**CHAPTER - 7**

**DIRECTING**

Q1. \_\_\_\_\_\_\_\_\_\_ is the activity of influencing people to strive willingly for group objectives. (1)

(a) Motivation

(b) Leadership

(c) Supervision

(d) Communication

Q2. The following table contains two columns on the elements of directing and main purposes thereof. You are required to indicate the best alternative combination of the element and main purpose.

|  |  |  |  |
| --- | --- | --- | --- |
|  | Elements of Directing |  | Main purpose |
| 1. | Supervision | (i) | Instructing, feedback |
| 2.  | Motivation | (ii) | Influencing behaviour |
| 3. | Leadership | (iii) | Fulfillment of needs |
| 4. | Communication | (iv) | Overseeing of performance |

Select the correct alternative

(a) 1.(iv) ; 2.(iii) ; 3.(ii) ; 4.(i)

(b) 1.(i) ; 2.(ii) ; 3.(iv) ; 4.(iii)

(c) 1.(iii) ; 2.(ii) ; 3.(iv) ; 4.(i)

(d) 1.(iii) ; 2.(iv) ; 3.(ii) ; 4.(i)

Q3. Which of the following is not a type of semantic barriers? (1)
(a) Badly expressed message
(b) Unclarified assumptions
(c) Technical jargon
(d) Premature evaluation

Q4. Which of the following is not a type of personal barrier? (1)
(a) Fear of challenge to authority
(b) Unwillingness to communicate
(c) Loss by transmission and poor retention
(d) Lack of proper incentive

Q5. \_\_\_\_\_\_ indicates the status given to a person holding a managerial position.(1)

(a) Individual autonomy

(b) Perquisites

(c) Promotion

(d) More autonomy and powers

Q6. Which of the following is a financial incentive?

(a) Promotion

(b) Stock option

(c) Job Security

(d) Employee Participation

Q7. 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

Q8. 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

Q9. 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.

Q10. Identify the style of leadership in which the superior uses file forces from within the groups in order to establish control.
(a) Autocratic leadership
(b) Democratic leadership
(c) Laissez-faire leadership
(d) Authoritarian leadership

Q11. Explain any three points that highlight the importance of directing function of management. (3)

Q12. Explain briefly any three personal barriers to communication. (3)

Q13. 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 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.

Identify and explain the leadership style of Umang Gupta. (3)

Q14. Explain the process of motivation. (3)

Q15. 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 machinery. The company has a policy of granting leave as per the requirement of the workers. Workers 3 H 3 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”. (4)

Q16. What are the semantic barriers to communication? (4)

Q17. 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. (4)

Q18. What are the characteristics of Directing? (4)

Q19. What are the common barriers to effective communication? Suggest measures to overcome them. (6)

Q20. Discuss Maslow’s Need Hierarchy theory of motivation. (6)

Q21. Explain different financial and non-financial incentives used to motivate employees of a company. (6)

Q22. Explain the process of communication using its elements. (6)

**Answers**

Ans 1. (b) Leadership

Ans 2. (a) 1. (iv) ; 2.(iii) ; 3.(ii) ; 4.(i)

Ans 3. (d) Premature evaluation

Ans 4. (c) Loss by transmission and poor retention

Ans 5. (b) Perquisites

Ans 6. (b) Stock option

Ans 7. (d) Basic Physiological Needs

Ans 8. (b) Employee recognition program

Ans 9. (d) Motivation can be either positive or negative.

Ans 10. (b) Democratic leadership

Ans 11. The three points that highlight the importance of directing function of management are
described below:

1. Initiate action: Directing helps to initiate action by people in the organisation towards attainment of desired objectives. It is the first execution function of management.
2. Integrates employees efforts: Directing seeks to integrate the individual efforts of employees in the organisation towards the realisation of the organisational goals.
3. Helps to realise their potential: Directing provides effective guidance, motivation and leadership to the employees so as to enable them to realise their potential and capabilities.

Ans 12. The personal barriers arise as a result of the personal outlook of both sender and receiver that may exert influence on effective communication. The three personal barriers to communication are described below:

* Tear of challenge to authority: At times a superior may tend to withhold or suppress such communication which he feels is likely to have an adverse affect on his authority.
* Lack of confidence of superior on his subordinates: A superior is unlikely to seek any advise from his subordinates if he lacks confidence on their competencies.
* Unwillingness to communicate: Many a times, a subordinate may withhold any communication deliberately if he feels its disclosure is likely to affect his/her interests adversely.

Ans 13. Democratic style of leadership is being adopted by Umang Gupta. When authority and decision-making rights are decentralised to subordinates, this is called democratic leadership. Subordinates take an active role in the process. The leader and the subordinates work together to develop and implement plans, policies, and other operational procedures. They organise the entire workplace democratically.

**Features**

* A democratic leader delegates authority according to the employee’s capacity.
* All subordinates participate in decision-making.
* A democratic leader enforces flexible work standards and sets goals for work performance.
* A democratic leader places greater emphasis on results rather than on action.

Ans 14. The process of motivation is explained below:

(i) An unsatisfied need of an individual creates tension, which stimulates his drives.

(ii) These drives generate a search behaviour to satisfy such need.

(iii) When the need is satisfied, the individual is relieved of tension.

Ans 15. The two elements of directing being discussed in the above paragraph are outlined below:

1. Supervision: Supervision is the process of overseeing the work of the subordinates and giving instructions to ensure optimum utilisation of resources and achievement of work targets.
Supervision- “ it employs 10 operating managers ……………….. support to the workers.”
2. Motivation: Motivation is the process of stimulating people to action to accomplish desired goals.
Motivation-“to pay double wages for working overtime and triple wages for working on holidays”.

Ans 16. Semantic barriers are those barriers in communication that is related to using or understanding the language. It can happen that certain words, phrases or sentences can get misinterpreted at times, or they can be misunderstood. This obstructs effective communication. Such barriers in communication that are created due to difficulty in understanding words and sentences are known as semantic barriers.

The following can cause semantic barriers:

1. At times, due to the wrong use of words or choosing poor vocabulary, the information may not be expressed clearly.

2. A word can have more than one meaning, or it may happen that two words can have the same type of pronunciation. In these cases, the interpretation of words is ambiguous.

3. In certain cases, there might be variations in language among managers and workers. For such cases, it is helpful to translate the information into a language that is easy for workers to understand. During this process, some words or sentences may be misinterpreted, which leads to semantic barriers.

4. While giving instructions, the specialist may use technical vocabulary which the subordinates may find difficult to understand.

Ans 17. 1 --->Informal communication: “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.”
--->Formal communication: “When the general manger came to know about it, he ordered for fumigation in the company premises and cleaning surroundings.”

2. The features of informal communication are as follows:

* + The grapevine/ informal communication spreads very fast and sometimes gets distorted.
	+ It is very difficult to detect the source of such communication.

Ans 18. Following are the features of Directing:

1. Directing initiates action – Directing leads to execution of plans by taking necessary actions. It initiates organized action and convert plans into effective actions for the attainment of goals.

2. Directing is a continuous function – A manager/boss cannot just rest after giving instructions or orders. He has to supervise, guide and motivate his subordinates or team. He should take steps continuously to ensure that actions carried out properly and the performance is according to measuring standards.

3. Directing takes place at all levels of management–Directing needs to be performed at every level of management. Every manager has to perform at their respective levels. However, lower level managers have to spend more time on directing as compared to higher levels.

4. Directing flows from top to bottom – Instructions and directives initiated at the top level flow to the bottom level through the organizational hierarchy. In fact, every manager gets instructions from his boss and gives instructions to his subordinates.

Ans 19. It happens that sometimes, the information is not received by a receiver in the manner that was sent by the sender. It causes misunderstandings as information is passed from sender to receiver. These cause the creation of barriers to communication. The main barriers to communication are as follows:

1. Semantic Barriers: These barriers are related to the use, or we can say understanding of the language. It happens that as sentences, paragraphs or certain phrases become difficult to understand, which makes it more likely to suffer from misinterpretation. Such barriers which are caused due to difficulty in understanding are called semantic barriers.

2. Psychological barriers: It can happen that sometimes certain factors such as fear, anger and frustration can cause obstruction in communication. These types of barriers are called physiological barriers.

3. Personal Barriers: Sometimes, personal factors can cause barriers in communication between a sender and the receiver. In a formal organisation, all information is not shared by superiors with subordinates which can cause barriers to communication. Such barriers are called personal barriers.

4. Organisational Barriers: In organisations, due to the structure of leadership, there arise barriers to communication which cause delays in the flow of information. It can also occur in a centralised organisation where power and authority rest with the top management.

In the following ways you can overcome barriers to communication:

1. Communication should take place according to the level of understanding and capabilities of the receiver. If the receiver is able to receive information clearly, then there will be no barriers.

2. In order to make information clear, it should be taken into consideration to have the language, content and tone in proper order. It makes communication easy to understand and reduces barriers.

3. Proper feedback from the receivers should be taken in order for the information to be complete. It helps providing encouragement to the user in responding to the conversation.

4. The information must be complete in all respects, as it will leave no ambiguousness in the communication.

5. The idea of communication should be very clear between the sender and the receiver. The subject of the communication must be properly conveyed for easier understanding.

6. The person sending the information should be a good listener, which means that the person should be open to all communication from the side of the receiver.

Ans 20. Maslow’s need hierarchy theory helps us understand the concept of motivation. As per Maslow, human needs can be categorised in a five-tiered pyramid structure in the form of a hierarchy. A manager who has an understanding of this theory will be in a better position to understand employee behaviour.

Maslow’s need hierarchy is based on the following points:

1. Needs of people influence their behaviour.

2. Individual needs can be arranged in the form of a hierarchy.

3. The shift to a higher level can only be achieved when an individual is satisfied at the lower level.

4. On satisfaction of a need, an individual is motivated to reach a higher level of need.

The theory can be described as follows:

1. Physiological needs: These are needs which are considered essential for sustaining human life. It is at the top of the needs. Fulfilling these needs is essential for every individual. Examples of such needs are food, shelter, etc.

2. Safety needs: It is the next level of needs. Once a person has fulfilled physiological needs, they then feel the necessity of safety and security. It is related to both economic and physical safety. Examples are job security, employment, law and order.

3. Belongingness needs: These needs arise once the first two levels of need are satisfied. It is related to the feelings of belongingness that an individual seeks. Examples are friendship, love, family, etc.

4. Esteem needs: It is the need to be respected by everyone and be respectful in one’s own judgement. In this category of need, the person seeks reputation and respect from others. Examples are dignity, prestige, etc.

5. Self-actualisation needs: This need is all about the aims and aspirations that a person wants to achieve. It is regarded as the highest level in the need hierarchy. Examples of such a need can be work satisfaction, growth, etc.

The theory, as suggested by Maslow, helps a manager in providing a source of motivation to employees. Having a good understanding of the needs will help managers understand employees’ behaviour in a better way.

 Ans 21. The different financial and non-financial incentives used by a company to motivate employees are:

Financial incentives are those incentives that are monetary benefits that are awarded to employees for exemplary performance. Some type of financial incentives used in the organisation are: *(any three)*

1. Salary and allowances form the most basic form of financial incentive. An increase in salary or allowances provides employees motivation and helps in improving their performance.

2. Performance-based incentives are monetary benefits that are awarded to employees who are showing good performance among the employees in an organisation. Such an act will encourage other workers to be more productive.

3. Bonus offered to employees is a form of reward that is given over and above the salary.

4. Stock Option: This option grants employees stocks of the company at lower prices than the market; it will help bring the feeling of ownership, which will motivate them to work harder for the organisation.

5. Profit Sharing: Under this system, there is a system of sharing profit with the employees. It helps in making the employee more active towards the growth of the organisation.

6. Retirement benefits: Some companies have a system of offering benefits to employees upon retirement, which includes offering pension, provident funds and gratuity. It offers security and stability for the employees.

7. Fringe benefits: The organisation offers certain additional benefits such as medical allowance, housing allowance, etc. These benefits are in addition to the salary provided.

Non-financial benefits are those benefits that focus on non-monetary aspects of the employee’s needs, such as psychological and social needs. Here are certain types of non-financial benefits that are offered by organisations: *(any three)*

1. If an employee gets a rise in position, it leads to an increase in status, responsibility and authority, which provides motivation for the employees.

2. Certain characteristics, such as freedom of employees, rewards and recognition and appreciation for good work, play an important role in making the employee more motivated. They make employees work more for the organisation.

3. Work that involves challenges will lead to more interest for the employee. Any work which requires high degree of skills opens up ways of personal growth, thus motivating the individual to take the challenge and perform well.

4. If a company provides appropriate avenues for the growth of the employee by having a defined career path, it makes them more responsible and encourages them to perform better so as to achieve growth.

5. An employee must have a certain amount of job security with the job that they are doing. Lack of job security leads to demotivated employees and a high rate of attrition.

6. Organisations allowing the involvement of employees in matters concerning the company will see more productivity, as employees feel that they are a part of the organisation.

Ans 22. Process of Communication:

Communications is a continuous process that mainly involves three elements viz. sender, message, and receiver. The elements involved in the communication process are explained below in detail:

1. Sender - The sender or the communicator generates the message and conveys it to the receiver. He is the source and the one who starts the communication

2. Message - It is the idea, information, view, fact, feeling, etc. that is generated by the sender and is then intended to be communicated further.

3. Encoding - The message generated by the sender is encoded symbolically such as in the form of words, pictures, gestures, etc. before it is being conveyed.

4. Media - It is the manner in which the encoded message is transmitted. The message may be transmitted orally or in writing. The medium of communication includes telephone, internet, post, fax, e-mail, etc. The choice of medium is decided by the sender.

5. Decoding - It is the process of converting the symbols encoded by the sender. After decoding the message is received by the receiver.

6. Receiver - He is the person who is last in the chain and for whom the message was sent by the sender. Once the receiver receives the message and understands it in proper perspective and acts according to the message, only then the purpose of communication is successful.

7. Feedback - Once the receiver confirms to the sender that he has received the message and understood it, the process of communication is complete.

8. Noise - It refers to any obstruction that is caused by the sender, message or receiver during the process of communication. For example, bad telephone connection, faulty encoding, faulty decoding, inattentive receiver, poor understanding of message due to prejudice or inappropriate gestures, etc.

