

7 Directing

Fastrack Revision

- ▶ **Meaning of Directing:** It refers to the process of instructing, guiding, counselling, motivating and leading people in the organisation to achieve its objective. "Directing is telling people what to do and seeing that they do it to the best of their ability." —**Ernest Dale**

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Directing is a managerial process which takes place throughout the life of an organisation.

▶ Characteristics/Features of Directing

- ▶ **Directing Initiates Actions:** While other functions prepare a setting for action, directing initiates action in the organisation. Thus, directing is an execution function.
- ▶ **Directing Takes Place at Every Level of Management:** Every manager performs the function of directing. Directing takes place wherever superior-subordinate relations exist.
- ▶ **Directing is a Continuous Process:** It takes place throughout the life of the organisation irrespective of people occupying managerial positions. So, managers may change but directing process continues.
- ▶ **Directing Flows from Top to Bottom:** Directing is initiated at top level and flows to the bottom through organisational hierarchy. Every manager directs his immediate subordinate and subordinates takes instructions from his/her immediate boss.

▶ Importance of Directing

- ▶ **Initiates Action:** Directing helps the management to supervise, exchange information, guide and encourage people at work to perform in the desired way for achieving organisational aims and objectives.
- ▶ **Integrates Group Activity:** Directing integrates employee's endeavours in such a manner that independent individual efforts add to the organisational performance.
- ▶ **Means of Motivation:** A good leader can always identify the potential and capacity of his employees and motivate them to work up to their full potential.
- ▶ **Directing Facilitate Changes:** An enterprise operates in a constantly changing environment. So, directing helps a firm to become dynamic and responsive to new developmental changes.
- ▶ **Provides Stability and Balance in the Organisation:** Effective directing helps to bring stability in the organisation as it fosters co-operation and

commitment among the employees, various groups activities and the departments by giving them suitable rewards and positive encouragement and praise for good performance.

▶ Elements of Directing: It consists of four elements:

- ▶ Supervision
- ▶ Motivation
- ▶ Leadership
- ▶ Communication

▶ Supervision: It means instructing, guiding and monitoring the subordinates to ensure that they perform their jobs in accordance with the plan and instruction.

▶ Functions of Supervisor/Importance of Supervision: The importance of supervision can be understood by the functions performed by a supervisor, which are given below:

- ▶ Maintains day-to-day contact and friendly relations with workers.
- ▶ Act as link between management and workers.
- ▶ Maintains group unity.
- ▶ Ensures performance of work.
- ▶ Provides on-the-job training.
- ▶ Provides leadership.
- ▶ Provides feedback to the workers.

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Supervisor is a managerial position in the organisation hierarchy at the operative level, i.e., immediately above the worker.

- ▶ **Motivation:** It refers to a process of stimulating and inspiring people at work to accomplish desired goals. "Motivation refers to the way, in which urges, drives, desires, aspirations, strivings or needs, direct, control and explain the behaviour of human beings." —**Mc Farland**

▶ Process of Motivation: It involves the following steps:



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Motivation is never ending process and it does not end by satisfaction of a particular need.

► Features of Motivation

- **Motivation is an Internal Feeling:** Motivation is psychological phenomenon and it cannot be forced on employees. For example, people may have different urges like processing a car, AC, etc. It may be noted that urges are internal to an individual.

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The main three terms of motivation are:

- **Motive:** It refers to desire, which activates, compels and direct the individual to behave in the direction of achievement of target.
- **Motivation:** It is a process of stimulating and inspiring people at work to accomplish desired goals.
- **Motivator:** It is the technique used to motivate people in an organisation.

- **Motivation Produces Goal-directed Behaviour:** Motivation induces employees' behaviour in such a manner so that they can achieve their goals.

For example, if a person has strong desire to get promoted, then he will work efficiently to achieve this goal.

- **Motivation can be either Positive or Negative:** Employees are motivated by using both the methods positive or negative motivation.

Positive motivation such as increase in pay, promotion, recognition, etc. Negative motivation such as threats, punishments, stopping increments, etc.

- **Motivation is a Complex Process:** A technique of motivation may not have a uniform effect on all the people. Some are motivated by financial incentives while others prefer non-financial incentives.

► Maslow's Need Hierarchy Theory

- **Basic Physiological Needs:** Physiological needs are essential needs. It is necessary for human survival and include the need for food, air, water, shelter, clothing, sleep, etc.
- **Safety or Security Needs:** These needs provide security and protection from physical and emotional harm. Motivators like benefits of pension plans, job security, stability of income, etc. help to satisfy these needs.
- **Social or Affiliation or Belonging Needs:** These needs include love, affection, sense of belongingness, acceptance approval and friendship. For example, employees often form informal groups to satisfy their social needs.
- **Esteem Needs:** These needs include the need for self-respect, autonomy status, recognition and attention.
- **Self-Actualisation Needs:** It refers to the highest level of need in the hierarchy. It deals with the drive to become what one is capable of becoming by attaining one's true potential and includes growth, self-fulfilment, etc.

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The main assumption of Maslow's Theory is, a person moves to the next higher level of the hierarchy only when the lower need is satisfied.

- **Financial and Non-financial Incentives:** Incentives refers to all measures, which are used to motivate people to contribute more efficiently. The incentives may be broadly classified as:

► Financial Incentives

- **Pay and Allowances:** It includes basic pay, dearness allowance, house rent allowance and other allowances. Salary system consists of regular increments in the pay every year and assessment of allowances from time-to-time.
- **Productivity Linked Wage Incentives:** These incentive plans aim to improve productivity of employees by paying higher wages to efficient workers as compared to inefficient workers.
- **Bonus:** It is an incentive offered over and above the wages/salary to the employees.
- **Profit Sharing:** Providing a share in the profits to the employee in the organisation.
- **Co-partnership/Stock Option:** This means employees are given an option to purchase shares of the company at a price less than market price.
- **Retirement Benefits:** Pension, provident fund and gratuity provide financial security to employees after retirement from the organisation.
- **Perquisites:** This include fringe benefits like allowance, housing, medical care and education to children, etc.

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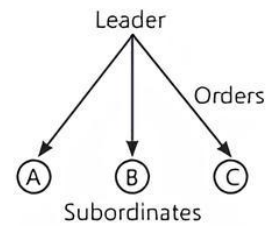
Money not only satisfies the lower level needs, but also satisfies the higher level needs of social status and power.

► Non-financial Incentives

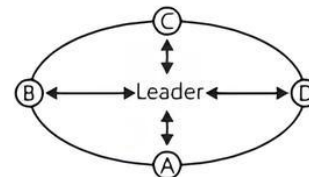
- **Status:** It refers to ranking of positions, authority, responsibility, recognition and prestige associated with a job in the organisation. Psychological, social and esteem needs of an individual are satisfied by status given to their job.
- **Organisational Climate:** It refers to the characteristics which describe an organisation and distinguish one organisation from the other. These characteristics include individual autonomy, reward orientation, open communication, risk-taking, etc.
- **Career Advancement Opportunity:** Organisation should provide opportunity to its employees to improve their skills and promoted to higher level jobs. As these opportunities helps an employee to gain promotion, so employees feel motivated to give higher performance.
- **Job Enrichment:** It is concerned with designing jobs that include greater variety of work content,

require higher level of knowledge and skill. It gives more autonomy and responsibility to the workers and provide the opportunity for personal growth and a meaningful work experience.

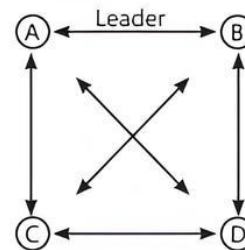
- **Employee Recognition Programmes:** This means acknowledging and appreciating an employee on his work performance. This satisfies the ego of the employee and he feels motivated to his or her better performance.
- **Job Security:** It provides stability to the employees about the future income and work so that they do not feel worried on these aspects.
- **Employee Participation:** It means physical and mental involvement of employees in decision-making process. It provides them psychological satisfaction.
- **Employee Empowerment:** It involves giving more freedom and powers to subordinates. Autonomy and power to subordinates, make sense to feel important for the organisation and they contribute positively to the organisational performance.



- **Democratic or Participative Style of Leadership:** In this style of leadership, the leader takes decisions in consultation of subordinates and decentralises authority.



- **Laissez-Faire or Free Rein Style of Leadership:** In this style of leadership, there is complete delegation of authority, so subordinates are free to take decisions.



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Non-financial incentives mainly focus on psychological, social and emotional needs.

- ▶ **Leadership:** It is the process of influencing the behaviour of people towards achievement of organisational goals. "Leadership is the activity of influencing people to strive willingly for group objectives." —George Terry
- ▶ **Features of Leadership**
 - Process of Influencing people
 - Brings behavioural change
 - Exercised to achieve common goals
 - Relationship between leader and follower
 - Continuous process
- ▶ **Importance of Leadership**
 - Leadership influences the behaviour of people and makes them to positively contribute their energies for the benefit of the organisation.
 - A leader maintains personal relations and helps followers in fulfilling their needs.
 - Leader plays a key role in introducing required changes in the organisation.
 - A leader handles conflicts effectively and does not allow adverse effects resulting from the conflicts.
 - A good leader provides training to their subordinates.
- ▶ **Leadership Styles:** It refers to the behaviour pattern which the leader reflects in his role as a leader. Three important leadership styles are:
 - **Autocratic or Authoritative Style of Leadership:** In this style of leadership, the leader exercises complete control over the subordinates and centralises all powers in himself.

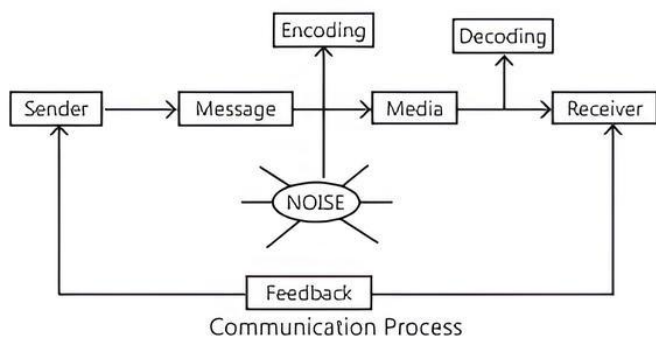
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A leader may use all the styles over a period of time. However, one style tends to predominate as his normal way of using power.

- ▶ **Communication:** It refers to a process of exchange of ideas, views, facts, feelings, etc., between two or more persons to reach common understanding. "Communication is transfer of information from the sender to the receiver with the information being understood by the receiver." —Koontz and Wehrich
 - ▶ **Elements of Communication Process**
 - **Sender:** Sender means person who conveys his thoughts or ideas to the receivers. Sender represents the source of communication.
 - **Message:** It is the content of ideas, feelings, suggestions, order, etc. Intended to be communicated.
 - **Encoding:** It is the process of converting the message into communication symbols such as words, pictures, gestures, etc.
- Message $\xrightarrow[\text{encoding}]{\text{convert}}$ Communication Symbols
 (words, pictures, gestures, etc.)
- **Media:** It is the path through which encoded message is transmitted to receiver. The channel may be in written form, face-to-face, phone, call, internet, etc.

- **Decoding:** It is the process of converting encoded symbols of the sender.
- **Receiver:** The person who receives the message or for whom the message is meant for.
- **Feedback:** It includes all those actions of the receiver that indicate that he has received and understood the message of the sender.
- **Noise:** It means some obstruction or hindrance to communication. It may be caused to sender, message or receiver. The following are the causes of noise:
 - Ambiguous symbols that lead to faulty encoding.
 - A poor telephone connection.
 - An inattentive receiver.
 - Faulty decoding (attaching wrong meanings to message).



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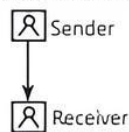


Features of Communication

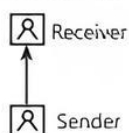
- It is a social process.
- It is two way process.
- It is all pervasive function.
- It is a continuous process.
- It aims at creating understanding between sender and receiver.

Channels of Communication

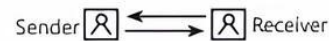
- **Formal Communication:** It refers to official communication taking place in the organisation.
- **Types of Formal Communication:** On the basis of direction, formal communication is of following types:
 - **Downward Communication:** It flows from higher levels to lower levels. It aims to issue orders and instructions to subordinates. The speed of this communication is very fast.



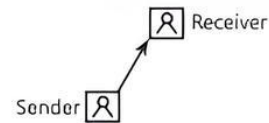
- **Upward Communication:** It flows from lower levels to higher levels. It aims to communicate progress report, suggestions, grievances, etc. to the superiors. The speed of upward communication is comparatively slow.



- **Horizontal Communication:** It flows from different departments at the same level. It aims to resolve their inter-related problems.



- **Diagonal Communication:** It flows from different levels of authority in different departments. It aims to increase organisational efficiency by speeding up communication process.

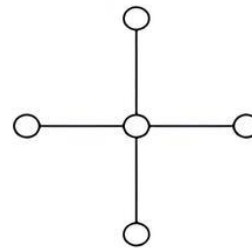


➤ Networks of Formal Communication

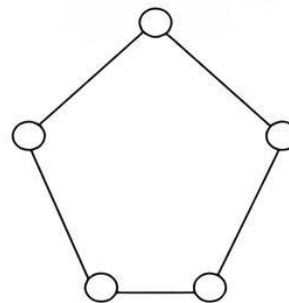
- **Single Chain Network:** Communication takes place between superiors and subordinates.



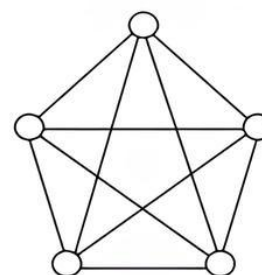
- **Wheel Network:** All the subordinates communicate through superior only.



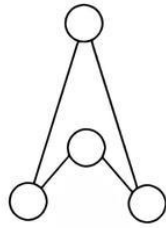
- **Circular Network:** Each person communicates with only two persons adjoining him.



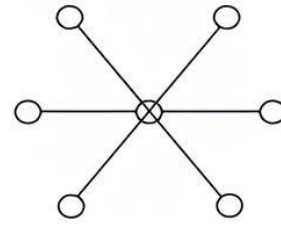
- **Free Flow Network:** All information flows from one person only who acts as a leader.



- **Inverted V Network:** A subordinate is allowed to communicate with his superior and his superior's superior.



- **Gossip Network:** Each person communicates with all on a non-selective basis.



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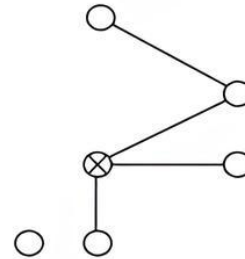


Formal communication takes place by following the formal lines of communication, i.e., it follows scalar chain.

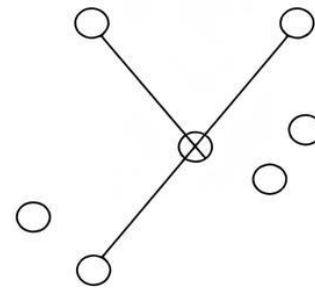
- **Informal Communication:** It refers to unofficial communication that arises from social interaction of people. It is also known as grapevine communication.
- **Networks of Informal Communication:** Some of the common networks of informal communication are:
 - **Single Strand Network:** Each person communicates with the other in sequence.



- **Probability Network:** A person communicates randomly with another.



- **Cluster Network:** A person communicates with only those he trusts.



Differences between Formal Communication and Informal Communication

S.No.	Basis of Difference	Formal Communication	Informal Communication
(i)	Meaning	It refers to official communication taking place in the organisation.	It refers to unofficial communication that arises from social interaction of people.
(ii)	Flow of Direction	It flows in vertical, horizontal and diagonal directions.	It flows in every possible direction.
(iii)	Nature	It is rigid in nature.	It is flexible.
(iv)	Speed	It is a slow means of communication.	It flows very fast as there is no prescribed official channel.
(v)	Reliability	The communication is very reliable.	It is less reliable and may create rumours.
(vi)	Fixing of Responsibility	It is easy to fix responsibility as source of information is known.	It is very difficult to fix responsibility as sources of information is not known.

► Barriers to Communication

- **Semantic Barriers:** It refers to problems and obstructions in the process of encoding and decoding of message into words or impressions. Some of the common forms of semantic barriers are:
 - **Badly Expressed Message:** The badly expressed messages may be on account of inadequate vocabulary, usage of wrong words, omission of needed words, etc. It may also happen when words and sentences are not properly sequenced.
 - **Symbols with Different Meaning:** A word may have several meanings. Receiver has to perceive one such meaning for the word used by communicator. Wrong perception leads to communication problems.

- **Faulty Translation:** Sometimes the communications originally drafted in one language need to be translated to the language understandable to workers. If the translator is not proficient with both the languages, it may act as barrier in communication.
 - **Unclear Assumption:** Some communications may have certain assumptions which are subject to different interpretations. If the sender does not clarify assumptions related to message, then receiver may have different assumptions.
 - **Technical Jargon:** It is basically found that specialists use technical jargon while explaining to persons who are not specialists in the concerned field. Therefore, they may not understand the actual meaning of many such words.
 - **Body Language and Gesture Decoding:** If there is no match between what is said and what is expressed in body movements, communications may be wrongly perceived and listener may get confused and misunderstand the meaning.
- **Psychological Barriers:** It refers to the emotions, opinions and status consciousness of an individual and has a direct impact on his ability to communicate with others in a positive frame of mind. Some common psychological barriers are:
- **Premature Evaluation:** Some people have tendency to form a judgement before listening to the entire message. They do not try to comprehend the meaning of the word. This premature evaluation leads to communication barriers.
 - **Lack of Attention:** The pre-occupied mind of receiver and the resultant non-listening of message act as a major psychological barrier.
 - **Loss by Transmission:** It means that whenever vital information is exchanged, its credibility is somewhat reduced. This type of psychological barrier acts as a hindrance in the communication process.
 - **Distrust:** An essential trait of people with psychological barriers is that they distrust almost every person that they come in contact with.
- **Organisational Barriers:** It refers to the hindrances in the flow of information among the employees that might result in a commercial failure of an organisation. Some of the organisational barriers are:
- **Organisational Policy:** If the organisational policy is not supportive to the free flow of communication, then it may hamper the communication process.
 - **Rules and Regulations:** Rigid rules and cumbersome procedures may be a hurdle to communication.
 - **Status:** Status of superior may create psychological distance between him and his subordinate.
 - **Complexity in Organisation Structure:** In an organisation where there is a number of managerial levels, communication gets delayed and distorted a number of filtering points are more.
 - **Organisational Facilities:** If facilities for smooth, clear and timely communications are not provided, communications may be hampered.
- **Personal Barriers:** The personal factors of both sender and receiver may exert influence on effective communication. Some of the personal barriers are:
- **Fear of Challenge to Authority:** A manager or superior in the organisation always tries to get a higher position and prestige. If he fears that a particular communication may adversely affect his authority, then he may withhold or suppress such communication.
 - **Lack of Confidence of Superior on his Subordinates:** If superiors do not have confidence in the competency of their subordinates, they may not seek their opinion or advice, it will adversely affect them.
 - **Unwillingness to Communicate:** Sometimes, the subordinates are not willing to communicate with their superiors because they believe that if information is not correct, it will adversely affect them.
 - **Lack of Proper Incentive:** If there is no motivation or incentive for communication, subordinates may not take the initiative to communicate.

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Noise is the main communication barrier which must be overcome on priority basis.

➤ Measures to Overcome Barriers to Communication

- **Clarify the Ideas before Communication:** Any issue to be communicated to a subordinate should be clearly and completely studied and analysed by the superior.
- **Communicate According to the Need of Receiver:** The level of understanding and education of the subordinates must be very clear to the manager. Manager should try to communicate according to their level.
- **Consult others before Communicating:** Consulting the subordinates before communicating the message helps to gain their ready acceptance and willing cooperation.
- **Be aware of Language, Tone and Content of Message:** The language should be clear, simple and easily understandable. Similarly, the tone and content of the message should not provide any harm to the sentiments of listeners rather it should stimulate them to give response.



- **Convey Things of Help and Value to Listeners:** It is always better to know the needs and interests of the listeners before communicating the message.
- **Ensure Proper Feedback:** Proper feedback helps in improving the communication process. The sender should ask questions regarding the message conveyed and the receiver should be encouraged to respond to communication.
- **Communicate for Present as well as Future:** In order to maintain consistency, the communication

should aim at meeting both present as well as future requirements of an organisation.

- **Follow up Communication:** Regular follow up and review of the instruction given to the subordinates help in removing difficulties in implementing the instructions.
- **Be a Good Listener:** To make the communication process effective, the receiver should be a good listener.



Practice Exercise



Multiple Choice Questions ↘

Q 1. Other functions of management prepare a setting for action, while function initiates action.

- a. directing b. staffing
c. planning d. organising

Q 2. Functions of directing is performed at:

- a. top level b. middle level
c. operational level d. All of these

Q 3. A supervisor acts as a:

- a. linking pin b. leader
c. motivator d. All of these

Q 4. Sound promotion policy comes under:

- a. co-partnership
b. career advancement opportunity
c. job enrichment
d. organisational climate

Q 5. Choose the incentive which best describes 'organisational climate' as a non-financial incentive.

- a. Rewarding the employee for good performance
b. Individual autonomy
c. Status symbol facilities like costly furniture
d. Appropriate skill development programmes

Q 6. Which non-financial incentive makes people complacent?

- a. Status
b. Job security
c. Career advancement opportunity
d. Job enrichment

Q 7. Match the 'Financial and Non-financial Incentives' given under Column I with the suitable statement under Column II.

Column I	Column II
A. Pay and allowances	(i) Concerned with designing jobs that include greater variety of work content, require higher level of knowledge and skill etc.

B. Job Enrichment	(ii) Fringe benefits like car allowance, medical aid, etc., are offered above the salary.
C. Perquisites	(iii) It includes basic pay, dearness allowance and other allowances.

A	B	C	A	B	C
a. (iii).	(i).	(ii)	b. (i).	(ii).	(iii)
c. (ii).	(i).	(iii)	d. (iii).	(ii).	(i)

Q 8. Which of the following is the appropriate order of hierarchy of needs as per Abraham Maslow?

- a. Safety needs → Basic physiological needs → Social needs → Esteem needs → Self-actualisation needs
b. Basic physiological needs → Safety needs → Esteem needs → Social needs → Self-actualisation needs
c. Social needs → Safety needs → Basic physiological needs → Esteem needs → Self-actualisation needs
d. Basic physiological needs → Safety needs → Social needs → Esteem needs → Self-actualisation needs

Q 9. Out of the following, which need is concerned with sense of belongingness?

- a. Esteem need b. Self-Actualisation need
c. Affiliation need d. Safety need

Q 10. Match the various communication barriers given in Column II with their respective categories given in Column I. (CBSE 2023)

Column I	Column II
A. Semantic Barriers	(i) Distrust
B. Psychological Barriers	(ii) Lack of proper incentives
C. Organisational Barriers	(iii) Symbols with different meanings
D. Personal Barriers	(iv) Status

A	B	C	D	A	B	C	D
a. (i).	(ii).	(iii).	(iv)	b. (iv).	(iii).	(i).	(ii)
c. (iii).	(i).	(iv).	(ii)	d. (iii).	(ii).	(iv).	(i)

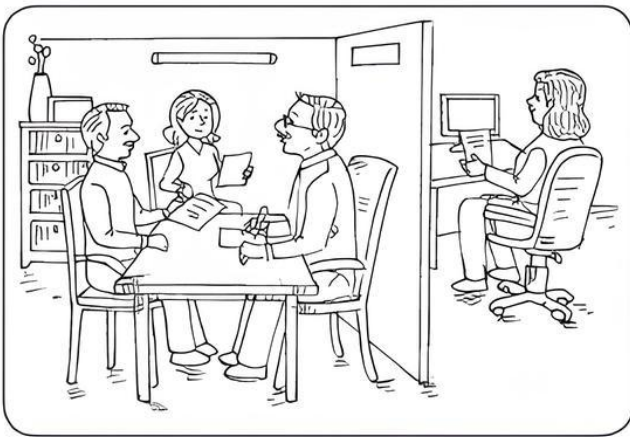
Q 11. Out of the following, which one depicts the correct sequence of process of motivation?

- a. Tension → Unsatisfied need → Drives → Search behaviour → Reduction of tension → Satisfied need
- b. Unsatisfied need → Tension → Satisfied need → Drives → Search behaviour → Reduction of tension
- c. Unsatisfied need → Tension → Drives → Search behaviour → Satisfied need → Reduction of tension
- d. Drives → Search behaviour → Unsatisfied need → Tension → Satisfied need → Reduction of tension

Q 12. The motivation theory, which classifies needs in hierarchical order, is developed by:

- a. Fred Luthans b. Peter Drucker
- c. Scott d. Abraham Maslow

Q 13. Identify the point of importance of leadership illustrated in the following picture.



- a. Effective leadership is getting work done, tasks completed on time and goals achieved at minimum cost.
- b. Leadership indicates ability of an individual to influence others.
- c. Leadership is continuous process.
- d. Leadership tries to bring change in the behaviour of others.

Q 14. Match the 'Financial and Non-financial Incentives' given under Column I with the suitable statements under Column II.

Column I	Column II
A. Employee Recognition Programmes	(i) Individual autonomy, reward orientation and consideration to employees are some of its examples.
B. Organisational climate	(ii) Involving employees in decision-making of the issues related to them.
C. Bonus	(iii) Congratulating the employee for good performance.
D. Employee participation	(iv) It is an Incentive offered over and above the salary.

- | | | | | | | | | | |
|----|--------|-------|-------|-------|----|-------|--------|--------|------|
| A | B | C | D | A | B | C | D | | |
| a. | (iii). | (i). | (iv). | (ii) | b. | (i). | (ii). | (iii). | (iv) |
| c. | (i). | (ii). | (iv). | (iii) | d. | (iv). | (iii). | (i). | (ii) |

Q 15. The lowest level need in the need hierarchy theory is:

- a. safety need
- b. social need
- c. esteem need
- d. basic physiological need

Q 16. Out of the following leadership styles, which one has the advantage of highest level of delegation?

- a. Democratic leadership style
- b. Free rein leadership style
- c. Autocratic leadership style
- d. None of the above

Q 17. Mr Sarthi, the Ex-chairman of Swadesh Ltd., built up his successor before retiring. Following the norms set up by himself, he handed over the reins of the company to the co-founder Mr Shravan, who had the potential to bring about changes in the behaviour of others. Which element of directing did Mr Sarthi exhibit when he chose Mr Shravan to be his successor?

- a. Motivation b. Leadership
- c. Communication d. Staffing

Q 18. Which of the following feature is essential for leadership?

- a. Existence of followers
- b. Willing acceptance by the followers
- c. Vital common interest
- d. All of the above

Q 19. State the element of directing which helps in implementing the principle of 'scalar chain'.

- a. Supervision b. Leadership
- c. Communication d. Motivation

Q 20. Which of the following communication spreads quickly?

- a. Informal communication
- b. Downward communication
- c. Formal communication
- d. Diagonal communication

Q 21. In case of leadership, leader does not interfere in decision-making process of subordinates.

- a. autocratic b. democratic
- c. free rein d. Both b. and c.

Q 22. Which of the following is upward communication?

- a. Orders b. Manuals
- c. Instructions d. Reports

Q 23. The process of converting the message into communication symbols is known as:

- a. Media b. Encoding
- c. Feedback d. Decoding

Q 24. Effectiveness of communication is measured through:

- a. feedback b. encoding
- c. decoding d. None of these

Q 25. Workers gossiping in the canteen about production manager is an example of communication.

- a. informal
- b. formal
- c. diagonal
- d. downward

Q 26. In which communication network, only prescribed communication takes place?

- a. Inverted V
- b. Circular
- c. Free flow
- d. Single chain

Q 27. Which is the most popular grapevine network?

- a. Single strand
- b. Gossip
- c. Probability
- d. Cluster

Q 28. Which of the following is not a type of semantic barrier?

- a. Unclear assumption
- b. Faulty translations
- c. Premature evaluation
- d. Technical Jargon

Q 29. Lack of proper incentives is a type of barrier.

- a. semantic
- b. psychological
- c. organisational
- d. personal

Q 30. Lack of attention is which type of communication barrier?

- a. Semantic barrier
- b. Organisational barrier
- c. Psychological barrier
- d. Personal barrier

Q 31. Statement I: Job Security often makes people complacent and they do not perform efficiently.

Statement II: There is no risk of job in case of Job Security.

Choose the correct option from the options given below:

- a. Statement I is true and II is false
- b. Statement II is true and I is false.
- c. Both the statements are true.
- d. Both the statements are false.

Q 32. Statement I: Motivation can be forced on employees. Statement II: The internal feelings influence human behaviour to act in particular manner.

Choose the correct option from the options given below:

- a. Statement I is true and II is false
- b. Statement II is true and I is false.
- c. Both the statements are true.
- d. Both the statements are false.

Q 33. Statement I: Informal Communication arises from the social interaction of people.

Statement II: The information system of Formal Communication is generally referred to as the Grapevine.

Choose the correct option from the options given below:

- a. Statement I is true and II is false
- b. Statement II is true and I is false.
- c. Both the statements are true.
- d. Both the statements are false.

Q 34. Statement I: Co-partnership induces the employees to contribute for the growth of the organisation.

Statement II: The allotment of shares creates a feeling of ownership in the employees.

Choose the correct option from the options given below:

- a. Statement I is true and II is false.
- b. Statement II is true and I is false.
- c. Both the statements are true.
- d. Both the statements are false.



Assertion & Reason Type Questions

Directions (Q. Nos. 35-41): There are two statements marked as Assertion (A) and Reason (R). Read the statements and choose the appropriate option from the options given below:

- a. Both Assertion (A) and Reason (R) are true and Reason (R) is the correct explanation of Assertion (A).
- b. Both Assertion (A) and Reason (R) are true, but Reason (R) is not the correct explanation of Assertion (A).
- c. Assertion (A) is true, but Reason (R) is false.
- d. Assertion (A) is false, but Reason (R) is true.

Q 35. Assertion (A): Communication acts as basis of coordination.

Reason (R): We must always clarify the idea before communication.

Q 36. Assertion (A): Motivation means a process of stimulating people to action to accomplish desired goals.

Reason (R): Motivator refers to inner state or desire, which activates, compels and directs the individual to behave in the direction of achievement of goal.

Q 37. Assertion (A): In single strand network, each person communicate with another in a sequence.

Reason (R): In cluster network, any person can communicate with anyone else randomly.

Q 38. Assertion (A): Formal and informal communication flow through officially prescribed channels of communication.

Reason (R): Informal communication takes place among the workers to exchange their views and to satisfy their social needs.

Q 39. Assertion (A): Leadership is the process of influencing the behaviour of people towards achievement of organisational goal.

Reason (R): Autocratic leader exercises complete control over the subordinates.

Q 40. Assertion (A): Co-partnership induces the employees to contribute for the growth of the organisation.

Reason (R): The allotment of shares creates a feeling of ownership in the employees.

Q 41. Assertion (A): Money only satisfies the lower level needs.

Reason (R): As money has the purchasing power, it becomes very important incentive for every individual.



Answers

- (a) directing
- (d) All of these
- (d) All of these
- (b) career advancement opportunity
- (b) Individual autonomy
- (b) Job Security
- (a) A-(iii). B-(i). C-(ii)
- (d) Basic physiological needs → Safety needs → Social needs → Esteem needs → Self-actualisation needs
- (c) Affiliation need
- (c) A-(iii). B-(i). C-(iv). D-(ii)
- (c) Unsatisfied need → Tension → Drives → Search behaviour → Satisfied need → Reduction of tension
- (d) Abraham Maslow
- (a) Effective leadership is getting work done, tasks completed on time and goals achieved at minimum cost.
- (a) A-(iii). B-(i). C-(iv). D-(ii)
- (d) basic physiological need
- (b) Free rein leadership style
- (b) Leadership
- (d) All of the above
- (c) Communication
- (a) Informal communication
- (c) free rein
- (d) Reports
- (b) encoding
- (a) feedback
- (a) Informal
- (a) Inverted V
- (d) Cluster
- (c) Premature evaluation
- (d) personal
- (c) Psychological barrier
- (c) Both the statements are true.
- (b) Statement II is true and I is false.
- (a) Statement I is true and II is false.
- (c) Both the statements are true.
- (b) Both Assertion (A) and Reason (R) are true, but Reason (R) is not the correct explanation of Assertion (A).
- (c) Assertion (A) is true, but Reason (R) is false.
- (c) Assertion (A) is true, but Reason (R) is false.
- (d) Assertion (A) is false, but Reason (R) is true.
- (b) Both Assertion (A) and Reason (R) are true, but Reason (R) is not the correct explanation of Assertion (A).

- (a) Both Assertion (A) and Reason (R) are true and Reason (R) is the correct explanation of Assertion (A).
- (d) Assertion (A) is false, but Reason (R) is true.



Case Study Based Questions

Case Study 1

Read the extract given below and answer the questions on the basis of the same:

Seema had been working as an assistant manager with 'Shanaya Enterprises' for the last fifteen years. She was very popular amongst her colleagues because of her commitment and dedication towards the work. When the manager senior to her retired, all her colleagues thought that now Seema would be promoted. But to everyone's surprise, the vacant post was filled by an outsider, Mrs Kavita. Seema felt demoralised and her performance started declining. She would abstain herself often and could not meet her targets. She also felt lack of motivation and took no initiative to communicate with her boss, Mrs Kavita.

This thing became a matter of gossip and discussion among the employees who would discuss this issue at canteen, parking, etc.

Mrs Kavita was a good leader, who would not only instruct her subordinates but would also guide and inspire them. She noticed Seema's behaviour and felt that her performance could be improved. She started involving Seema in decision-making issues related to the organisation and made her a part of high level joint management committee. Seema was now punctual in office and her performance started improving.

Q 1. Identify the function of management being performed by Mrs Kavita.

- Planning
- Organising
- Directing
- Controlling

Q 2. Name the element of the above function of management which helped Mrs Kavita to improve Seema's performance.

- Motivation
- Supervision
- Communication
- None of these

Q 3. Which type of leadership style is mentioned in the above paragraph?

- Authoritative
- Democratic
- Laissez-faire
- None of these

Q 4. Which type of communication is referred in the lines: "This thing parking, etc."

- Formal
- Informal
- Both a. and b.
- None of these

Answers

- (c)
- (a)
- (b)
- (b)

Case Study 2

Read the extract given below and answer the questions on the basis of the same:

Param works as a manager in MNL Ltd. He has a pensionable job but he does not feel belongingness and acceptance in the organisation. He cannot vent out his feelings with his colleagues.

Moreover, Mr Shyam who is his boss, sets the targets for his subordinates without discussing it with them and firmly instructs them that if task is not completed within time, then strict action will be taken against the defaulter. Moreover, no inspiration was provided by him to his subordinates. They did not feel enthusiastic as their suggestions were never welcomed.

Q 1. Which need of Param is fulfilled by MNL Ltd.?

- a. Physiological need
- b. Safety and Security need
- c. Both a. and b.
- d. Affiliation and Belongingness

Q 2. Which need of Param is not fulfilled by MNL Ltd.?

- a. Physiological need
- b. Affiliation and belongingness need
- c. Safety and security needs
- d. None of the above

Q 3. Which type of leader is Mr Shyam?

- a. Autocratic
- b. Democratic
- c. Laissez-faire
- d. None of these

Q 4. Which type of communication is referred in the lines: "Moreover defaulter."

- a. Formal
- b. Informal
- c. Both a. and b.
- d. None of these

Answers

1. (c) 2. (b) 3. (a) 4. (a)

Case Study 3

Read the extract given below and answer the questions on the basis of the same:

Hary is working in R.H. Ltd. as a sales manager. He handles a team of 20 salesmen. He directs his immediate subordinates and is directed by his immediate boss. The company has a policy of granting leave as per the requirement of the workers. Recently for Holi season, it received a big order. Workers are keen to take Holi holidays while management is pressing hard for overtime. This matter was placed before the HR Manager, Aman. He is a good leader who takes decision only after consulting his subordinates and work out the policies after acceptance of the group. He changes his incentive plans by 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. Aman also stated that who work effectively and efficiently will be appreciated at the end of every month as 'the employee of the month'. All the employees were happy and this leads to higher output of production.

Q 1. "He directs his immediate subordinates and is directed by his immediate boss." Identify the feature of directing.

- a. Directing initiates action
- b. Directing is a continuous process
- c. Directing flows from top to bottom
- d. Directing takes place at every level of management

Q 2. Identify the type of needs being fulfilled by R.H. Ltd. by appreciating its employees.

- a. Physical needs
- b. Safety needs
- c. Social needs
- d. Esteem needs

Q 3. Aman motivates the employees to work more by giving them.

- a. Financial incentive
- b. Non-financial incentive
- c. Physical safety
- d. None of the above

Q 4. Identify the type of leadership style adopted by Aman.

- a. Democratic style of leadership
- b. Autocratic style of leadership
- c. Free rein style of leadership
- d. None of the above

Answers

1. (d) 2. (d) 3. (a) 4. (a)

Case Study 4

Read the extract given below and answer the questions on the basis of the same:

Rajan is working in a Multi-National Company in Delhi. 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 organisation requesting them to donate blood for Rajan. When the General Manager came to know about it he ordered for fumigation in the company premises and for cleaning the surroundings.

Q 1. From the above case quote lines that indicate formal and informal communication.

Ans. Formal communication takes place through official channels in an organisation.

Lines that indicate formal communication are:
"When the General Manager.....the surroundings."

Informal communication takes place without following the formal lines of communication. Lines that indicate informal communication are: "One of his colleagues.....for Rajan."

Q 2. State any two importance of communication.

Ans. Two importance of communication are:

- (i) Increases managerial efficiency.
- (ii) Helps in smooth working of an enterprise.

Case Study 5

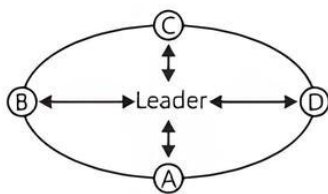
Read the extract given below and answer the questions on the basis of the same:

Mr Manish Sharma is a safety officer in a reputed PSU, ECL. He supervises the workers towards the predetermined goals of the organisation and directs them how to deal with unsafe practices of inundation, fire breakouts, etc. due to the existence of inflammable gases etc. Once there was a huge fire breakout in the underground mines and the workers morale was down and demotivated because of several risk hazards. Mr Manish 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. Thereby, production turnover was outstanding and outperformed other subsidiaries. Mr Manish was given 'Outstanding Employee Award'.

Q 1. Mr Manish consulted with all his workers, he listened to their opinions, which form of leadership Mr Manish is identified here?

Ans. Democratic style of leadership is here:

In this style of leadership, the leader takes decisions in consultation of subordinates and decentralises authority.



Q 2. Under Maslow's Hierarchy Need Theory which need of Mr Manish has been met through respect and recognition among other employees?

Ans. Esteem needs of Mr. Manish has been met through respect and recognition among other employees.

These needs include the need for self-respect, autonomy, status, recognition and attention.



TIP

In this type of questions, students should patiently and carefully read the entire case study.

Case Study 6

Read the extract given below and answer the questions on the basis of the same:

Rishi was working in an enterprise on daily wages basis. It was difficult for him to fulfil 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 1. By quoting the lines from the above para identify the needs of Rishi that are satisfied by the offer of cycle company.

Ans. Needs of Rishi that are satisfied by the offer of cycle company are physiological needs and safety or security needs.

"The cycle company offered him a permanent pensionable job." (Quoted Lines)

Q 2. Also, explain two other needs of Rishi 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:

- (i) Affiliation/Belongingness needs.
- (ii) Esteem needs.



Very Short Answer Type Questions

Q 1. How does directing initiate action? State.

OR

Explain in one sentence how direction is an executive function of management?

Ans. Directing is an executive function of management as directing sets an organisation into motion, while other functions prepare a setting for action.

Q 2. At which level of management directing takes place?

Ans. Directing takes place at all levels of management wherever superior-subordinate relationship exists.

Q 3. Give the meaning of 'supervision' as an element of directing.

Ans. Supervision means instructing, guiding and monitoring the subordinates to ensure that they perform their jobs in accordance with the plan and instruction.

Q 4. Name the term used in management which stimulates people to take up work.

Ans. Motivation stimulates people to take up work voluntarily.

Q 5. Why is motivation called a complex process?

Ans. Motivation is a complex process because any particular type of motivation may not have uniform effect on all members as individuals are heterogeneous in their expectations, perceptions and reactions.

Q 6. "Motivation can be either positive or negative." Comment.

Ans. Positive motivation provides positive rewards. For example, increase in pay, promotion, recognition, etc. Negative motivation uses negative means. For example, punishment, stopping increment, etc.

Q 7. How does an organisation satisfy 'Esteem Needs' of its employees? State.

Ans. Organisation satisfies 'Esteem Needs' of its employees by giving job titles to the employees.

Q 8. Reyaz industries provides free car, rent free home and medical allowance to Kush (director of the company). Name the incentive offered to Kush.

Ans. Perquisites.

Q 9. Every month, Creative Ltd. company displays the name of the employee on the achievement board who has performed the best. Name the incentive indicated in the given case.

Ans. Employee Recognition Programmes.

Q 10. What is meant by self-actualisation needs in Maslow's need hierarchy?

Ans. These are the needs of becoming what one really wants to become. It is the highest level of need in the hierarchy. These needs include growth, self-fulfillment and achievement of goals.

Q 11. Give any two characteristics of 'Organisational Climate' that influence the behaviour of individuals and act as a non-financial incentive.

Ans. (i) Individual autonomy (ii) Reward orientation.

Q 12. List any two non-financial incentives.

Ans. (i) Status (ii) Career advancement.

Q 13. Name the term used in management for influencing people to strive willingly for group objectives.

Ans. Leadership.

Q 14. Sara worked in a call center. Her team manager did not wish to be contradicted and gave rewards depending on the result. State one benefit of the style of leadership being followed by Sara's team manager.

Ans. Autocratic or Authoritarian Leader: This leadership style is effective in getting productivity in many situations.

Q 15. Give the meaning of 'Laissez-Faire' style of leadership.

Ans. In this style of leadership, there is complete delegation of authority. So, subordinates are free to take decisions.

Q 16. State the element of directing which helps in implementing the principle of 'scalar-chain'?

Ans. Communication.

Q 17. Is it necessary in communication that the sender and receiver of information should be face-to-face with each other?

Ans. No, it is not necessary. Sender and receiver may communicate either through direct contact or through indirect contact with each other.

Q 18. Give one example of 'noise' in the process of communication.

Ans. Poor telephone connection.

Q 19. Why does formal communication get delayed?

Ans. Formal communication get delayed as it has to follow scalar-chain of authority.

Q 20. Name the type of barrier of communication which refers to problems and obstructions in the process of encoding and decoding of message into words or impressions.

Ans. Semantic barriers.



Short Answer Type-I Questions

Q 1. "Directing is a delicate function." Do you agree?

Ans. Yes, I agree with the given statement. Human beings are the most important component of an organisation and directing is basically concerned with getting things done through them. However, the behaviour of human beings is complex and highly unpredictable. So, it is rightly said that directing is a very delicate function as it deals exclusively with human beings.

Q 2. Directing is an execution function of management. Justify.

Ans. The following points justify the function of Management:

(i) Directing is an execution function of management as directing sets an organisation into motion, while other functions prepare a setting for action.

(ii) It helps management to supervise, exchange information, guide and encourage people at work to perform in desired way for achieving organisational aims and objectives.

(iii) Through directing, other managerial functions are initiated and activated.

Q 3. (i) State any three features of motivation.

(ii) Identify the function of management which is concerned with instructing, guiding, counselling, motivating and leading people in the organisation to achieve its objectives. Also, state any two features of the identified function of management. (CBSE 2022, Term-2)

OR

Explain the following features of motivation:

(i) Motivation produces goal-directed behaviour.

(ii) Motivation is a complex process.

Ans. (i) Features of Motivation: These are:

(a) Motivation Produces Goal-directed Behaviour:

Motivation induces employees' behaviour in such a manner so that they can achieve their goals.

For example, if a person has strong desire to get promoted, then he will work efficiently to achieve this goal.

(b) **Motivation can be either Positive or Negative:** Employees are motivated by using both the methods positive or negative motivation.

Positive motivation such as increase in pay, promotion, recognition, etc. Negative motivation such as threats, punishments, stopping increments, etc.

(c) **Motivation is a Complex Process:** A technique of motivation may not have a uniform effect on all the people. Some are motivated by financial incentives, while others prefer non-financial incentives.

(ii) **Directing**

The two features of directing are:

(a) **Directing Initiates Actions:** While other functions prepare a setting for action, directing initiates action in the organisation. Thus, directing is an execution function.

(b) **Directing Takes Place at Every Level of Management:** Every manager performs the function of directing. Directing takes place wherever superior-subordinate relations exist.

Q 4. How many types of motivation are there? Briefly explain with the help of example. (NCERT)

Ans. There are two types of motivation:

(i) **Positive Motivation:** Employees are motivated using positive methods such as increase in pay, promotion, recognition, etc.

(ii) **Negative Motivation:** Employees are motivated using negative means such as threats, punishments, stopping increments, etc.

Q 5. 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. (CBSE SQP 2022, Term-2)

Ans. Non-monetary Incentives.

These are:

(i) **Job Enrichment:** It is concerned with designing jobs that include greater variety of work content, require higher level of knowledge and skill. It gives more autonomy and responsibility

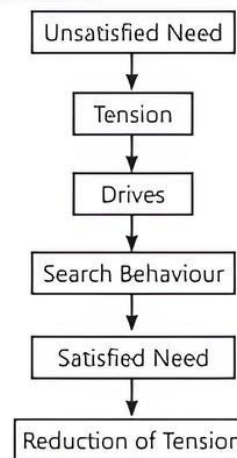
to the workers and provide the opportunity for personal growth and a meaningful work experience.

(ii) **Employee Recognition Programmes:** This means acknowledging and appreciating an employee on his work performance. This satisfies the ego of the employee and he feels motivated to his or her better performance.

(iii) **Job Security:** It provides stability to the employees about the future income and work so that they do not feel worried on these aspects.

Q 6. Explain the process of motivation with the help of a diagram.

Ans. **Process:** An unsatisfied need of an individual creates tension which stimulates his or her drives. These drives generate a search behaviour to satisfy such needs. If such need is satisfied, the individual is relieved of tension.



Process of Motivation

Example: Ramu is very hungry since he did not have breakfast in the morning. By 1:00 p.m., he becomes restless and started walking on the road in search of a hotel for snacks or meals. After walking for 2 kms, he could find a hotel where Rotl and Dal was available for ₹ 10. Since, he had only ₹ 15 in his pocket, he paid ₹ 10 and had a satisfied meal. After taking a meal, he felt that he had regained energy.

Q 7. 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 according to Maslow's Need Hierarchy Theory while some other needs still remained to be fulfilled.

(i) By quoting the lines from the above para, identify the needs of Huma which she is able to fulfil.

(ii) Also explain two other needs of Huma followed by the above needs, which still remained to be satisfied.

Ans. (i) The needs of Huma which she is able to fulfil:

(a) **Basic Physiological Needs:** These are basic needs which a person is required to satisfy in order to survive.

(b) **Safety or Security Needs:** These needs are concerned with physical, social and economic security.

Lines Quoted: "Huma is working in a company on a permanent basis and was free to work overtime."

(ii) Huma needs, which still remained to be satisfied:

(a) **Affiliation Need:** These needs refers to sense of affection, sense of belongingness, acceptance and friendship.

(b) **Esteem Need:** These include the needs for satisfaction and recognition which leads to self-confidence and prestige.

Q 8. State 'Job Enrichment' and 'Employee Participation' as non-financial incentives. How do they motivate employees? (CBSE 2019)

Ans. **Job Enrichment:** It is concerned with designing jobs that include:

- (i) greater variety of work content.
- (ii) require higher level of knowledge and skill.
- (iii) provide opportunity for personal growth.

Job enrichment motivates an employee as it provides opportunities for future growth and development in the organisation. It increase an employee's chances for promotion.

Employee Participation: It means physical and mental involvement of employees in decision-making process. It provides them psychological satisfaction.

Q 9. State any three financial incentives other than 'Pay and Allowances' to motivate employees. (CBSE 2018)

Ans. Three financial incentives are:

(i) **Productivity Linked Wage Incentives:** These incentive plans aim to improve productivity of employees by paying higher wages to efficient workers as compared to inefficient workers.

(ii) **Bonus:** Bonus is an incentive offered over and above the wages/salary to the employees.

(iii) **Profit Sharing:** Providing a share in the profits to the employee in the organisation.

All these incentives motivate employees to improve their performance.

Q 10. Kunal joined as a shop level manager in the production department of a textile company in the year 2005. Because of his good work, he became the Deputy Production Manager of the company in the year 2010. He had status and prestige and was well-respected by all in the company. On 1st March, 2019, he was promoted as the General Manager of the company. Kunal was very happy on his promotion as now he had become what he was capable of becoming. As a good manager,

Kunal decided to motivate his subordinates, after understanding the Maslow's need hierarchy theory which is based on various assumptions, he realised that people's behaviour is based on their needs and the manager can influence the behaviour of his employees by satisfying their needs.

One of the assumptions of Maslow's need hierarchy theory is stated in the above paragraph. State the other three assumptions of this theory.

Ans. The assumptions of Maslow's need hierarchy theory are:

- (i) A person moves to the next higher level of the hierarchy only when the lower need is satisfied.
- (ii) People's needs are in hierarchical order, starting from basic needs to other higher level needs.
- (iii) A satisfied need can no longer motivate a person, only next higher level need can motivate them.

Q 11. GDFS Limited are the manufacturers of consumer goods. The demand for their products was continuously declining after the outbreak of COVID-19. In spite of fall in demand, the company assured its employees that no worker will be retrenched from the job. Name the category of incentive and the incentive offered to the employees. Also explain any two more incentives of the same category. (CBSE SQP 2022, Term-2)

Ans. **Non-monetary Incentives:** Job security.

(i) **Status:** It refers to ranking of positions, authority, responsibility, recognition and prestige associated with a job in the organisation. Psychological, social and esteem needs of an individual are satisfied by status given to their job.

(ii) **Organisational Climate:** It refers to the characteristics which describe an organisation and distinguish one organisation from the other. These characteristics include individual autonomy, reward orientation, open communication, risk-tasking, etc.

Q 12. Pramod was a supervisor at 'Annapurna Aata' factory. The factory was producing 200 quintals of aata everyday. His job was to make sure that the work went 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.

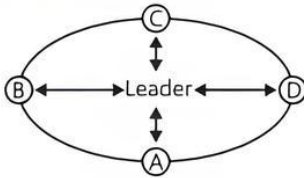
Identify and describe the leadership style being adopted by Pramod.

Ans. As a supervisor of 'Annapurna Aata' factory, Pramod has adopted the 'democratic style' of leadership or 'group centered' leadership.

A democratic leader will develop action plans and make decisions in consultation with his subordinates.

Features of a democratic leader are:

- (i) Democratic leader encourages subordinates to participate in decision-making.
- (ii) He respects other's opinions.



Q 13. Yash has set up a small-scale manufacturing unit for making different varieties of low cost detergents. In order to market his product, he has employed a team of five salesmen. Each salesman has been assigned specific areas in the city. He holds a meeting every month for determining the objectives to achieve during the coming month. A sales target is pre-determined for each month which is mutually agreed by both Yash and his sales team. If the salesmen succeeds in reaching this target, a bonus is paid them along with the monthly salary.

In the context of the above paragraph:

- (i) Which style of leadership is adopted by Yash? Explain by quoting lines from the para.
- (ii) Name the type of non-financial incentive being offered to the salesmen by seeking their involvement in deciding the monthly targets of the firm.

Ans. (i) The 'democratic style' of leadership is adopted by Yash.

A democratic leader develops action plans and makes decisions in consultation with his subordinates. It is also called group centered leadership. A democratic leader encourages subordinates to participate in decision-making. He supports subordinates to perform their duties and accomplish organisational objectives.

Lines Quoted: "A sales target is pre-determined for each month which is mutually agreed by both Yash and his sales team."

- (ii) **Employee Participation:** It is the type of non-financial incentive that is being offered to the salesmen by seeking their involvement in deciding the monthly targets of the firm.

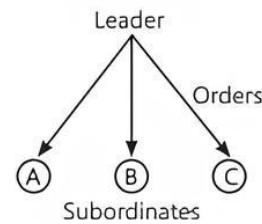
Q 14. Define leadership as an element of directing. Enumerate any two styles of leadership.

(CBSE SQP 2022, Term-2)

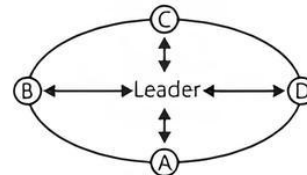
Ans. **Meaning of Leadership:** It is the process of influencing the behaviour of people towards achievement of organisational goals.

Styles of Leadership: The styles of leadership are as follows:

- (i) **Autocratic or Authoritative Style of Leadership:** In this style of leadership, the leader exercises complete control over the subordinates and centralises all powers within himself.



- (ii) **Democratic or Participative Style of Leadership:** In this style of leadership, the leader takes decisions in consultation of subordinates and decentralises authority.



Q 15. In an organisation, one of the departmental manager is inflexible and once he takes a decision he does not like to be contradicted. As a result, employees always feel they are under stress and they take least initiative and fear to express their opinions and problems before the manager. What is the problem in the way authority is being used by the manager?

Ans. The departmental manager is acting like an autocratic leader. An autocratic leader centralises power in himself and takes all decisions without consulting the subordinates. In the given case, employees have to act according to the command given by the manager, even if they feel that it is inappropriate and does not allow them to put forward constructive suggestions.

To overcome this problem, manager must try to adopt democratic leadership, wherein employees are encouraged to participate in the decision-making and give suggestions in setting goals. A democratic leader gives the freedom of thinking and expression to his subordinates.

Q 16. Name the type of formal communication in which two department heads communicate with each other. Give any two reasons why this type of communication is required?

Ans. It happens in case of 'Horizontal Communication'.

This type of communication is required:

- (i) To coordinate different activities of two or more departments.
- (ii) To resolve their inter-related problems.

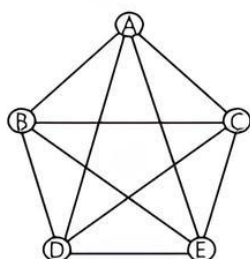
Q 17. In M/s Paramount Pvt. Ltd., there is no restriction on flow of communication and each and every employee is free to approach any one for minor queries and problems. Although this flow of communication is fast, but it has led to leakage of confidential information.

- (i) Which network of formal communication is used by the company?

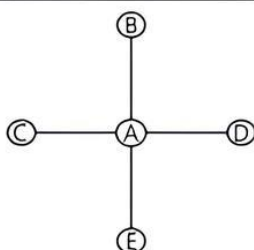
(ii) Mention a suitable network, which can be used by the company to protect the confidential information?

Ans. (i) Formal communication network used by the company is Free flow network.

In this network, each person can communicate with others freely. The flow of communication is fast in this network.



(ii) In the given case, company may use wheel network to protect the confidential information. In wheel network, all subordinates under one superior communicate through him only as he acts as a hub of the wheel. The subordinates are not allowed to talk among themselves.



Q 18. Distinguish between Downward Communication and Upward Communication.

Ans. Differences between downward communication and upward communication are:

S.No.	Basis of Difference	Downward Communication	Upward Communication
(i)	Flow	It flows from higher levels to lower levels.	It flows from lower levels to higher levels.
(ii)	Purpose	It aims to issue orders and instructions to subordinates.	It aims to communicate progress report, suggestions, grievances, etc. to the superiors.
(iii)	Speed	The speed of downward communication is very fast.	The speed of upward communication is comparatively slow.

Q 19. Rakesh is working under his superior Neeraj. He always communicates useful ideas and suggestions to his superior regarding reduction of cost, improvement in the product, etc. Rakesh

found that implementation of his suggestions have always given favourable results, but he never gets appreciated by Neeraj for his suggestions. Now Rakesh decided not to communicate any suggestion or idea to Neeraj. Identify the factor which acts as a communication barrier. Explain three other factors of the same group of communication barrier.

Ans. The barrier in the above case is 'Lack of incentive' which is a part of 'Personal barriers'.

The other three factors are:

- (i) Fear of challenge to authority.
- (ii) Unwillingness to communicate.
- (iii) Lack of confidence of superior in the ability of the subordinates.



Short Answer Type-II Questions

Q 1. Explain the features of directing.

OR

Explain the following features of directing.

- (i) Directing initiates action
- (ii) Directing is a continuous process

(CBSE SQP 2023-24)

OR

Explain the following features of directing:

- (i) Directing initiates action
- (ii) Directing takes place at every level of management

(CBSE 2023)

Ans. Features of directing are:

- (i) **Directing Initiates Actions:** While other functions prepare a setting for action, directing initiates action in the organisation. Thus, directing is an execution function.
- (ii) **Directing Takes Place at Every Level of Management:** Every manager performs the function of directing. Directing takes place wherever superior-subordinate relations exist.
- (iii) **Directing is a Continuous Process:** It takes place throughout the life of the organisation irrespective of people occupying managerial positions. So, managers may change but directing process continues.
- (iv) **Directing Flows from Top to Bottom:** Directing is initiated at top level and flows to the bottom through organisational hierarchy. Every manager directs his immediate subordinate and subordinates takes instructions from his/her immediate boss.

Q 2. Anurag has joined as a supervisor in a hospital. He realises that the support staff workers are not working up to their full potential. Due to a constant conflict with the management on wages, they have

developed an indifferent attitude towards it. The workers have become lazy and tend to avoid work. Moreover, there are a few internal differences amongst the workers. In order to motivate them, he starts giving them praise and encouragement as a result of which the workers slowly start showing improvements in their work performance.

In the context of the above Para:

- (i) Define the term 'supervision'.
- (ii) What are the challenges that Anurag is facing as a supervisor? Outline the role he needs to play in overcoming them.

Ans. (i) **Supervision:** The term 'supervision' consists of two words *i.e.*, 'super' which means 'over and above' and 'vision' which means 'the art of seeing'. So, supervision means over-seeing what is being done by subordinates and giving instructions to ensure optimum utilisation of resources and achievement of work targets.

(ii) Anurag's role as a supervisor is very critical because:

- (a) As a link between workers and management, he has to work towards resolving the conflicts between the management and the workers. He should convey the management's ideas to the workers on one hand and workers' problems to the management on the other.
- (b) He should strive to maintain harmony among the workers by helping to clear out the internal differences among them.
- (c) He has to ensure that the performance of work in the hospital is according to the targets set. He has to assume the responsibility for task achievement and motivate his workers effectively.

Q 3. State the two merits and two limitations each of Maslow's Need Hierarchy Theory.

Ans. **Merits of Maslow's Need Hierarchy Theory:**

The merits of Maslow's Need Hierarchy Theory are:

- (i) It helps managers to realise the fact that the need level of employees should be identified to motivate them.
- (ii) It is concise, simple and informative.

Limitations of Maslow's Need Hierarchy Theory:

The limitations of Maslow's Need Hierarchy Theory are:

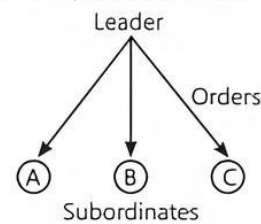
- (i) The needs may not always follow the hierarchy as given by Maslow. For example, a person may want to satisfy self-actualisation needs even before satisfying safety needs.
- (ii) A person may seek to satisfy several needs at the same time.

Q 4. Explain the following leadership styles:

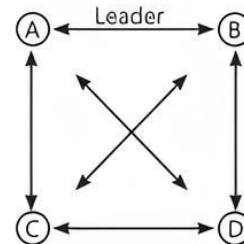
- (i) Autocratic leadership
- (ii) Laissez-Faire leadership (CBSE SQP 2023-24)

Ans. The leadership styles are:

- (i) **Autocratic or Authoritative Style of Leadership:** In this style of leadership, the leader exercises complete control over the subordinates and centralises all powers in himself.



- (ii) **Laissez-Faire or Free ReIn Style of Leadership:** In this style of leadership, there is complete delegation of authority, so subordinates are free to take decisions.



Q 5. Identify and state the various elements of communication highlighted in the following cases:

- (i) Department 'A' has sent an encoded message to department 'B' through internet. What is the role of internet here?
- (ii) Madhur is making gestures so that he can send a message to Ranbhir. What is Madhur doing here?
- (iii) Ranbhir is trying to understand the message sent by Madhur by reading his gestures. What is Ranbhir doing here?
- (iv) Kamesh picks up his phone and finds a message on it. He reads the message carefully. What is the role of Kamesh here? (CBSE SQP 2023-24)

Ans. The various elements of communication highlighted in given cases are:

- (i) **Media:** It is the path through which encoded message is transmitted to receiver. The channel may be in written form, face-to-face, phone, call, internet, etc.
- (ii) **Encoding:** It is the process of converting the message into the communication symbols such as words, pictures, gestures, etc.

Message $\xrightarrow[\text{encoding}]{\text{convert}}$ Communication Symbols (words, pictures, gestures, etc.)

- (iii) **Decoding:** It is the process of converting encoded symbols of the sender.
- (iv) **Receiver:** The person who receives the message or for whom the message is meant for.

Q 6. At present, apart from the basic pay and allowances as a part of compensation, the employees and employers contribute 12% of basic wages each towards Employees Provident Fund scheme and Employees Pension Fund scheme. A proposal to reduce the contribution by employers and employees to 10% of basic pay and dearness allowance was listed on the agenda for a recent meeting of Employees Provident Fund Organisation held. The stakeholders expressed their reservations about it and they feel that it should be continued at 12%. Explain any two needs as suggested by Maslow's Need Hierarchy Theory, which will not be satisfied by the incentives discussed above. (CBSE 2018)

Ans. The following needs given as per Maslow's Need Hierarchy Theory will not be satisfied by the two incentives:

(i) **Affiliation/Belongingness Needs:** These needs refer to sense of affection, sense of belongingness, acceptance and friendship.

Example: Cordial relations with colleagues.

(ii) **Esteem Needs:** These include the needs, the satisfaction of which leads to self-confidence and prestige.

Example: Job title.



TIP

Students should provide examples of each needs of motivation hierarchy.

Q 7. After completing his bachelor's in computer science, Abhijeet joined an IT consultancy firm. He observed there that the senior management more often communicated failures than successes. They rarely shared any good news related to the growth of the firm or gave any recognition to their employees for their extraordinary contributions towards the firm. As a result, Abhijeet never felt encouraged enough to work up to his full potential and started exploring other avenues for employment.

In the context of the above paragraph:

(i) Identify and explain the element of directing in the absence of which the employees don't feel encouraged to work.

(ii) State the importance of this element as identified in point (i) by giving any two suitable points.

Ans. (i) The element of directing in the absence of which the employees don't feel encouraged to work is 'motivation'.

Motivation is the process of making subordinates to act in the desired manner to achieve certain organisational goals. Motivation depends upon satisfying needs of people.

(ii) The importance of motivation is described below:

(a) **Improves Performance:** Motivation helps to improve the performance levels of employees as well as the organisation.

Motivation helps to achieve higher levels of performance as motivated employees contribute their maximum efforts for the fulfilment of organisational goals.

(b) **Reduces Employee Turnover:** Motivation helps to reduce employee turnover and thereby saves the cost of new recruitment and training. If managers identify the motivational needs of employees and provide suitable incentives, employees may not think of leaving the organisation.

Q 8. Rahim was working in an enterprise on a daily wages basis. It was difficult for him to fulfil 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) Identify the needs of Rahim that are satisfied by the offer of the cycle company.

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

Ans. (i) The physiological needs and safety needs of Rahim are being satisfied by the offer of the company.

(ii) The other needs of Rahim followed by the physiological need and safety needs that are still needed to be satisfied are as follows:

(a) **Affiliation/Belongingness Needs:** These needs refers to sense of affection, sense of belongingness, acceptance and friendship.

Example: Cordial relation with colleagues, presence of Informal organisation, etc.

(b) **Esteem Needs:** These include the needs, satisfaction of which leads to self-confidence and prestige.

Example: Job title, recognition, etc.

Q 9. Priyank works as a banquet manager in a hotel. He feels highly motivated at his job because the work that is assigned to him frequently involves variety of challenges. He is given more autonomy and responsibility and provided with ample opportunities for personal growth and a meaningful work experience.

In the context of the above paragraph:

(i) Define the term 'motivation'.

(ii) What are the measures used to motivate the employees to improve performance known as? Give its classification.

(iii) Identify the type of non-financial incentive being offered to Priyank.



Ans. (i) **Motivation:** It is the process of making subordinates act in desired manners to achieve certain organisational goals.

(ii) The measures used to motivate the employees to improve performance are known as 'Incentives'.

These incentives may be broadly classified as:

(a) **Financial Incentives:** Financial Incentives refers to incentives which are in direct monetary form or measurable in monetary term and serve to motivate employees for better performance.

(b) **Non-financial Incentives:** Non-financial incentives are basically non-monetary measures that provide psychological, social and emotional fulfilment of needs.

(iii) 'Job Enrichment' is the type of non-financial incentive being offered to Priyank.

Q 10. Alfa Ltd. was dealing in renewable energy services. To get the business, the team leader and his team used to travel to different states to give presentations to the 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 forced the female team member to travel alone at times.

As a result, the subordinates were not acting in a desired manner to achieve the 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.

(i) Identify the element of directing which has been used in order to deal with the situation effectively.

(ii) State the features of the element of the function of management used by the CEO.

Ans. (i) 'Motivation' is the element of directing being referred.

(ii) Three features of 'Motivation' are explained below:

(a) Motivation produces goal-directed behaviour.

(b) Motivation can be either positive or negative.

(c) Motivation is an internal feeling.

Q 11. Ram Murthy, the CEO of 'Goodcare Hospitals', a leading chain of hospitals, decided to reward the good work of the doctors of his organisation. For this, he instituted two running trophies. A 'Healthcare Achievers Trophy' to acknowledge and appreciate the tireless efforts of the doctors who rendered selfless services to the patients

and another 'Beti Bachao Trophy' to recognise the outstanding work done by the doctors in saving the girl child.

The CEO also wanted to improve the health services in rural areas all over the country. He decided that all doctors must work in rural areas for at least six months. He also decided that the paramedical staff should be employed locally.

(i) Identify the incentive provided by 'Goodcare Hospitals' to its doctors through running trophies.

(ii) Which need of the doctors will be satisfied through the incentive identified in point (i)? State.

Ans. (i) Incentive provided by 'Goodcare Hospitals' to its doctors is:

Employee Recognition Programmes:

Recognition means acknowledgement of an employee's effort with a show of appreciation. Employees feel motivated when recognition is given to them.

Example: Congratulating the employees for good performance, installing award or certificate for best performance, etc.

(ii) 'Esteem needs' of the doctors will be satisfied through the incentives identified (Employee Recognition Programmes).

These include factors such as self-respect, status, recognition, etc. when these needs are fulfilled, it enhances self-confidence and prestige of the employees. These needs rank high in Maslow's Need Hierarchy Theory.

Q 12. Sadaf is the Chief Executive Officer of a reputed company. She introduced appropriate skill development programmes and a sound promotion policy for the employees of her company. To motivate and retain the best talent in the company, she designed the jobs of the managers to include greater variety of work content. Identify and explain the two incentives introduced by Sadaf to motivate the employees of her company.

(CBSE 2017)

Ans. Two incentives introduced by Sadaf to motivate the employees of her company are:

(i) **Career Advancement Opportunity:** Organisation should provide opportunity to its employees to improve their skills and promoted to higher level jobs. As these opportunities helps an employee to gain promotion, so employees feel motivated to give higher performance.

(ii) **Employee Empowerment:** It involves giving more freedom and powers to subordinates. Autonomy and power to subordinates, make sense to feel important for the organisation and they contribute positively to the organisational performance.

Q 13. Sonalika Ltd. offers to its employees to issue shares at a price which is less than the market price.

(i) Name and explain the type of incentive offered to the employees.

(ii) Explain one more incentive of the same category.

Ans. (i) The incentive is 'Co-partnership/Stock option'.

(a) Under this scheme, employees are given an option to purchase shares of the company at a price less than market price.

(b) The allotment of shares creates a feeling of ownership in the employees and it includes them to contribute for the growth of the organisation.

(ii) One more incentive of the same category is 'Bonus'.

(a) Bonus is an incentive offered over and above the wages/salary to the employees.

(b) For example, bonus paid for achieving the target production.

Q 14. Differentiate between Financial and Non-financial incentives.

Ans. The differences between Financial and Non-financial Incentives are:

S.No.	Basis of Difference	Financial Incentives	Non-financial Incentives
(i)	Meaning	Financial incentives refer to rewards which can be calculated in terms of money.	Non-financial incentives refer to incentives which cannot be measured in terms of money.
(ii)	Suitability	They are more effective in case of lower level employees.	They are more effective in case of higher level employees.
(iii)	Satisfaction of needs	They satisfy lower level needs.	They satisfy higher level needs.
(iv)	Examples	Bonus, profit sharing, perquisites, etc.	Status, job enrichment, career advancement opportunity, etc.

Q 15. Differentiate between Leader and Manager.

Ans. The differences between Leader and Manager are:

S.No.	Basis of Difference	Leader	Manager
(i)	Existence	A leader can be found in both formal and informal organisation structure.	A manager exists only in a formal organisation structure.

(ii)	Focus	The focus of a leader is on fulfilling aspirations and expectations of his followers.	The focus of a manager is on achieving the organisational goals.
(iii)	Authority	A leader enjoys acceptance authority.	A manager has formal authority to influence behaviour of the employees.
(iv)	Functions	Leader performs only one function i.e., directing.	Manager performs all functions of an organisation, i.e., planning, organising, directing, controlling.

Q 16. Identify and state any three features of the process of influencing people so that they strive willingly and enthusiastically towards the achievement of group goals. (CBSE 2023)

Ans. Leadership may be defined as the process of influencing the behaviour of people by making them strive voluntarily towards the achievement of goals. The three features of leadership are:

(i) Leadership is an ability of an individual to influence the behaviour of other employees in the organisation to achieve a common goal.

(ii) It is an interpersonal process between the leader and the followers.

(iii) It is a group process that involves two or more people together interacting with each other.

Q 17. The process of stimulating people to action to accomplish desired goals is based on certain assumptions. State four such assumptions. (CBSE 2023)

Ans. Motivation is the process of stimulating people to action to accomplish desired goals is based on certain assumptions.

Assumptions of Motivation

Assumptions of Motivation are:

(i) Motivation is commonly assumed to be a desired phenomenon.

(ii) Motivation is just one of the several factors that goes into a person's performance, the others being ability, authority, resources and physical working conditions.

(iii) Managers and researchers alike assume that motivation is in short supply and in need of periodic replenishment.

(iv) Motivation is a tool with which managers can arrange job relationships in organisations.

Q 18. 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 orders 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 and 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.

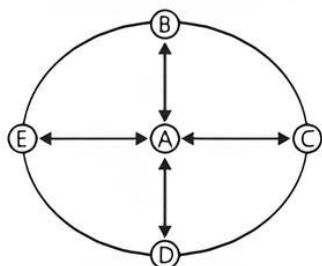
(i) Identify and briefly explain the leadership style of Umang Gupta and draw a diagram depicting the style.

(ii) Give two differences between democratic leader and autocratic leader.

Ans. (i) 'Democratic' leadership style is being followed by Umang Gupta.

A democratic leader will develop action plans and makes decisions in consultation with his subordinates. It is also called group centered leadership. A democratic leader encourages subordinates to participate in decision-making. He respects other's opinions.

It is based on the assumption that people perform best if they have set their own objectives.



A is the Leader in Group-centered Leadership

(ii) The differences between Democratic Leader and Autocratic Leader are:

S. No.	Basis of Difference	Democratic Leader	Autocratic Leader
(a)	Delegation of Authority	Leader delegates authority to some extent.	There is no delegation of authority.
(b)	Decision-making	Leader takes time to take a decision as he consults his subordinates.	Decision-making is quick as the leader does not consults his subordinates.

Q 19. In an organisation, all the employees take things easy and are free to approach anyone for minor queries and problems. This has resulted in

everyone talking to each other and thus resulting in inefficiency in the office. It has also resulted in loss of secrecy and confidential information being leaked out. What system do you think the manager should adopt to improve communication?

Ans. In the given situation, informal communication is being followed in the organisation.

To improve the situation, formal system of communication should be followed as it fetches certain benefits like:

- (i) It ensures orderly flow of information.
- (ii) It helps in fixing responsibility as source of information can be located.
- (iii) It helps in maintaining authority relationship in the organisation.
- (iv) It facilitates control over the work performance of different employees.

Q 20. Mohan and Sohan are friends working in Surya Ltd. as Production Manager and Sales Manager respectively. In an interdepartmental meeting, Sohan informed Mohan about a change in the marketing policy of the company.

(i) Identify the type of communication used in the above example.

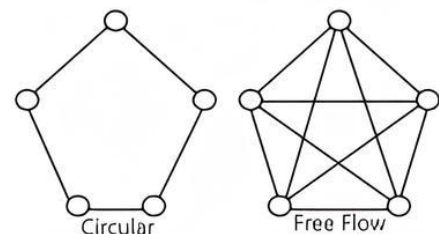
(ii) Name and explain any two networks of the type of communication identified in point (i).

Ans. (i) Formal communication is being used in the above example. It is the official communication taking place in an organisation.

(ii) Two types of network that can be used in formal communication are explained below:

(a) **Circular:** In circular network, the communication moves in a circle. Each person can communicate with two persons adjoining him. In this network, communication flow is slow.

(b) **Free Flow:** In this network, each person can communicate with others freely. The flow of communication is fast in this network.



Q 21. How many types of formal communication are there? Briefly explain with the help of examples.

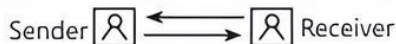
OR

Explain the following types of formal communication.

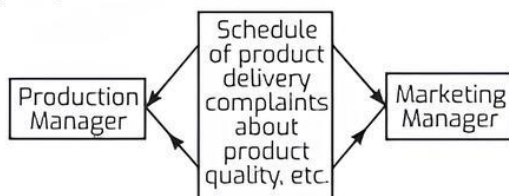
- (i) Upward communication
- (ii) Downward communication

Ans. There are two types of formal communication:

- (i) **Horizontal/Lateral Communication:** It flows from different departments at the same level. It aims to resolve their inter-related problems.

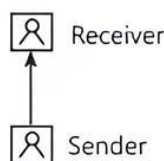


For example, a production manager may contact marketing manager to discuss about schedule of product delivery, product design, quality, etc.



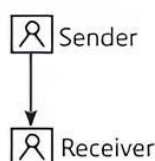
- (ii) **Vertical Communication:** It flows vertically i.e., upwards or downwards through formal channels, thereby following the principle of scalar chain.

- (a) **Upward Communication:** It flows from lower levels to higher levels. It aims to communicate progress report, suggestions, grievances, etc. to the superiors. The speed of upward communication is comparatively slow.



Example: Application for grant of leave.

- (b) **Downward Communication:** It flows from higher levels to lower levels. It aims to issue orders and instructions to subordinates. The speed of this communication is very fast.



Example: Sending notice to employees to attend a meeting.

- Q 22. The barriers to effective communication exist in all organisations to a greater or less degree. State any four measures to overcome these barriers.


OR

Managers in 'Galaxy Enterprises' faced lot of issues due to barriers in communication leading to creation of an environment of distrust and misunderstanding.

Suggest any four measures to improve communication effectiveness in 'Galaxy Enterprises'.
(CBSE 2023)

Ans. Measures to overcome communication barriers are:

- (i) **Consult others before Communicating:** Consulting the subordinates before communicating the message helps to gain their ready acceptance and willing cooperation.
- (ii) **Be Aware of Language, Tone and Content of Message:** The language should be clear, simple and easily understandable. Similarly, the tone and content of the message should not provide any harm to the sentiments of listeners rather it should stimulate them to give response.
- (iii) **Convey Things of Help and Value to Listeners:** It is always better to know the needs and interests of the listeners before communicating the message.
- (iv) **Ensure Proper Feedback:** Proper feedback helps in improving the communication process. The sender should ask questions regarding the message conveyed and the receiver should be encouraged to respond to communication.

TIP  Sometimes students write about barriers instead of measures to overcome them. To avoid this confusion, students should learn various barriers along with the measures to overcome that particular barriers.

- Q 23. State any four barriers to communication which are concerned with problems and obstructions in the process of encoding and decoding the message into words or impressions. (CBSE SQP 2022-23)

OR

State any four semantic barriers of communication. (CBSE 2023)

Ans. The semantic barriers are :

- (i) **Faulty Translation:** Sometimes the communications originally drafted in one language need to be translated to the language understandable to workers. If the translator is not proficient with both the languages, it may act as barrier in communication.
- (ii) **Unclear Assumption:** Some communications may have certain assumptions which are subject to different interpretations. If the sender does not clarify assumptions related to message, then receiver may have different assumptions.
- (iii) **Technical Jargon:** It is basically found that specialists use technical jargon while explaining to persons who are not specialists in the concerned field. Therefore, they may not understand the actual meaning of many such words.
- (iv) **Body Language and Gesture Decoding:** If there is no match between what is said and what is expressed in body movements, communications may be wrongly perceived and listener may get confused and misunderstand the meaning.

Q 24. State any four barriers to communication which are related to authority relationship, rules and regulations of the company. (CBSE SQP 2022-23)

OR

State any four organisational barriers of communication. (CBSE 2023)

Ans. The organisational barriers are :

- (i) **Organisational Policy:** If the organisational policy is not supportive to the free flow of communication, then it may hamper the communication process.
- (ii) **Rules and Regulations:** Rigid rules and cumbersome procedures may be a hurdle to communication.
- (iii) **Status:** Status of superior may create psychological distance between him and his subordinate.
- (iv) **Complexity In Organisation Structure:** In an organisation where there is a number of managerial levels, communication gets delayed and distorted as number of filtering points are more.

Q 25. 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 organisation to the employees.

(CBSE SQP 2022-23)

OR

Mahamana Enterprises is not only giving salary to its employees but it also offers bonus to them over and above the salary. To further encourage the employees, it announced that it will provide a share in the profits of the company to them. These incentives are helpful in increasing the purchasing power of the employees.

State four other incentives of the type of incentive discussed in the above para. (CBSE 2023)

Ans. Incentives being given by the organisation to the employees are:

- (i) **Job Enrichment:** It is concerned with designing jobs that include greater variety of work content, require higher level of knowledge and skill. It gives more autonomy and responsibility to the workers and provide the opportunity for personal growth and a meaningful work experience.
- (ii) **Job Security:** It provides stability to the employees about the future income and work, so that they do not feel worried on these aspects.
- (iii) **Perquisites:** This include fringe benefits like allowance, housing, medical care and education to children, etc.

(iv) **Co-partnership/Stock Option:** This means employees are given an option to purchase shares of the company at a price less than market price.

Q 26. State the assumptions of Maslow's Need Hierarchy Theory of motivation. (CBSE 2023)

Ans. Assumptions of Maslow's Need Hierarchy Theory of motivation are:

- (i) When the lower need is satisfied, a person moves to the next higher level need.
- (ii) Human needs form an hierarchy starting from basic needs to higher level needs.
- (iii) Human behaviour is based on needs. Such satisfaction influences behaviour.

Q 27. State any four psychological barriers of communication. (CBSE 2023)

Ans. The four psychological barriers of communication are:

- (i) **Premature Evaluation:** Some people have tendency to form a judgement before listening to the entire message. They do not try to comprehend the meaning of the word. This premature evaluation leads to communication barriers.
- (ii) **Lack of Attention:** The pre-occupied mind of receiver and the resultant non-listening of message act as a major psychological barrier.
- (iii) **Loss by Transmission:** It means that whenever vital information is exchanged, its credibility is somewhat reduced. This type of psychological barrier acts as a hindrance in the communication process.
- (iv) **Distrust:** An essential trait of people with psychological barriers is that they distrust almost every person that they come in contact with.

Q 28. Explain the following measures to overcome barriers of communication:

- (i) Ensure proper feedback
- (ii) Consult other before communicating

Ans. (i) **Ensure Proper Feedback:** Proper feedback helps in improving the communication process. The sender should ask questions regarding the message conveyed and the receiver should be encouraged to respond to communication.

(ii) **Consult others before communicating:** Consulting the subordinates before communicating the message helps to gain their ready acceptance and willing cooperation.

Q 29. Explain the following motivational needs:

- (i) Basic physiological needs
- (ii) Safety needs

Ans. (i) **Basic Physiological Needs:** Physiological needs are essential needs. It is necessary for human survival and include the need for food, air, water, shelter, clothing sleep, etc.



- (ii) **Safety or Security Needs:** These needs provide security and protection from physical and emotional harm. Motivators like benefits of pension plans, job security, stability of income, etc. help to satisfy these needs.



Long Answer Type Questions

Q 1. Roshan is the chief chef of 'Khidmat Restaurant' located in the city of Bengaluru. The place is known for its exquisite Mughlai Cuisine especially mutton biryani and kababs. All the food is prepared under Roshan's purview. The various activities in the kitchen are initiated in accordance to his instructions. He is very clear and specific in issuing instructions to his subordinates in order to ensure smooth working of the department. He personally oversees the method followed by the chefs for preparation of each dish. He misses no opportunity to praise his subordinates for their good work. All his team members feel very happy and satisfied under his direction. He provides constant guidance to them in order to improve upon its taste and presentation and also encourages them to innovate and be more creative in their work.

In the context of the above paragraph:

- (i) Identify the various elements of directing mentioned in the above paragraph by quoting lines from the paragraph.
- (ii) Describe briefly any two points to highlight the importance of directing as a function of management.

Ans. (i) The various elements of directing mentioned in the above paragraph are:

(a) **Communication:**

Lines Quoted: "He is very clear and specific in issuing instructions to his subordinates in order to ensure smooth working of the department."

(b) **Supervision:**

Lines Quoted: "He personally oversees the method followed by the chefs for preparation of each dish."

(c) **Leadership:**

Lines Quoted: "He provides constant guidance to them in order to improve upon its taste and presentation and also encourages them to innovate and be more creative in their work."

(d) **Motivation:**

Lines Quoted: "He misses no opportunity to praise his subordinates for their good work."

(ii) The importance of directing as a function of management is described below:

(a) **Initiates Action:** Directing helps to initiate actions of the employees of the organisation towards attainment of desired objectives. It is the first execution function of management.

Example: If superior directs his subordinates and clarifies his doubts, it will help to initiate action by subordinate which will help him to achieve targets effectively and efficiently.

(b) **Integrates Employee's Efforts:** Directing integrates employee's efforts in the organisation in such a way that every individual effort contributes to achievement of organisational goal.

Example: A manager with good leadership abilities is able to convince the employees that individual efforts and team spirit will lead to achievement to organisational goals.

Q 2. Atuliya has started his own consultancy firm under the name 'Happy Go Lucky' after working for five years in a company as a wedding planner. Considering the fact that he is into a labour intensive business and motivation is a complex process, Atuliya wants to offer such rewards and benefits that will help to fulfil the various needs of the employees and will inspire them to give their best to the organisation.

In the context of the above paragraph:

- (i) Why is motivation considered to be a complex process?
- (ii) Name the various types of needs that exist in a hierarchy within every human being. Also, suggest the suitable incentives for each of these that Atuliya may offer to his employees.

Ans. (i) Motivation is a complex process because any particular type of motivation may not have uniform effect on all members as individuals are heterogeneous in their expectations, perceptions and reactions.

(ii) The various types of needs that exist in a hierarchy within every human being are stated below:

(a) **Basic Physiological Needs:** Physiological needs are essential needs. It is necessary for human survival and include the need for food, air, water, shelter, clothing, sleep, etc.

(b) **Safety or Security Needs:** These needs provide security and protection from physical and emotional harm. Motivators like benefits of pension plans, job security, stability of income, etc. help to satisfy these needs.

(c) **Social or Affiliation or Belongingness Needs:** These needs include the need for affection, sense of belongingness, acceptance and friendship.

For example, employees often form informal groups to satisfy their social needs.

(d) **Esteem Needs:** These needs include the need for self-respect, autonomy status, recognition and attention.

(e) **Self-Actualisation Needs:** These are the needs of becoming what one really wants to become. It is the highest level of need in the hierarchy. These needs include growth, self-fulfillment and achievement of goals.

Q 3. Three friends, Rajat, Raman and Ansh, after completing their MBA from a reputed business college of Mumbai, were discussing about the type of organisation they would like to join. Rajat was very clear that he would like to take up a government job as it gives stability about the future income and work with greater zeal. It will also provide him pension when he will retire from his service.

Raman wanted to work in a company, which has appropriate skill development plans for its employees and helps the employees to grow to higher levels in the organisation. In addition to this, the company should also provide facilities like housing, medical aid, etc.

Ansh said that he would prefer to work in an organisation, which has the culture of individual autonomy, freedom to employees and provides the employees with opportunity for personal growth and a meaningful work experience.

- (i) Identify the various financial and non-financial incentives discussed by the three friends in the above conversation.
- (ii) Explain three other non-financial incentives which were not discussed by any one of them.

Ans. (i) Three financial incentives which were discussed by them are:

(a) **Retirement Benefits:** Retirement benefits such as provident fund, pension and gratuity, which are given after retirement act as an incentive to employees, while they are in service as the organisation.

They provide financial security to the employees after retirement.

(b) **Perquisites:** In many companies, perquisites and fringe benefits such as car allowance, housing, medical aid and education to the children, etc. are offered over the above salary. They provide motivation to employees.

(c) **Career Advancement Opportunity:** Career advancement opportunity refers to the opportunity that managers provide to employees to improve their skills and be promoted to higher level jobs.

As these opportunities help an employee to gain promotion, so employees feel motivated to give their higher performance.

- (ii) Three other non-financial incentives which were not discussed by any one of them are:

(a) **Status:** It refers to ranking of positions, authority, responsibility, recognition and prestige associated with a job in the organisation. Psychological, social and

esteem needs of an individual are satisfied by status given to their job.

(b) **Employee Recognition Programmes:** This means acknowledging and appreciating an employee on his work performance. This satisfies the ego of the employee and he feels motivated to his or her better performance.

Example: Rewarding the employee on completion of a project on time.

It motivates the employees to use their skills and talents in a positive manner to increase their job performance.

(c) **Job Enrichment:** It is concerned with designing jobs that offer greater variety of work content and require high level of knowledge and skill. So, employees are given jobs which offer them various and opportunities to bring forth their skill.

Q 4. Handsen is the CEO of 'Newcastle Enterprises', one of the world's most successful companies. His success stories have been well-documented. He chooses highly motivated and capable managers who can perform their tasks creatively and adequately without his help. He allows the group members to work on their own tasks and resolve issues themselves.

He intervenes, but only when needed to correct an unfavourable situation. He does not use power unless it is absolutely essential. He overlooks the mistakes of his people as he thinks that they learn from them. He supports them and supplies them the required information to complete the assigned task.

(i) Identify the leadership style adopted by Handsen.

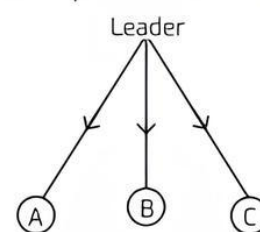
(ii) With the help of diagram, explain other two leadership style based on the use of authority.

Ans. (i) Handsen adopted the 'Laissez-Faire Leadership Style'. The Laissez-Faire leader does not believe in the use of power unless it is absolutely essential.

(ii) The other two leadership styles based on the use of authority are:

(a) **Autocratic Leadership Style:** An autocratic leader gives orders and expects his subordinates to obey those orders.

It is also called 'Boss-centered leadership'. This leadership style is based on the assumption that reward or punishment both can be given depending upon the result. It leads to quick decision-making.



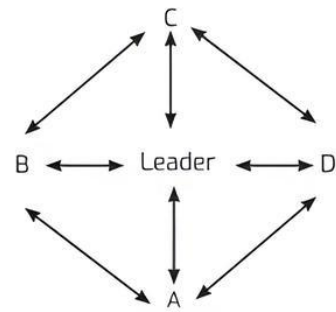
Autocratic Leadership Style

A is the leader and B, C and D are the followers. An autocratic leader gives orders and expects his subordinates to obey those orders. There is one-way communication with the subordinates, who act according to the command given by the manager.

(b) Democratic Leadership Style: A democratic leader will develop action plans and makes decisions in consultation with his subordinates. It is also called 'group centered leadership.'

It is based on the assumption that people perform best if they have set their own objectives.

Advantages: It improves the employees attitude towards the job and increases their morale. Also, it inculcates a feeling of team spirit amongst employees as they get involved in decision-making.



Democratic Leadership Style

In the above diagram, A is the leader and B, C, D and E are subordinates. A democratic leader develops action plans and makes decisions in consultation with his subordinates. Such a leader recognises that people perform best if they set their own objectives.

Q 5. Make a comparative study between Autocratic, Democratic and Laissez-Faire styles of leadership.

Ans. The differences between above three types of leadership styles are given as under:

S. No.	Basis of Difference	Autocratic Style	Democratic Style	Laissez-Faire Style
(i)	Decision-making	Leader centralises decision-making power.	Leader consults subordinates in the decision-making process.	Leader delegates entire authority of decision-making to subordinates.
(ii)	Delegation of Authority	Little or no delegation.	More delegation.	Full delegation.
(iii)	Degree of Supervision	Close supervision.	Moderate supervision.	No supervision.
(iv)	Employees Morale	Low	High	Leader does not promote employees morale.
(v)	Effectiveness	This style may be effective in short-run.	This style is usually effective in both short and long-run.	This style may or may not be effective.
(vi)	Positive or negative approach	The leader makes use of negative approach (like penalties) to get work done.	The leader makes use of positive approach (like rewards) to get work done.	The leader neither uses positive nor negative methods.

Q 6. Nikhil runs a small dhaba on the Jaipur highway. He is very rigid and follows a strict policy of punishment like cutting the salary, stopping increments or giving job termination threats to his workers for any kind of discrepancies in their work. He does not seek advice or opinions from his workers, as he does not have any confidence in the competence of his workers. Also, the workers are not willing to offer useful suggestions as they do not expect any motivation or incentive for taking such initiatives. As a result, the labour turnover is high and his business has been adversely affected. In the context of the above paragraph.

- (i) Name and explain the style of leadership adopted by Nikhil.
- (ii) Identify the various human needs of workers that are being overlooked by Nikhil as per the Maslow's Need Hierarchy Theory of motivation.

Ans. (i) The 'Autocratic Style' of leadership has been adopted by Nikhil.

An autocratic leader gives orders and expects his subordinates to obey those orders. It is also called "Boss-centered leadership." This leadership style is based on the assumption that rewards or punishment both can be given depending upon the result. It leads to quick decision-making.

(ii) The various human needs of the workers that are being overlooked by Nikhil as per the Maslow's Need Hierarchy Theory of motivation are listed below:

- (a) **Basic Physiological Needs:** These needs are most basic in the hierarchy and corresponds to primary needs. **Example:** Hunger, thirst, etc.
- (b) **Safety/Security Needs:** These needs provide security and protection from physical and emotional harm. **Example:** Job security, stability of income, etc.

Q 7. Differentiate between Formal Communication and Informal Communication.

Ans. The differences between Formal Communication and Informal Communication are:

S.No.	Basis of Difference	Formal Communication	Informal Communication
(i)	Meaning	It refers to official communication taking place in the organisation.	It refers to unofficial communication that arises from social interaction of people.
(ii)	Flow of Direction	It flows in vertical, horizontal and diagonal directions.	It flows in every possible direction.
(iii)	Nature	It is rigid in nature.	It is flexible.
(iv)	Speed	It is a slow means of communication.	It flows very fast as there is no prescribed official channel.
(v)	Reliability	The communication is very reliable.	It is less reliable and may create rumours.
(vi)	Fixing of Responsibility	It is easy to fix responsibility as source of information is known.	It is very difficult to fix responsibility as sources of information is not known.

Q 8. Explain various elements of the communication process with the help of a diagram.

OR

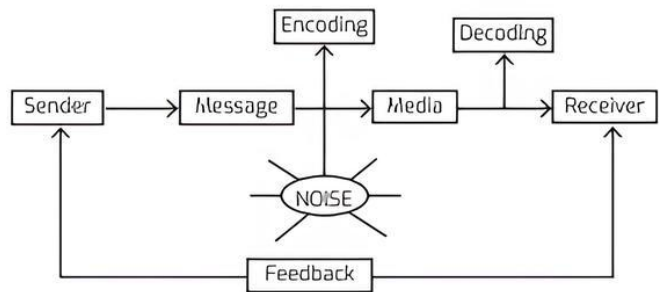
State any four elements involved in the communication process. (CBSE 2023)

Ans. Elements of the communication process are:

- (i) **Sender:** Sender means person who conveys his thoughts or ideas to the receivers. Sender represents the source of communication.
- (ii) **Message:** It is the content of ideas, feelings, suggestions, order, etc. intended to be communicated.
- (iii) **Encoding:** It is the process of converting the message into communication symbols such as words, pictures, gestures, etc.
- (iv) **Media:** It is the path through which encoded message is transmitted to receiver. The channel may be in written form, face-to-face, phone, call, internet, etc.
- (v) **Decoding:** It is the process of converting encoded symbols of the sender.
- (vi) **Receiver:** The person who receives the message or for whom the message is meant for.
- (vii) **Feedback:** It includes all those actions of the receiver that indicate that he has received and understood the message of the sender.
- (viii) **Noise:** It means some obstruction or hindrance to communication. It may be caused to sender, message or receiver.

The following are the causes of noise:

- (a) Ambiguous symbols that lead to faulty encoding.
- (b) A poor telephone connection.
- (c) An inattentive receiver.
- (d) Faulty decoding (attaching wrong meanings to message).

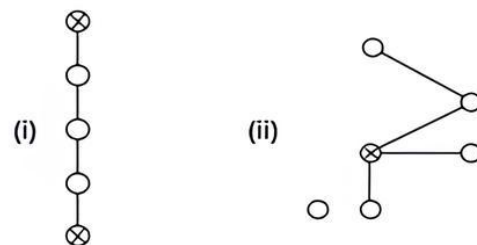


Communication Process

Q 9. Define communication network. Explain different types of grapevine networks.

OR

Identify and state the following grapevine networks.



Ans. Communication Network: The pattern through which communication flows within the organisation is generally indicated through communication network.

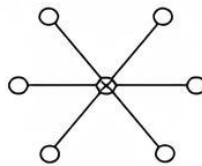
Different types of communication networks may operate in formal organisation. Some of the popular communication networks are: chain, wheel, circular, free flow, Inverted V.

Different types of grapevine networks are:

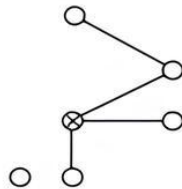
- (i) **Single Strand Network:** Each person communicates to the other in sequence.



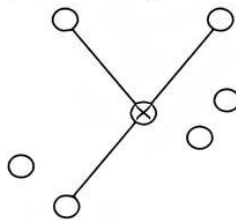
(ii) **Gossip Network:** Each person communicates with all on non-selective basis.



(iii) **Probability Network:** The individual communicates randomly with other Individual.



(iv) **Cluster Network:** The individual communicates with only those people whom he trusts. It is the most popular in organisations.



COMMON ERROR

Informal communication and grapevine is same. Sometimes students get confused when asked grapevine. So, students should learn the difference between informal communication and grapevine.

Q 10. Sunidhi has started a designer studio in the basement of her residence after completing her masters in fashion designing. She has appointed ten employees to take care of the various aspects of the work. She interacts regularly with each employee to tell exactly what is expected of his/her and what he/she needs to do to be regarded as a good performer. At the same time, she allows a free work environment wherein the employees openly chit-chat with each other in order to fulfil their social and emotional needs. Sometimes, these interactions also lead to spreading rumours which are not authentic.

In the context of the above paragraph:

(i) Name and explain any two types of communication being referred to in the above paragraph.

(ii) How does effective communication increases managerial efficiency?

OR

Give the meaning of 'Formal Communication' and 'Informal communication.' (CBSE 2023)

Ans. (i) The two types of communication being referred to in the above paragraph are formal communication and Informal communication.

(a) **Formal Communication:** The communication that flows through official channels designed in the organisation structure is called formal communication. This communication may take place between a subordinate and superior or among same team employees or managers. Usually, a written record of such communications is maintained, recorded and filed in the office. Formal communication may be further classified as Vertical and Horizontal.

(b) **Informal Communication:** Informal communication is the type of communication that takes place without following the formal lines of communication. It is generally referred to as the 'grapevine' because it spreads throughout the organisation with its branches going out in all directions in utter disregard to the levels of authority. The informal communication arises out of needs of employees to exchange their views, which cannot be done through formal channels.

(ii) Effective communication increases managerial efficiency by lubricating the working of the entire organisation through quick and effective performance of managerial functions. It enables the management to express the goals and targets, issue instructions, allocate jobs and responsibilities and supervise the performance of subordinates.

Q 11. Communication originally drafted in French has been poorly translated in English. Name the type of barrier to effective communication and explain any other five barriers of this type.

Ans. The type of barrier in this case is 'semantic barrier' (Faulty Translation).

Some other semantic barriers are:

(i) **Badly Expressed Message:** The badly expressed messages may be on account of inadequate vocabulary, usage of wrong words, omission of needed words, etc. It may also happen when words and sentences are not properly sequenced.

(ii) **Symbols with Different Meaning:** A word may have several meanings. Receiver has to perceive one such meaning for the word used by communicator. Wrong perception leads to communication problems.

(iii) **Unclarified Assumption:** Some communications may have certain assumptions which are subject to different interpretations. If the sender does not clarify assumptions related to message, then receiver may have different assumptions.

(iv) **Technical Jargon:** It is basically found that specialists use technical jargon while explaining to persons who are not specialists

in the concerned field. Therefore, they may not understand the actual meaning of many such words.

(v) **Body Language and Gesture Decoding:** If there is no match between what is said and what is expressed in body movements, communications may be wrongly perceived and listener may get confused and misunderstand the meaning.



Chapter Test

Multiple Choice Questions

Q 1. What is the effect of motivation on all the employees of an organisation?

- a. Invariable
- b. Same
- c. Variable
- d. Uniform

Q 2. When a leader is a role model to others regarding ethics and values, he is said to possess the quality of

- a. initiative
- b. integrity
- c. self-confidence
- d. decisiveness

Q 3. 'Lack of proper incentives' is a type of barrier.

- a. semantic
- b. psychological
- c. organisational
- d. personal

Q 4. Statement I: Money only satisfies the lower level needs.

Statement II: As money has the purchasing power, it becomes a very important incentive for every individual.

Choose the correct option from the options given below:

- a. Statement I is true and II is false.
- b. Statement II is true and I is false.
- c. Both the statements are true.
- d. Both the statements are false.

Assertion and Reason Type Questions

Directions (Q. Nos. 5-6): There are two statements marked as Assertion (A) and Reason (R). Read the statements and choose the appropriate option from the options given below:

- a. Both Assertion (A) and Reason (R) are true and Reason (R) is the correct explanation of Assertion (A).
- b. Both Assertion (A) and Reason (R) are true, but Reason (R) is not the correct explanation of Assertion (A).
- c. Assertion (A) is true, but Reason (R) is false.
- d. Assertion (A) is false, but Reason (R) is true.

Q 5. Assertion (A): Motivation is a complex process.

Reason (R): Individuals are heterogeneous in their expectations, perceptions and reactions.

Q 6. Assertion (A): Job security often makes people complacent and they do not perform efficiently.

Reason (R): There is no risk of job in case of job security.

Case Study Based Questions

Q 7. Read the extract given below and answer the questions on the basis of the same:

'Sheetal is working in 'Supermans' as a sales manager. She handles a team of 20 salesmen. She directs her immediate subordinates and is directed by her immediate boss. Supermans Limited purchases its raw materials from "MM Sales" which 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. Recently for Diwali season, it received a big order. Workers are keen to take Diwali holidays while management is pressing hard for overtime. This matter was placed before the Personal Manager, Rahul. He is a good leader who takes decision only after consulting his subordinates and work out the policies after acceptance of the group. He called the meeting of operative managers and workers to inform them about changes in the incentive plan which states payment of double 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. Rahul also stated that who work effectively and efficiently will be appreciated at the end of every month as 'The Employee of the Month'. All the employees were happy and this leads to higher output of production.

(i) "She directs her immediate subordinates and is directed by her immediate boss." Identify the features of directing.

- a. Directing initiates action
- b. Directing is a continuous
- c. Directing flow from top to bottom
- d. Directing takes place at every level of management

(ii) Identify the type of leadership style adopted by Rahul.

- a. Democratic style of leadership
- b. Autocratic style of leadership
- c. Free rein style of leadership
- d. None of the above

(iii) Rahul motivates the employees to work more by giving them:

- a. financial incentives
- b. non-financial incentives
- c. physical safety
- d. None of the above

(iv) Identify the type of needs being fulfilled by 'MM Sales'.

- a. Physical needs b. Safety needs
- c. Social needs d. Esteem needs

Q 8. Read the extract given below and answer the questions on the basis of the same:

Saman Murthy, the CEO of 'Healthcare Hospitals', a leading chain of hospitals, decided to reward the good work of the doctors of his organisation. For this, he instituted two running trophies. A 'Healthcare Achievers Trophy' to acknowledge and appreciate the tireless efforts of the doctors who rendered selfless services to the patients and another 'Beti Bachao Trophy' to recognise the outstanding work done by the doctors in saving the girl child.

The CEO also wanted to improve the health services in rural areas all over the country. He decided that all doctors must work in rural areas for at least six months. He also decided that the paramedical staff should be employed locally.

(i) Identify the incentive provided by 'Healthcare Hospitals' to its doctors through running trophies.

(ii) Which need of the doctors will be satisfied through the incentive identified in above question?

Very Short Answer Type Questions

Q 9. What is the objective of communication?

Q 10. Which function of management is known as 'Management in action'?

Q 11. What is meant by decoding as an element of communication?

Short Answer Type-I Questions

Q 12. Describe any three psychological barriers of communication.

Q 13. Which element of directing helps in inspiring subordinates to give their best to the organisation? Explain the process of element.

Short Answer Type-II Questions

Q 14. A reputed hostel, Mr Raman provides medical aid and free education to children of its employees. Which incentives is being highlighted here? State its category and name any three more incentives of the same category.

Q 15. Explain any four points of importance of directing function of management.

Long Answer Type Questions

Q 16. What is meant by communication? Explain the channels of communication.

Q 17. Distinguish between financial incentives and non-financial incentives.

