

## Application-based Questions

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**[1 mark]**

**Q.1. How supervision is helpful in maintaining discipline?**

**Ans.** Through close eye and timely guidance of the employees.

**Q.2. How does a supervisor act as a linking pin between management and the operatives?**

**Ans.** The supervisor is a link between management and the operatives as he conveys management ideas to the operatives (workers) on one hand and operatives problems to the management on the other.

**Q.3. What does the level of ability to do certain work of a person depends on?**

**Ans.** On education and training.

**Q.4. What does the willingness to do the certain work of a person depends on?**

**Ans.** On motivation.

**Q.5. Food, clothing and shelter are the examples of which type of needs?**

**Ans.** Physiological needs.

**Q.6. Give an example of 'Employee Recognition Programmes' as a non-financial incentive.** *[CBSE 2014]*

**Ans.** Displaying employees achievements on the notice board or company's newsletter.

**Q.7. Give any two characteristics of 'Organizational Climate' that influence the behaviour of individuals and act as a non-financial incentive.** *[CBSE 2014]*

**Ans.** Characteristics of 'organisation climate' that influence the behaviour of individuals are:

- i. Individual Autonomy
- ii. Reward Orientation

**Q.8. Give one example of 'noise' in the process of communication.**

**Ans.** Use of ambiguous symbols in encoding.

**[3 marks]**

**Q.1. Explain any three functions performed by a supervisor that are vital to any organisation.**

*[CBSE 2014]*

**Ans.**

1. **Facilitates control:** Under supervision, the supervisor keeps a close eye on his subordinates. Wherever he finds any flaws in the work-in-progress, he rectifies them then and there itself. From time to time deviations are noted by comparing actual work performance and the desired work performance. Corrective measures are taken if the need is felt. In this manner, supervision assures control.
2. **Optimum utilisation of resources:** Under supervision, all the activities are closely monitored. In this situation, better utilisation of all the resources like human, material, machinery, etc. takes place. The problem is at once solved because the employees are always under a close watch. As a result, they start doing effective work in the minimum possible time.
3. **Maintenance of discipline:** Strict watch and timely guidance of the employees teaches them a lesson in discipline. When special attention is given to the employees during their work and their every problem is solved at the first instance, this builds pressure on their mind to maintain discipline.

**Q.2. Describe any three points which explain the role of supervision in management.**

*[CBSE 2012]*

**Ans.**

1. **As a Key Man:** In every organisation, the work of putting the plans into action is done by non-managerial members who work under the guidance of the supervisor. However, at this level even a little carelessness may ultimately become the cause of the closure of the organisation. That is why the supervisor is referred to as the '**key man in the management.**'
2. **As a Mediator:** In the organisation, the supervisor plays the **role of a mediator.** He acts as a link between the higher-level managers (both top and middle level) and the workers, and his main job is to prepare a cooperative atmosphere among the two parties in order to facilitate the attainment of the goals of the organisation.
3. **As a Human Relations Specialist:** A supervisor is faced with a number of problems related to human behaviour every day, for which he has to try and find solutions. He can do so only if he is a Human Relations Specialist.

**Q.3. Motivation can be either positive or negative. How?**

**Ans.** There are two types of employees from the point of view of motivation—laborious and shirkers. Those employees who are laborious in the true sense of the word are encouraged with some awards. This is called positive motivation. On the other hand, those workers who are by nature shirkers are encouraged to work with the threat of demotion, suspension or termination. Such people start working because of the fear factor. This is called *negative motivation*.

**Q.4. *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.***

**Q. By quoting the lines from the above para identify the needs of Rahim that are satisfied by the offer of cycle company.**

**Ans.** "The cycle company offered him a permanent pensionable job." According to above line Rahim is able to fulfil his following needs:

- a. Physiological Needs
- b. Safety or Security Needs

**Q. Also, explain two other needs of Rahim followed by above that are still to be satisfied.**

**Ans.** The other needs followed by the above stated needs that are still to be satisfied are:

- a. **Affiliation need:** It refers to the need for affection, sense of belongingness, acceptance and friendship.
- b. **Esteem need:** It refers to the need for self-respect, autonomy, status, recognition and attention.

**Q.5. *Huma is working in a company on a permanent basis. As per the job agreement she had to work for 8 hours a day and was free to work overtime. Huma worked overtime, due to which 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.***  
[CBSE 2014]

**Q. By quoting the lines from the above para, identify the needs of Huma which she is able to fulfil.**

**Ans.** 'Huma is working in a company on a permanent basis'.

According to above line Huma is able to fulfil her following needs:

- a. Physiological needs
- b. Safety or Security needs

**Q. Also explain two other needs of Huma followed by the above needs, which still remained to be satisfied.**

**Ans.** Needs of Huma which still remained to be satisfied are:

- a. **Affiliation Need:** It refers to the need for affection, sense to belongingness, acceptance and friendship.
- b. **Esteem Need:** It refers to the need for self-respect, autonomy, status, recognition and attention.

**Q.6. Pramod 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 Pramod. [CBSE 2015]**

**Ans.** The leadership style being adopted by Parmod is Democratic Leadership Style. It refers to that leadership style in which the leader consults with his subordinates before making any final decision. This style is also known as group-centred leadership style. These days this leadership style is very much in vogue. Under this style, decisions regarding different works are not taken by the manager alone but they are taken in consultation with the employees. This leadership style is based on decentralisation. The manager respects the suggestions made by his subordinates, and also makes efforts to fulfil their necessities.

**Q.7. 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 mis-understanding between him and his clients.**

*[CBSE 2015]*

**Q. Identify the communication barrier discussed above.**

**Ans.** Badly expressed message.

**Q. State the category of this communication barrier.**

**Ans.** It comes under 'Semantic barriers'.

**Q.8. 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.**

*[CBSE 2015]*

**Q. Identify the communication barrier discussed above.**

**Ans.** Organisational Policy.

**Q. State the category of this communication barrier.**

**Ans.** It comes under 'organisational barriers' which arises from organisational structure, authority relationship, rules and regulations, etc.

**Q. Explain any other communication barrier of the same category.**

**Ans. Rules and Regulations:** Organisational rules become barriers in communication by determining the subject-matter, medium, etc., of communication. Troubled by the definite rules, the senders do not send some of the messages.

**[4/5 marks]**

**Q.1. 'Supervision is not at all required in an organisation.' Do you agree? Give two reasons in support of your answer.**

**Ans.** No, I do not agree with this statement. Following are the reasons of it:

- i. **Facilitates Control:** Under supervision, supervisor keeps a close eye on his subordinates. Wherever he finds any flaws in the work-in-progress, he rectifies them then and there itself. From time to time deviations are noted by comparing actual work performance and the desired work performance. Corrective measures are taken if the need is felt. In this manner, supervision assures control.
- ii. **Optimum Utilisation of Resources:** Under supervision, all the activities are closely monitored. In this situation, better utilisation of all the resources like human, material, machinery, etc. takes place. The problem is at once solved because the employees are always under a close watch. As a result, they start doing effective work in minimum possible time.

**Q.2. Ayasha Ltd. assured their employees that inspite of recession no worker will be retrenched from the job.**

- a. Name and explain the type of incentive offered to the employees.
- b. Explain one more incentive of the same category.

[CBSE 2010]

**Ans.** The type of the incentive offered to the employees is Job Security. It is one of the non-financial motivators:

- a. **Job Security:** Job security is an important non-monetary motivator. Security of job means a feeling of permanence and stability. For example, if an employee has a sense of fear or insecurity in his mind, that he can be removed from his job any time, he will never work wholeheartedly and this worry continues troubling him. On the other hand, if he has a feeling that his job is secure and permanent

and he cannot be removed from his job easily, he will work without any worry and with an easy mind. Consequently, his efficiency increases. This is the reason why people prefer a permanent job with less salary to a temporary job with more salary.

- b. **Employee Participation:** Employees get encouraged to notice their participation in managerial works. Therefore, they offer their full cooperation in making successful the policies prepared with their help.

**Q.3 . Blue Birds Ltd. offers to its employees to issue shares at a price which is less than the market price.**

**Q. Name and explain the type of incentive offered to the employees.**

**Ans. Co-partnership:** To issue shares to the employees at a price which is less than the market price is an example of co-partnership. It is one of the financial motivators. "Co-partnership implies both profit sharing and control sharing." In short, it can be said that co-partnership is the plan by virtue of which employees become partners of the company. It improves the status of the employees. Consequently, they begin to take more interest naturally in the management of the organisation. Therefore, the efficiency of employees increases and a sense of responsibility develops in them.

**Features:**

- i. The employees are also the shareholders of the company.
- ii. The employees get dividend on the issued shares.
- iii. The employees also participate in the management due to their shareholding.

**Q. Explain one more incentive of the same category.**

**Ans. Profit Sharing:** By profit sharing we mean providing share in profit of the organisation to the employees besides their regular remuneration (salary/wages). The main goal of this incentive plan is to create the feeling of ownership among the employees for their organisation. **Features:**

- a. The employees participate only in profit.
- b. The percentage of share in the profit is decided in the beginning of the year.
- c. There can be no change in the percentage of the share of profit between the year once decided.

**Q.4. Rajat, a sales manager, achieved his sales targets one month in advance. This achievement was displayed on the noticeboard and a certificate for the best performance was awarded to him by the CEO of the company. [CBSE 2015]**

**Q. Name the incentive provided to Rajat.**

**Ans.** Non-financial incentive

**Q. Identify the type of incentive.**

**Ans.** Employee-recognition programme

**Q. List two other incentives of the type identified in part (2).**

**Ans.**

- a. Career advancement opportunity,
- b. Employee participation.

**Q.5.** *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 times 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.**

[CBSE 2016]

**Ans. Element of the function of management:** It is motivation.

**Features of Motivation:**

Refer to Points (i) to (iv) of Q. 1 (Remembering-based Questions—4 marks)

**Q.6.** *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.**

[CBSE 2016]

**Ans.** Refer to Q. No. 5 above.