

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.

Anshul is a Marketing Manager in a firm engaged in production of eatables like chips, biscuits, namkeens etc. He handles a fairly large number of sales executives on daily basis. He gives high degree of freedom to his subordinates so that they can formulate their own objectives and ways to achieve them. He only supports them and provides them the needed information to complete the assigned task. Anshul does not believe in the use of powder unless it is absolutely essential to get the things done through his subordinates. Identify the leadership style followed by Anshul in the above case.

An organisation has the policy of providing incentives in the form of monetary terms. It knows that to improve the performance of the employees their needs must be satisfied. The company has come up with a plan of increasing wages of workers who perform beyond a definite level. By the end of the year the company has some other plans. It wants to give an incentive to the workers over and above the wages. The workers have started putting more efforts. The company has announced that after the month of March it will be giving shares to the exceptionally performing workers. Company is hoping to get a good response from the employees through this announcement in terms of better performance and contribution.

1. Which type of incentive is highlighted in the above case?
2. Identify the various types of these incentives highlighted in the above case.

A company has a number of employees who don't harbour good feelings for the organisation. They don't care whether the organisation is progressing or not. Some of them are even having negative attitude towards the management. When a local newspaper wanted to find out the reason for the declining productivity of the organisation it was found that it was mainly due to the lack of any incentives in the organisation. Employees were not awarded for increasing the output of the organisation.

1. What do you think needs to be done in such circumstances?
2. What could be the positive outcome of your step?

Manav wanted to bring some changes in his company. One of those changes was the establishment of new software in the organisation. The software has the capability to judge the performance of all the employees. Thus it makes them more accountable. However, recently it so happened that the employees resisted Manav's decision. After a lot of thinking on the issue he decided to call a meeting to address their needs and performance. He told them that with the installation of the new software their needs would be fulfilled and the best performing employee would be rewarded. Thus he was able to bring down the resistance level of the employees.

1. Which concept of directing is applied by Manav in the above case?
2. Which one benefit of this concept has been highlighted in the above case?

Atul is a branch manager of a bank in a suburban area of a city. The employees of this branch have not been able to do very well in the recent past. He is upset due to their poor performance and decides to know the reason behind it. After some research he finds out that each employee has some reason to join the bank. This reason if satisfied could improve the performance of that person.

Which element of directing has been identified by Atul here?

Name one more interrelated concept.

A strike took place in a cloth manufacturing company. The workers were demanding a few things which the management knew were impossible for them to agree to. Nikita who was an MBA pass out from a very high rated college was given the responsibility to negotiate with the workers on the behalf of the top management. However when Nikita communicated her ideas to the workers, they were not able to understand as her language was too complex and many of the words she used were generally understood only by graduates. Most of the workers had gone to school only up to 8th standard.

What one measure would you suggest her to improve her communication effectiveness?

Identify the type of leadership displayed in the following cases:

1. Mr. Umang Patel is the CEO of a leading software company. He is least concerned about the managerial development of his subordinates. The communication flows only from top to bottom in his organisation.
  2. Ravish is the head of marketing department of his company. Recently he organised a series of meetings to know the suggestions of his team members on various issues. His subordinates appreciate his habit of consulting his team before he takes any major decisions.
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In a renowned hospital having 300 beds, the CEO of the hospital congratulates the exceptionally performing employees by meeting in person. Sometimes the name of the employee of the month is displayed on the notice board at the main entrance along with his/her photograph. Recently the company went a step ahead and distributed T-shirts to the employees who have been among the top 3 performers. On the Employee Day every year employees who contribute a lot are either rewarded or awarded.

1. In the above case which type of incentive has been used by the company to improve employee performance?
2. Which type of incentive is this?
3. Also give the definition of this type of incentive.

A group in a well established company is going through the process of exchange of concepts and ideas on different issues connected with the proper functioning of different operations in the company. The whole group has arrived at a common understanding about the time, delivery and arrangement of schedules and machines.

Identify the process indicated in the above case.