

Ch-07 DIRECTING

Important Questions Part-1

Q1) What is meant by Directing? Explain the importance of directing? (6M)

Ans: Directing is telling people what to do and seeing that they do it to the best of their ability. It includes making assignment, explaining procedures, seeing their mistakes are corrected, providing on the job instructions and issuing orders.

Importance of Directing: -

1. It initiates action. It integrates employees' efforts
3. It is the means of motivation
4. It facilitates implementing changes.
5. It creates balance in the organization

Q2) Mention the elements of directing? (1M)

Ans: 1) supervision 2) motivation 3) leadership 4) communication

Q3) Explain how directing is a pervasive function of management (1M)

Ans. Directing is a pervasive function as every manager from top executive to superior performs it.

Q4). 'Directing is the least important function of management.' Do you agree with this statement? Give any two reasons in support of your answer. (4 M)

Ans: No, I don't agree with this statement.

Importance of direction: Direction may be regarded as the heart of the management process. It is explained under the following parts:

- a). Initiates action: All organizational activities are initiated through direction.
- b). Integrates employees' efforts: At all levels of management the subordinates under the managers.

Managers integrate the work of subordinates.

- c). Means of motivation : Directing helps in motivating employees towards organizational goals.



Q5).“The post of supervisor should be abolished in the hierarchy of managers”. Do you agree? Give any three reasons in support of your answer. (6M)

Ans..No, I don't agree, because a supervisor performs the following functions to achieve organization goals.

Functions of the supervisor:

- a).Planning the work. The supervisor has to determine work schedule for every job.
- b).Issuing orders: Supervisor issues orders to the workers for achieving coordination in his work.
- c).Providing guidance and leader ship: The supervisor leads the workers of his department.
- d).Explains the policies and programmes of the organization to his sub ordinates and provide guidance
- e).Make necessary arrangement for supply of materials and ensure they are efficiently utilized.
- f). Deviations from the target if any are to be rectified at the earliest.
- g). To help the personnel departments in recruitment and selection of workers.

Q6).What is meant by ‘Esteem needs’ and ‘Self-actualization needs’ in relation to motivation of the employees? (4M)

Ans. i. Esteem Needs: these needs are needs for self esteem and need for other esteem .For Example: Self-respect, self-confidence etc.

ii. Self-actualization Needs: This is the needs to be what one is capable of becoming and includes needs for optimal development.

Q7).It is through motivation that managers can inspire their subordinates to give their best to the organisation’. In the light of this statement, explain, in brief, the importance of motivation. (5/6M)

Ans. Importance of motivation:

- i. Motivation sets in motion the action of people: Motivation builds the will to work among employees and puts them into action.
- ii. Motivation includes the efficiency of work performance: Performance of employees dependence not only on individual abilities but also on his willingness.
- iii. Motivation ensures achievement of organizational goals: If employees are not motivated, no purpose can be served by planning organizing and staffing.



- iv. Motivation creates friendly relationships: Motivation creates friendly and supportive relationships between employer and employees.
- V .Motivation leads to stability in the employees: Motivation helps in reducing absenteeism and turnover.
- vi. Motivation helps to change negative / indifferent attitudes of an employee

Q8).“All managers are leaders, but all leaders are not managers.” Do you agree with this statement? Give any three reasons in support of your answer. (3/4 M)

Ans. Yes, I agree with this statement.

Difference between leadership and management :

Basis	Leadership	Management
Origin	Leadership originates out of individual influence	Management originates out of official power and rights.
Formal Rights	A leader has no formal rights	A manager has certain formal rights
Follower & subordinates	A leader has followers	A manager has subordinates

Q9) Explain the various leadership styles?(6M)

Ans):Autocratic leadership style: This style is also known as leader centered style. The leader keeps all the authority and employees have to perform the work exactly as per his order. He does not decentralizes his authority. The responsibility of the success or the failure of the management remains with the manager. Democratic leadership: This style is also known as group centered leadership style. Managerial decisions are not taken by the manager in consultation with employees. This leadership style is based on decentralization. Managers respect the suggestions made by his sub ordinates. Laissez-faire leadership style: this style as leadership is also known as free brain leadership or individual centered style. The manger takes little interest in managerial functions and the sub ordinates are left on their own. Manager explain over all objectives; help sub- ordinates in determining their own objectives. They provide resources. They also advise the employees.

Q10) Mention the characteristics of autocratic leadership style.(3M)



Ans .1.Centralized authority 2.Single man decisions 3.Wrong belief regarding employees
4.Only downward communication.

Q11). Explain three advantages and three disadvantages of autocratic leadership style.

Ans . Advantages: 1.quick and clear decisions 2.Satisfactory work 3.Necessary for less educated employees Disadvantages: 1.lack of motivation 2.Agitation by employees
3.Possibilities of partiality. **(6M)**

Q12). Explain three advantages and three disadvantages of democratic leadership. (6m)

Ans. Advantages:1.Democratic leadership style advantages,2.Morale,3.Creation of more efficiency and productivity,4.Availability of sufficient time for constructive work
2) Disadvantages:1.Requirement of educated subordinates 2.Delay in decisions
3.Lack of responsibility and managers

Q13). Mention features of democratic leadership style? (3M)

Ans.1) co operative relations 2).Relief in employees 3).Open communication

Q14). Mention the characteristics of laissez-faire leadership style (3M)

Ans. Full faith in sub-ordinates
1).Independent decision making system
2).Decentralization of authority
3).Self directed

Q15). Mention three advantages and three disadvantages of laissez-faire(6M)

Ans. Advantages 1.Development of self confidence in subordinates, 2.High level motivation,
3.Help in development of extension and enterprise

Disadvantages: 1.Difficulty in co operation, 2.Lack of importance of managerial post,
3.Suitable only for highly educated employees

Q16). “Managerial functions cannot be carried out without an efficient system of communication.” Do you agree? Give any three reasons in support of your answer.(4M)

Ans. Yes, I agree with this statement.

Communication is important because of the following reasons.

- i. Communication facilitates planning in a number of ways
- ii. Communication helps management in arriving at vital decisions
- iii .Communication is necessary in creating unity of action of action

Q17). Mention one barrier to effective communication. (1M)

Ans. Poor listening skills of people.

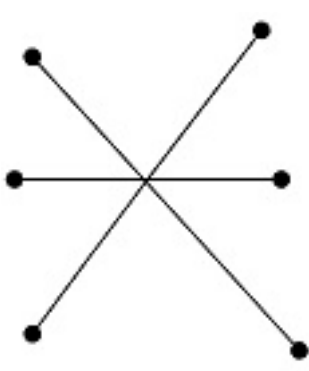
Q18). Give any one measure to improve communication. (1M)

Ans. Communicate according to the needs of receiver.

Q19). What do you mean by grapevine? Explain two types of grapevine along with diagram.[2]

Ans. Grapevine: The network or pathway of informal communication is known as grade point communication.

Two types of grapevine communication



Gossip



Single Strand

Q20). Explain any three measures to overcome the barriers to improve communications effectiveness.[3]

Ans. 1. Clarify the areas before communication: Before communicating to employees a manager should make an analysis of the subject matter.

2. Consult others before communication: A manager should encourage participation of subordinates which will ensure their support and cooperation.

3. Communicate according to the needs of receiver: The manager should make adjustments according to the needs of the receiver.

QUESTIONS WITH DIFFERENT DIFFICULTY LEVELS

1).It is concerned with instructing guiding and inspiring people in the organization to achieve its objectives. Name it.(1M)

Ans. Directing

2) Every manager from top executive to superior performs the function of directing. Which characteristic of directing is referred here? (1M)

Ans. Directing takes place every level of management.

3) It means overseeing the subordinates at work. Which element of directing is referred to? [1M]

Ans. Supervision.

4) Supervisor acts as a link between workers and management. How? (1M)

Ans. Supervisor conveys management ideas to the workers on one hand and workers problems to the management on the other.

5) It refers to the way in which urges, drives, desires, aspirations, strivings or needs direct control and explain the behavior of human beings. Which element of directing is indicated here? [1M]

Ans. Motivation.

6) Motivation can be either positive or negative. Give two examples of negative motivation. [1M]

Ans. a) Stopping increments b) Treating

7).Which need in the hierarchy theory of motivation refers to affection, acceptance and friendship? (1M)

Ans. Belonging needs

8) It is an incentive offered over and above the wages/salary to the employees. Name the type of financial incentive referred here. (1M)



Ans. Bonus

9) Name the incentive which refers to 'give more autonomy and powers to subordinates' and how are people affected by this incentives? (1M)

Ans. Employee Empowerment : Due to this incentive people start feeling that their jobs are important and they contribute positively to use their skills and talent in the job performance.

10) It is defined as a process of influencing other people to work willingly for group objectives. Mention this element of directing. (1M)

Ans. Leadership

11) It is process by which people create and share information with one another in order to reach common understanding. Which element of directing is referred here? (1M)

Ans. Communication.

12) Which element in communication process relates to the process of converting encoded symbols of the sender? (1M)

Ans. Decoding

13) In which kind of communication network, a subordinate is allowed to communicate with his immediate superior as well as his superior's superior? (1M)

Ans. Inverted V.

14) Amit and Mikki are working in the same organization but different departments. One day at lunch time Mikki informed Amit that due to computerization many people are going to be retrenched soon from the organization. (4M)

Ans. It is an example of informal communication.

Limitations of informal communication:

Messages tend to be distorted.

It often carries rumors.

It is unsystematic.

15) There are some barriers in communication which are concerned with the state of mind of both the sender and the receiver. State any three such barriers. (3/ 4 M)

Ans. It refers to physiological barriers: i. premature evaluation ii. Loss by transmission and poor retention. Iii .Lack of attention.



Ch-07 DIRECTING

Important Questions Part-2

Q1. Give one example of 'Noise' in the process of communication.

Ans. 'Poor telephone connection'.

Q2. State the element of directing which helps in implementing the principle of 'Solar-Chain'.

Ans- Formal Communication.

3. In which type of communication does a junior communicate with his senior?

Ans. Upward Communication.

4. State any two non-Financial incentives.

Ans. A) Job-Security

B) Status

5. Name the formal Communication network where each person can communicate with his adjoining two persons?

Ans- Circular.

6. Give example of any two organizational facilities to encourage free flow of communication by removing organizational barriers.

Ans- 1) Complaint Box

2) Social and Cultural Gathering.

7. What is the highest level need in the need Hierarchy of Abraham Maslow?

Ans- Self Actualization.

8. Name the Software company promoted by Bill Gates.

Ans- Microsoft.



9. Enumerate any two functions of supervisors.

Ans- a) Motivations workers
b) Providing Training.

10. Give any two principles for effective Directing.

Ans- a) Maximum Individual contribution
b) Unity of command.

11. Give two examples of semantic barriers.

Ans) Badly expressed message.
b) Un clarified Assumptions.

12- Mohan and Sohan are friends working in Surya ltd. As Production and Sales Managers respectively .In an interdepartmental meeting sohan informed Mohan about a change in the marketing policy of the company.

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

(b) Name any 2 networks of the type of communication identified in part (a) (1)

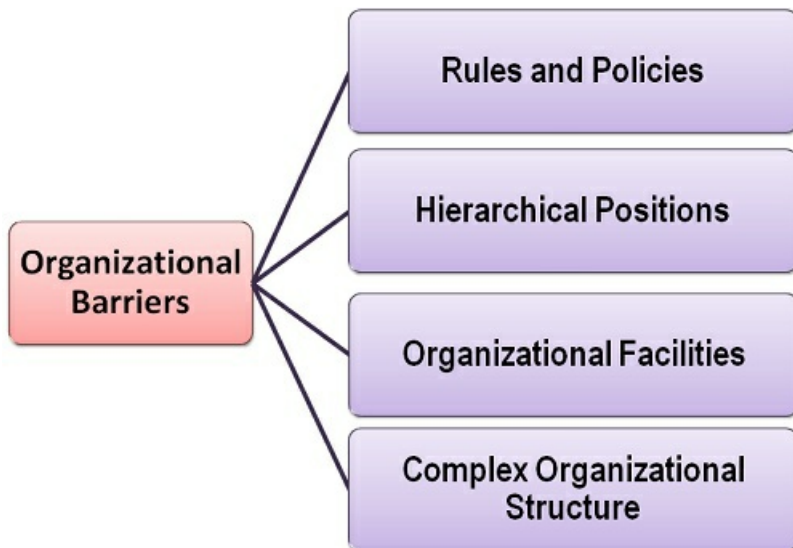
Ans: informal

two network of informal communication-gossip, cluster

13 There are some barriers related to organization structure rules and regulation. State any 4 such barriers

Ans: The **Organizational Barriers** refers to the hindrances in the flow of information among the employees that might result in a commercial failure of an organization.





1. **Organizational Rules and Policies:** Often, organizations have the rule with respect to what message, medium, and mode of communication should be selected. And due to the stringent rules, the employees escape themselves from sending any message.
2. **Status or Hierarchical Positions in the Organization:** In every organization, the employees are divided into several categories on the basis of their levels of the organization. This formal communication may often act as a barrier to the effective communication. Such as the lower level employee might be reluctant in sending a message to his superior because of a fear in his mind of sending the faulty or wrong message.
3. **Organizational Facilities:** The organizational facilities mean the telephone, stationery, translator, etc., which is being provided to employees to facilitate the communication. When these facilities are adequately offered to the employees, then the communication is said to be timely, accurate and according to the need. Whereas, in the absence of such facilities, the communication may get adversely affected.
4. **Complex Organizational Structure:** The communication gets affected if there are a greater number of management levels in the organization. With more levels, the communication gets delayed and might change before reaching the intended receiver.

14 “The post of Supervisors should be abolished,” Give your opinion. (5)

Ans: No, the post of supervisors should not be abolished because.....

Supervisor, being the manager in a direct contact with the operatives, has got multifarious function to perform. The objective behind performance of these functions is to bring stability and soundness in the organization which can be secured through increase in profits which is

an end result of higher productivity. Therefore, a supervisor should be concerned with performing the following functions -

Planning and Organizing - Supervisor's basic role is to plan the daily work schedule of the workers by guiding them the nature of their work and also dividing the work amongst the workers according to their interests, aptitudes, skills and interests.

Provision of working conditions - A supervisor plays an important role in the physical setting of the factory and in arranging the physical resources at right place. This involves providing proper sitting place, ventilation, lighting, water facilities etc. to workers. His main responsibility is here to provide healthy and hygienic condition to the workers.

Leadership and Guidance - A supervisor is the leader of workers under him. He leads the workers and influences them to work their best. He also guides the workers by fixing production targets and by providing them instruction and guidelines to achieve those targets.

Motivation - A supervisor plays an important role by providing different incentives to workers to perform better. There are different monetary and non-monetary incentives which can inspire the workers to work better.

Controlling - Controlling is an important function performed by supervisor. This will involve

- i. Recording the actual performance against the time schedule.
- ii. Checking of progress of work.
- iii. Finding out deviations if any and making solutions
- iv. If not independently solved, reporting it to top management.

15. Rajat a Sales Manager, achieved his sales targets one month in advance. This achievement was displayed on the notice board and a certificate for the best performance was awarded to him by the CEO of the company

(a) Name the incentive provided to Rajat.

(b) Identify the type of incentive.

(c) List 2 other incentives of the type identified in part (b) (3)



Ans – (a) Incentive provided to Rajat is an example of Employee Recognition Programmes.

The 2 other Non-Financial incentive are:

1. Status
2. Job Security.

16 Workers of a factory often seek guidance of Production Managers. The production Manager finds himself overburdened. Advise the way to relieve production manager. (1)

Ans: appoint a supervisor

17 In an organization employees always feel they are under stress. They take least initiatives and fear to express their problem before the manager.

What do you think is wrong with the manager? (3)

Ans: The manager is lacking leadership quality

18 The employees of Manik Ltd, a Software Company, Have formed a Dramatic Group for their recreation. Name the type of organization so formed and state its 3 features. (4)

Ans: informal organisation and its features are as follows :

- evolving constantly.
- grass roots.
- dynamic and responsive.
- excellent at motivation.
- requires insider knowledge to be seen.
- treats people as individuals like.
- flat and fluid.
- cohered by trust and reciprocity

19 Name the need in which employee desire affection, companionship, friendliness. How can such needs be fulfilled by any organization.(3)

Ans: social.it can be fulfilled by arranging social gatherings,clubs,keeping cordial relation with colleagues.

**20 Mr. Sharma wants to own a house. Which need are we referring to over here?
explain the need and also explain other needs.**

Ans: the need being referred to in maslow's need hierarchy theory in basic needs.

Explanation of all needs :

- (A) physiological
- (B) security
- (C) social
- (D) esteem
- (E) self actualization.

Important Questions Part-3

3-6 MARKS QUESTIONS

Q1. Anju and Manju work as Supervisor and clerk in Production and Finance Dept. respectively. They're close friends and have lunch together. One noon while having lunch Anju shared with Manju that about twenty employees will be transferred to the foreign branch next month.

(i) Which kind of communication took place between Anju and Manju.

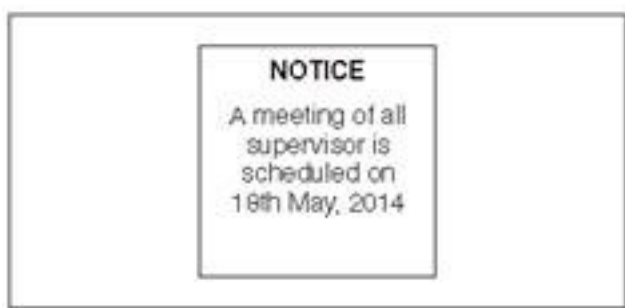
(ii) Write any two limitations of such communication. **(3)**

Q2. Suggest which element of directing is suitable under following situations and why?

(i) Workers are always unwilling to take up any kind of work. Due to rise in demand, firm wants them to cooperate. Supervisor is finding it difficult to cope with this situation.

(ii) In an organization employees hesitate to express their feelings and suggestions. They do not take initiative to express their problems and suggestions **(4)**

Q3.



This Notice Board was placed in reception area of ABC Ltd. The notice placed here did not mention clear specification regarding the time. This resulted in ambiguity of message. Which barrier of communication is 'referred to' here? Explain any three other forms of barriers of effective communication. **(4)**



Q4. Ms. Jainab, Manager (Production) and Mr. Shivam, Manager (Sales) of an electronics company were not on talking terms with each other. Because of that they did not transfer complete information to each other. Which element of direction lacking between them? What do think is the importance of the aspects which is lacking, in the functioning of an organization? **(3)**

Q5. Kareena is working in an MNC' She has been given an option to buy the shares of the company at an amount less than the market price because of her performance as an incentive. Which form of incentive is being referred here. Explain the incentive along with any other three incentives. **(4)**

Q6. Katrina has been awarded the 'Employee of the Month' award. Her name has been placed on the notice board, which form of incentive has been given to her? Explain any three other forms of this type of incentive. **(4)**

Q7. You are a soft skill trainer who trains people in their speaking & writing skills. What ideas can you give to the trainees about improving their communication effectiveness?

Q8. Clarify job Enrichment and job security as non-financial motivators. **(2)**

Q9. Directing refers to the process of instructing, guiding, counselling, motivating and leading people in the organisation to achieve its objectives. Also the company is known for its good direction. What values does directing focus to inject in the organisation? **(3)**

Q10. Motivation can be either positive or negative. How? **(3)**

Q11. Manoj is working as a supervisor in Galaxy Ltd. He listens to workers suggestions and grievances. He rewards the workers for good suggestions and handles the grievances timely. He insists on free flow of communication to solve the conflict among mgt. and workers. While Scheduling the duties, he also consults the workers.

(i) As a good supervisor, which elements of direction are used by direction supervisor in above paragraph?

(ii) Explain any three functions performed by Manoj as Supervisor by quoting lines from the above paragraph. **(6)**