



INDIAN SCHOOL AL WADI AL KABIR

Class: XII Business Studies	Department: Commerce
Worksheet No: 1	Topic: DIRECTING- CASE BASED QUESTIONS

Q. No.	
1	M/s Beta Ltd. deals in consumer goods. It employs 100 workers and 10 operative managers who give guidance and support to the workers while operating the machines. The company has a policy of granting leave as per the requirement of the workers. Workers are generally granted leave on festivals and special occasions. Recently on Puja festival, it received a big order. Workers are keen to take Puja holidays while management is pressing hard for overtime. This matter was placed before the Personnel Manager who called the meeting of operative managers and workers to inform them about the changes in the incentive plan which states payment of double wages for working overtime and triple wages for working on holidays. Workers without any pressure voluntarily took limited holidays and were able to increase their earning by working overtime and on holidays. During Board of Directors meeting, Personnel Manager was asked to update the management for achieving higher output, meeting timely supplies without any confrontation with workers. Personnel Manager replied, "I just used a carrot with no sticks approach". By quoting the lines from above paragraph state any two elements of directing.
2	Umang Gupta is the Managing Director of Denver Ltd. The company had established a good name and had been doing well. It was known for timely completion of orders. The Production Manager, Ms. Kanta was efficiently handling the processing of order 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 the 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. 1. Identify the leadership style of Umang Gupta and draw a diagram

	depicting the style. 2. State any two values highlighted by the behaviour of Umang Gupta.
3	Mr. Sunil Diali is a safety officer in a reputed PSU sector ECL. He supervises the workers towards the predetermined goals of the organisation and directs how to eradicate unsafe practices of inundation, fire breakouts, existence of inflammable gases etc. On one such instances there was huge fire breakout in the underground mines and the workers morale was down and demotivated because of several risk hazards. Mr. Diali observed the whole situation and consulted with all his workers and constantly monitored, guided and inspired them to integrate their efforts and accept the situation as a challenge and take adequate safety measures for fire extinguish and subsidising its effects. Thereby, production turnover was outstanding and outperformed other subsidiaries. Mr. Diali was recognised with Bravery Award from CIL. Mr. Diali worked towards predetermined goals of the organization. Which important function of directing is addressed here? A. Means of motivation B. Initiates action C. Facilitate change D. Brings stability
(i)	
(ii)	Mr. Diali consulted with all his workers, he listened to their opinions. Which form of leadership is identified here? A. Laissez-faire B. Autocratic C. Democratic D. Free-rein
(iii)	Bravery award is form of non-financial incentive. A. Status B. Job security C. Career Advancement D. Employee recognition
(iv)	Under Maslow's hierarchy need theory which need of Mr. Diali has been met through respect and recognition among other employees? A. Self – Actualization need B. Safety and security needs C. Esteem needs D. Physiological needs
4	Prateek is working in a multinational company in Noida. He was running a temperature for the last many days. When his blood was tested, he was found to be positive for malaria. He was admitted in a hospital and a blood transfusion was advised by the doctors as his condition was very serious. One of his colleagues sent a text message to his superior, Mr. B. Chatterjee. Mr. B. Chatterjee immediately sent a text message to the employees of the organisation requesting them to donate blood for Prateek. When the General Manager came to know about it, he ordered for fumigation in the company premises and cleaning the surroundings. 1. From the above paragraph, quote lines that indicate formal and informal communication. 2. State any two features of informal communication. 3. Identify any two values that are being communicated to society in the

	above case.
5	Rajat is a sales manager who achieved his sales target one month in advance. This achievement was displayed on the notice board and a certificate for the best performance was awarded to him by the CEO of the company. 1. Name the incentive Provided to Rajat 2. Identify the type of incentive. 3. List other two incentive of the type identified in part (b)
6	In Saarthak Steel several initiatives have been taken to further improve the motivation levels of employees through designing jobs that include greater variety of work content, providing certain stability about future income and work, providing fringe benefits like housing, medical aid, etc., allotment of shares in line with various incentives. Identify and briefly explain the incentives being given by the organization to the employees.
10	Mr. Pawan Kumar, the CEO of an E-Commerce start up, which was facing the problem of huge employee turnover, decided to hold a meeting with the managers to discuss the issue. While addressing the managers in the meeting, he advised them to take certain measures which focus on psychological, social and emotional factors, in order to motivate employees. Explain any two such measures discussed by him, when he suggested that job should be made interesting so that the job itself becomes a source of motivation, employees should be congratulated for good performance, also, stability regarding future income and work should be provided to employees, in order to develop a positive attitude among the subordinates.
11	Pramod is a supervisor at 'Shyam Breads and Biscuits Factory'. The factory produces 20,000 packets of bread and biscuits every day. As a supervisor Promod ensures that work goes on smoothly and there is no interruption in production. He is a good leader who gives orders only after consulting his subordinates, working out the policies with the acceptance of the group. Identify and explain the leadership style being adopted by Pramod
12	Identity and explain the elements of directing mentioned below A. Astha, a manager, has the ability to influence others to bring about a change in their behaviour. B. Neeraj, a managing director, declares share in the profits to the manager for their contribution to increase profits of the company.