is an internal feeling.
- (B) Motivation produces goal-directed behaviour.
- (C) Motivation is a complex process.
- (D) Motivation can be either positive or negative.

41. Identify the correct sequence of steps involved in the motivation process.

- (A) Tension, drives, search behaviour, unsatisfied need, satisfied behaviour, reduction of tension
- (B) Unsatisfied need, tension, drives, search behaviour, satisfied behaviour, reduction of tension
- (C) Drives, search behaviour, unsatisfied need, tension, satisfied behaviour, reduction of tension
- (D) Search behaviour, reduction of tension, unsatisfied need, tension, drives, satisfied behaviour

42. Esha was facing the problem of high labour turnover in her firm. On the advice of her friend, she introduced special benefits for the employees, which helped her to retain talented people in the organisation. Identify the related point of importance of motivation.

- (A) Motivation helps to improve performance levels of employees.
- (B) Motivation helps to reduce employee turnover.
- (C) Motivation helps to reduce absenteeism in the organisation.
- (D) Motivation helps to mould the attitudes of employees.

43. Yamini received a special gold coin from her school management for exceptionally good board result of her students in her subject. Identify the need of Yamini being fulfilled as per Maslow's Need Hierarchy Theory.

- (A) Esteem Needs
- (B) Belonging Needs
- (C) Self Actualisation Needs
- (D) Basic Physiological Needs

44. Jay and Lai work in a garment factory. Jay always earns a higher wage than Lai, as he produces more units of output. Identify the type of financial incentive being adopted by the company.

- (A) Perquisites
- (B) Productivity linked wage incentives
- (C) Co-partnership
- (D) Pay and allowances

45. During the year 2018, Halla Walla Limited made surplus profits due to growing reputation of the business as a result of sincerity of its employees. In order to give due recognition to its employees and motivate them to continue with the good work, the company decided to give a certain percentage of profits to them. Identify the type of financial incentive being adopted by the company.

- (A) Perquisites
- (B) Productivity linked wage incentives
- (C) Co-partnership
- (D) Profit sharing

46. Om Limited adopts a systematic performance appraisal system which provides opportunity to employees to improve their skills and be promoted to the higher level jobs. Identify the type of incentive being adopted by the company.

- (A) Employee recognition programme
- (B) Organisational climate
- (C) Career advancement opportunities
- (D) Job security

47. Dheeraj Madan works as a Human Resource Manager in Busy bee Limited. He gives due care in designing jobs, so that it offers a meaningful work experience by assuming a diversity of work content requiring higher level of knowledge. Identify the type of incentive being adopted by the company.

- (A) Employee recognition programme (B) Organisational climate
(C) Career advancement opportunities (D) Job enrichment

48. On the successful completion of two years in a company, Harsh received a letter confirming his job as permanent employee. Identify the need of Harsh being fulfilled as per Maslow's Need Hierarchy Theory.

- (A) Esteem Needs (B) Security Needs
(c) Self Actualisation Needs (D) Basic Physiological Needs

Value Based Questions

1. Ranveer was a supervisor at 'Annapurna Aata' factory. The factory was producing 200 quintals of aata every day. His job was to make sure that the work goes on smoothly and there was no interruption in production. He was a good leader who would give orders only after consulting his subordinates and work out the policies with the acceptance of the group. Identify and describe the leadership style being adopted by Ranveer. (1)

Ans: _____

2. The Research & Development department of Healthy Production Ltd. has decided to diversify from manufacturing health drinks to cereals made from millets. They are well aware of the fact that the company will have to communicate to the people the benefits of eating millets. For this purpose they plan to sponsor various events like marathons and encourage people to switch to healthy eating through newsletters.

a) Identify and briefly explain the promotional tool being discussed above.

b) Also explain any two other promotional tools that can be used by the company, apart from the one discussed above. (3)

Ans: _____

3. Neeraj, a sales representative of 'Onida Ltd.' has changed seven jobs in the last one year. He is a hard working person but is not able to finalise deals with the customers due to his inadequate vocabulary and omission of needed words. Sometimes he uses wrong words because of which intended meaning is not conveyed. AU this created a misunderstanding between him and his clients.

(a) Identify the communication barrier discussed above.

(b) State the category of this communication barrier.

(c) Explain any other communication barrier of the same category. (3)

Ans: _____

4. 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 other's messages in the same sense. Thus, the employees were not happy and targets were not met.

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

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

(3)

Ans: _____

5. Sandhya is a successful manager at Manisons Enterprises. She has a team of twelve people working under her. She encourages them to set their own objectives and take decisions. She respects their opinions and supports them, so that they can perform their duties and accomplish organisational objectives. To manage and exercise effective control she uses force 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. (3)

Ans: _____

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

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

b) State any two values highlighted by the behaviour of Umang Gupta.

(4)

Ans: _____

7. 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 'Health care 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)?

(c) State any two values that the CEO of 'Goodcare Hospitals' is trying to communicate to the society. (4)

Ans: _____

8. The workers of 'Vyam Ltd.' are unable to work on new and hi-tech machines imported by the company to fulfill the increased demand. Therefore, the workers are seeking extra guidance from the supervisor. The supervisor is overburdened with the frequent calls of workers.

Suggest how the supervisor, by increasing the skills and knowledge of workers, can make them handle their work independently?

Also state any three benefits that the workers will derive by the decision of the supervisor. (4)

Ans: _____

9. A company was marketing 'water purifiers' which were very popular due to their quality and after sales services provided to the customers. The company was a leading company in the market and earning huge profits. Because of huge profits the company ignored the after sales services. As a result its relations with the customers got spoiled and the image of the company was damaged in the public. Top management became concerned when the profits for the current quarter fell steeply. On analysis it was revealed that ignoring the after sales services was its reason. Therefore the company took all possible measures to protect and promote its favourable image in the eyes of the public. As a result the goodwill of the company improved in the society.

(a) Name and state the communication tool used by the marketer in the above case to improve its image.

(b) Also explain role of the tool as identified in part (a). (4)

Ans: _____

10. 'Alfa 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 in 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. (4)

Ans: _____

11. Arun is working in a multinational company in Gurgaon. He was having temperature for the last many days. When his blood was tested, he was found positive for dengue with a very low platelet count. Therefore, he was admitted in the hospital and a blood transfusion was advised by the doctors. One of his colleagues sent a text message about it to his immediate superior 'Mr. Narain'. 'Mr. Narain' in turn sent a text message to the employees of the organisation requesting them to donate blood for Arun. When the General Manager came to know about it, he ordered for fumigation in the company premises and cleanliness of the surroundings.

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

(b) State any two features of informal communication.

(c) Identify any two values that are being communicated to the society in the above case. (5)

Ans: _____

12. Smita had been working as an assistant manager with 'Johnson Enterprises' for the last ten years. She was very popular amongst her colleagues because of her commitment and dedication towards the work. When the manager senior to her retired, all her colleagues thought that now Smita would be promoted. But to everyone's surprise the vacant post was filled by an outsider, Mrs. Rita. Smita felt demoralised and her performance started declining. She would abstain 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 behavior and felt that her performance could be improved. She started involving Smita in decision making & issues related to the organization and made her a part of high level joint-management committee. Smita was now punctual in office and her performance started improving.

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

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

(iii) State any three features of the element identified in (ii) above. (5)

Ans: _____

13. Aman Chadha started 'Bulls Eye' a company for providing cyber security solutions to businesses. Its objective is to prevent, detect and respond to cyber attacks and protect critical data. He was a hardworking software engineer and an expert in cyber security. His reputation grew by leaps and bounds as he was not only a person of integrity but also did his work with utmost honesty and sincerity. The business started growing day by day.

He was delighted when he was offered a big project by the Ministry of Defence. While working on the project, he found that the volume of work made it impractical for him to handle all the work by himself.

He decided to expand the team. The company maintained a close liaison with a local engineering college. During a campus placement, Ishan and Vrinda were appointed to work for the new project. He found the new employees capable, enthusiastic and trustworthy. Aman Chadha was thus, able to focus on objectives and with the help of Ishan and Vrinda, the project was completed on time. Not only this Aman Chadha was also able to extend his area of operations. On the other hand Ishan and Vrinda also got opportunities to develop and exercise initiative.

i) Identify and briefly explain the concept used by Aman Chadha in the above case which helped him in focusing on objectives.

ii) Also, state any four points of importance of the concept identified in (i) above. (6)

Ans: _____
