

CLASS – XII – BUSINESS STUDIES

DIRECTING AND CONTROLLING

1. Mr. Fernandes is the owner of Unibie Enterprises, carrying on the business of manufacturing electrical appliances. There is a lot of discontentment in the organization 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.

(a) Identify any two communication barriers because of which 'Unibie Enterprise' was not able to achieve its target. (b) State one more barrier each of the types identified in part (a) above.

2. A.S. 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 female team members to travel alone. As a result, the subordinates were not acting in a desired manner to achieve organizational 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 utilize 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.

3. Prateek is working in a multi national company in Noida. He was running temperature for the last many days. When his blood was tested, he was found positive for malaria. He was admitted in the 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 organization 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 for cleaning 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.

4. In the organisational context basic salary helps to satisfy the basic physiological needs of hunger, thirst, shelter, sleep etc. How are the remaining needs given by Maslow in his need hierarchy are satisfied? Explain briefly.

5. 'Laxmi Ltd. is an IT company having 1,000 employees. All its employees take things easy and are free to approach any one for minor queries and problems. Because of this the operations of the company are disturbed and its revenue has declined. Everyone is seen talking to each other resulting in inefficiency in its offices. It has also resulted in loss of secrecy and confidential information being leaked

out. Explain the measures that the manager should adopt to improve communication system of 'Laxmi Ltd'.

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

7. Jaideep recently joined as the Managing Director of 'Tivori Ltd.', an apparel designing company. He observed that the company had a number of experienced fashion designers on its payroll. They regularly offered useful suggestions which were neither appreciated nor rewarded by the company. Instead the company outsourced its services to some renowned fashion designers and paid them a good compensation for their services. Because of this the employees felt disheartened and stopped giving useful suggestions.

(a) Identify the communication barrier discussed above and State the category of this communication barrier.

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

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

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

9. Anjali had been working with 'Tata Enterprises' for the last ten years. She was famous for her dedication towards the 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 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.

(a) Identify the function of management being performed by Monika (b) Name the element of the above function of management which helped Monika to improve Anjali's behaviour. (c) State any three features of the element identified in (b) above.

10. Neha was a regional sales manager in 'Good Look Garments Ltd' for ten years. On the retirement of the marketing manager Neha applied for the same post as she was extremely ambitious and had dedicated all her energies to obtain the post of marketing manager. However, the top management of the company decided to fill this post by selecting a better person from outside the company. Because of this Neha was heart-broken and her performance declined. When the new marketing manager joined,

one of her major problems was how to motivate and inspire Neha to her former level of performance? Suggest any three non-financial incentives that the new marketing manager may use to motivate Neha.

11. Aarav was working as a supervisor with 'Neer Purifier Ltd.' which was producing water purifiers. The target of the company was to produce 200 water purifiers every day. His job was to make sure that work goes on smoothly and there was no interruption in production. To achieve this, he always gives orders and insists that they are obeyed. He believes that reward or punishment both can be given depending upon the performance. Identify and describe the leadership style being adopted by Aarav.

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

(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.

13. The functions and performance of the supervisor are vital to an organisation because he is directly related with the workers whereas other managers have no direct touch with bottom level workers.' In the light of this statement, explain any four functions of a supervisor.

14. Kavya is working in a company on permanent basis. As per the job agreement she had to work for 8 hours a day and was free to work overtime. Kavya worked overtime. But even after working for long hours and putting in her best efforts, no recognition was given to her by her boss. Due to overtime she fell ill and had to take leave from her work. No one showed concern and enquired about her health. She realised that she was fulfilling only some of her needs while some other needs still remained to be fulfilled. (i) Identify and explain the needs of Kavya discussed in the above para, by quoting the lines. (ii) Also explain two other needs of Kavya followed by the above needs, which still remained to be satisfied.

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

(i) By quoting the lines from the above para identify the needs of Rahim that are satisfied by the offer of cycle company.

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

16. Ms. Aarja is promoted to the post of Principal in A.S. Public school. Ruchika and Anu are Business studies teachers as well as good friends. One day at lunch they were discussing about the behaviour of the newly appointed Principal. The Principal sets the targets for the subject teachers without discussing it with them. She verbally tells them that if task is not completed within the given time period then strict action will be taken against them. The next day, one of the teacher explain some problems to the Principal but the Principal does not grasp the message as she was busy doing her own

work. At the end of the given time period, the Principal has seen that few teachers could not complete their task.

- a. Identify the type of communication used by Ruchika and Anu.
- b. Name the type of communication barrier highlighted in the given question.

17. Mr. Martin is working as a production manager in Cairn India Ltd. He is supported by a qualified and competent workforce. He gives opportunities to all his subordinates to give suggestions for achieving the most productive results.

- i. Identify the leadership style represented by Mr. Martin.
- ii. Give its two advantages.
- iii. Also give any two values that are being assumed by him.

18. 'A.S. Ltd.' is a large company engaged in assembly of air-conditioners. Recently the company had conducted the 'Time' and 'Motion' study and concluded that on an average a worker can assemble ten air-conditioners in a day. The target volume of the company in a day is assembling of 1,000 units of air-conditioners. The company is providing attractive allowances to reduce labour turnover and absenteeism. All the workers are happy. Even then the assembly of air-conditioners per day is 800 units only. The reason the company compared actual performance of each worker and observed through C.C.T.V. that some of the workers were busy in gossiping.

(a) Identify the function of management discussed above.

(b) State those steps in the process of the function identified which are discussed in the above paragraph.

19. Honda cars India is facing a peculiar situation, forcing the company to halt dispatches to dealers. Half the vehicles manufactured at its Greater Noida factory were detected with spots on its paint & were thus damaged. On analysis it was found that the workers were not at fault. The spots caused were because of paint fumes from the adjoining plant.

(i) Identify the function of management discussed above.

(ii) State the steps in the process of the function identified above.

(iii) Identify the value shown by the company.

20. A college installs bio metric machine to record the attendance of the teaching faculty after having observed late arrival of its faculty .The same is resisted by the staff. To ensure smooth operation, biometric machines were installed in large numbers, thereby adding to the increased expenditure. Due to constant power failure bio metric attendance failed to serve its purpose. Identify the function of management.

21. Manager at New York City Import Export Company suspected that two employees were robbing it Experts advised the company to install a software program that could secretly log every single stroke of the suspects computer key's and give the report. Use of this program helped the company in identifying the dishonest employees and check their fraud practices.

1 Name the management function involved here

2 State and explain its importance which is being highlighted in the above case.

22. Engineer India Ltd. Is engaged in manufacturing machine components the target production is 300 units per day. The company had been successfully attaining the target 3 months ago. Over the last 3 months it has been observed daily production varies between 220 and 250 per units. Identify the management function to rectify the above situation.
23. You are a manager in a car manufacturing company. It is reported that postal expense have increased by 10% and cost of raw material is increased by 2% which of the two deviation is more critical to you? It is related to which concept of controlling?
24. AAP government wanted to implement odd even number policy from 1st Jan 2016 to control pollution level in Delhi state. The state government knew that they can bring this plan only with the support of Lt. Governor and the support of Delhi traffic police. They wanted to bring the pollution level down (desired result) but they do not know whether they could get the result as expected. Guide the transport minister by explaining the process so that his ministry is able to achieve the desired results.
25. There are two managers Rahim and Pankaj. Rahim is saying that 'controlling is looking' whereas according to Pankaj 'controlling is looking back' . Who is correct? Explain why.
26. Which main standards are used in various functional areas?
27. Explain the advantages of using critical point control?
28. A car manufacturing company sets a goal that in future they will expand their production by 15%. After measuring the performance they noticed that the production has declined by 10% and the raw material has been wasted by the production department. Relate it to the concept of controlling and also point out which values are ignored in the above case?