

Understanding-based Questions

[1 mark]

Q.1. Which factor of production is Directing related to?

Ans. Human factor.

Q.2. Explain in one sentence how direction initiates action in management.

[CBSE 2011]

Ans. The first three functions of management (planning, organising and staffing) prepare a stage for action, directing implements it in the organisation.

Q.3. Explain in one sentence how direction is an executive function of management.

[CBSE 2011]

Ans. Because it initiates action in the organisation.

Q.4. What is meant by Physical Safety?

Ans. It refers to defence against accidents, attacks, diseases and other unexpected problems.

Q.5. What is Economic Safety?

Ans. It refers to safety of livelihood and arrangement for old age.

Q.6. 'Leadership is a part of management but not all of it.' Clarify.

Ans. Leadership is an element of directing function of management.

Q.7. 'Leadership transforms potential into reality.' How?

Ans. Through influencing subordinates.

Q.8. What is meant by 'Feedback' in communication process?

Ans. It refers to a signal pointing out to what extent the receiver has really received and understood the sender's message correctly.

Q.9. What is meant by 'Loss by Transmission' as a barrier to communication?

Ans. When a message is received by a person having passed through many people, generally it loses some of its truth. This is called loss by transmission.

[3 marks]

Q.1. How does the directing function bring about balance in the organisation?

Ans. It Creates Balance in the Organisation: Sometimes there is a clash between individual and organisational objectives. Directing helps to settle down these clashes and creates a balance in the organisation. On the one hand, a person works in an organisation for the fulfilment of his objectives like higher salary, promotion, etc. On the other hand, the objectives of a company can be to earn higher profits, more market share, etc. Managers through direction tell employees, how they can fulfil their objectives while achieving organisational objectives.

Q.2. How directing helps in efficient and effective functioning of the organisation? Explain by giving any three points.

Ans. The importance of direction is highlighted through the following facts:

1. **It initiates action:** The employees are appointed up to the first three functions of management (planning, organising and staffing). But they cannot commence their job until they are not informed about what to do? and how to do? The manager performs this job through direction. Thus, it is evident that it is direction which initiates action in an organisation.
2. **It integrates employees efforts:** Many employees work in an organisation. The activities of all are co-related. Success of an organisation is possible only when everybody does their job efficiently. If any one of employees in the employees-chain does not perform up to the mark, it adversely affects the performance of the remaining employees. Thus, it is essential to establish coordination among all the activities. The manager establishes this coordination by supervising, providing good leadership, motivating and exchanging ideas with his subordinates.
3. **It is the means of motivation:** The objectives of an organisation can only be achieved by motivated employees. Motivated employees work with full dedication and with a feel of belongingness. Now the question is: how can the employees be motivated? The work of motivating employees can be accomplished through the Directing function of management.

Q.3. Explain, in brief, the term 'supervision' as an element of directing.

Ans. It refers to monitor the progress of routine work of one's sub-ordinates and guiding them properly. Supervision is an important element of the directing function of management. Supervision has an important feature that face-to-face contact between supervisor and his subordinate is a must.

Q.4. Explain, in brief, the term 'motivation' as an element of directing.

Ans. It refers to that process which excites people to work for attainment of desired objective. Among the various factors of production, it is only the human factor which is dynamic and provides mobility to other physical resources. If human resource goes static then other resources automatically turn immobile. Thus, it becomes essential to motivate human resource to keep them dynamic, aware and eager to perform their duty. Both monetary and non-monetary incentives are given to employees for motivation.

Q.5. Explain, in brief, the term 'leadership' as an element of directing.

Ans. It refers to influence others in such a manner to do work what the leader wants them to do. Leadership plays an important role in directing. Only through this quality, a manager can inculcate trust and zeal among his subordinates.

Q.6. What do you mean by leadership style? List any two.

Ans. Meaning: It refers to the methods with the help of which a manager establishes his influence on his subordinates.

Types of Leadership Styles:

- i. Autocratic Leadership Style
- ii. Democratic Leadership Style.

Q.7. In an organisation, the good environment, refreshment corner and entertainment rooms have been made for all employees. Which values have been considered here?

Ans.

- i. Good working conditions.
- ii. Improvement in efficiency and health.
- iii. Helpful in decreasing the tension of employees.

Q.8. A liquor manufacturing firm provides liquors to its employees at cheaper rates to motivate them. Which values are deficient in this plan?

Ans.

- i. Increase in social evils
- ii. Encouragement of drinking habits
- iii. Improper way of motivation.

Q.9. In an organisation, the employees are being paid fair wages/remuneration and productivitybased bonus. Which values are highlighted here?

Ans.

- i. Increase in morale
- ii. Increase in productivity
- iii. Improvement in life standard of employees.

Q.10. In an organization, informal communication is stressed instead of formal communication which results in non-reaching of proper communication to proper

person in proper time. It results in either non-completion or delay in work. Which values have been violated here?

Ans.

- i. Encouragement to rumors
- ii. Difficulty in fixing the responsibility
- iii. Not possible to obtain objective at time.

Q.11. A leader solves the problems relating to work and the personal problems also of the followers. Which values he is following here?

Ans.

- i. Development of democratic values
- ii. Coordination esprit
- iii. Efficient and effective leadership
- iv. Mental revolution.

Q.12. *Mr Shubhendu Bose is the owner of 'Bikmac Enterprises' carrying on the business of manufacturing various kinds of biscuits. There was a lot of discontentment in the organisation and the targets were not being met. He asked his son, Naval, who had recently completed his MBA, to find out the reason. Naval found that all decision making of the enterprise were in the hands of his father. His father didn't believe in his employees. As a result both the employer and the employees were not able to understand each other's messages in the same sense. Thus, the employees were not happy and targets were not met.*

[CBSE 2016]

Q. Identify any two communication barriers because of which Bikmac Enterprise was not able to achieve its target.

Ans. Two Communication barriers are:

- i. Organisational policy (Organisational Barrier)
- ii. Distrust (Psychological Barrier)

Q. State one more barrier each of the types identified in (a) above.

Ans. One more barrier each of the types identified in [A] above:

- i. **Organisation Barrier** Rigid rules and regulation may delay communication.
- ii. **Psychological Barrier** Lack of attention, i.e., non-listening of the sender properly acts as a major psychological barrier.

Q.13. *Mr Fernandes is the owner of Unibie Enterprises, carrying on the business of manufacturing electrical appliances. There is a lot of discontentment in the organisation*

and targets are not being met. He asked his son, Michel, who has recently completed his MBA, to find out the reason. Michel found that all decision making of the enterprise were in the hands of his father. Moreover, his father did not have confidence in the competency of the employees. Thus, the employees were not happy.

[CBSE 2016]

Q. Identify any two communication barriers because of which 'Unibie Enterprise' was not able to achieve its target.

Ans. Two Communication Barriers are:

- i. Organisational Policy (Organisational Barrier)
- ii. Lack of confidence of superior on his subordinates (Personal Barrier)

Q. State one more barrier each of the types identified in part (a) above.

Ans. One more barrier each of the types identified in (a) above:

- i. Organisational Barrier:
 - Rigid rules and regulation may delay communication.
- ii. Personal Barrier
 - Lack of incentive to the subordinates creates a hindrance in communication.

[4 marks]

Q.1. How supervision is helpful in the improvement of communication and motivation?

Ans.

- i. **Improves Communication:** Whenever a situation of dispute arises between any two parties, the main reason for it is lack of communication. Under supervision, supervisor gives orders and directions to his subordinates. Also, he, in turn, receives feedback from them. On the other hand, subordinates communicate their ideas, suggestions, complaints, etc. to the supervisor. In this manner, a friendly atmosphere is created between both the parties. This strengthens free communication.
- ii. **Improves Motivation:** Every employee aspires to see himself as an important part of the organisation. During supervision, a supervisor divides the work in a manner that every person feels the responsibility for an important job in the organisation. By getting this kind of importance, an employee feels motivated and renders his responsibility with more diligence.

[6 marks]

Q.1. Identify the function of management which refers to the process of instructing, guiding, counselling, motivating and leading people in the organisation to achieve objectives. Explain the importance of this function of management.

[CBSE Sample Paper 2013]

Ans. It is directing function of management.

Importance: The importance of directing is highlighted through the following facts:
Refer to Q. 1 (Remembering-based Questions—5 Marks)

Q.2. 'The Supervisor performs a very important role in an organisation by performing multiple functions.' State any six such functions.

[CBSE 2013]

Ans.

- i. **Facilitates Control:** Under supervision, supervisor keeps a close eye on his subordinates. Wherever he finds any flaws in the work-in-progress, he rectifies them then and there itself. In this manner, supervision assures control.
- ii. **Optimum Utilisation of Resources:** Under supervision, all the activities are closely monitored. In this situation, better utilisation of all the resources like human, material, machinery, etc. takes place.
- iii. **Maintenance of Discipline:** Close eye and timely guidance of the employees teaches them a lesson of discipline.
- iv. **Feedback:** During supervision, a supervisor is always in direct contact with his subordinates. This facilitates the process of receiving feedback and helps to take better managerial decisions.
- v. **Improves Communication:** Whenever a situation of dispute arises between any two parties, the main reason for it is lack of communication. Under supervision, supervisor gives orders and directions to his subordinates. Also, he, in turn, receives feedback from them. On the other hand, subordinates communicate their ideas, suggestions, complaints, etc. to the supervisor. In this manner, a friendly atmosphere is created between both the parties. This strengthens free communication.
- vi. **Improves Motivation:** Every employee aspires to see himself as an important part of the organisation. During supervision, a supervisor divides the work in a manner that makes every person feel the responsibility for an important job in the organisation. By getting this kind of importance, an employee feels motivated and he takes his responsibility with more diligence.

Q.3. Explain the role of supervision as an element of directing function of management.

[CBSE 2011]

Ans. Refer to Points (i) to (vi) of Q. 2 above.

Q.4. What is meant by 'Motivation'? Explain Maslow's need hierarchy theory of motivation. [CBSE 2012]

Ans. Meaning of Motivation: It refers to the process which excites people to work for the attainment of a desired objective.

Maslow's Need Hierarchy Theory: Refer to Q. 4 (Remembering-based Questions—5 Marks)

Q.5. What is meant by 'Monetary Incentives'? State any five types of monetary incentives which contribute to the performance of employees.

Ans. Meaning: Monetary/Financial incentives are those incentives which are evaluated in terms of money.³

Types: Following are the important types of monetary incentives:

- i. **Pay and Allowances:** Pay and allowances are the chief monetary incentives for every employee. Salary includes basic pay and dearness allowance along with other allowances. The employees remain motivated with the annual increment in pay and allowances.
- ii. **Productivity Linked Wage Incentive:** The employees can be motivated by linking productivity with their salary. In other words, the increment in salary will be in direct proportion of increase in productivity.
- iii. **Bonus:** Bonus refers to that payment to employees in addition to their regular remuneration which is paid as a reward of their good services. The bonus plan helps in establishing cordial relations between owners and employees. These days, the payment of bonus to employees is prevalent in almost all industries. The payment of bonus may be in cash or kind. For example, an employee can be given cash reward or sent abroad in recognition of his/her services.
- iv. **Retirement Benefits:** Every employee remains concerned about his future after retirement. If he is offered financial security for his post-retirement period, his future will be secured. This situation will certainly motivate him. Provident Fund and Gratuity are the best examples of post-retirement benefit.
- v. **Perquisites:** Perquisites are those facilities which an employee gets free from the employer e.g., rent free accommodation, car, facility of a servant, etc. These facilities play an important role in motivating the employees.

Q.6. What is meant by 'Non-monetary Incentives'? State any five of non-monetary incentives which contribute to the performance of employees.

Ans. Meaning: Non-monetary/Non-financial incentives are not directly related with money. These incentives help in the satisfaction of top hierarchy needs like respect, self-actualisation, etc. **Types:** Following are the important types of non-monetary incentives:

- i. **Status:** Status means the position or rank of a person in the organisation. It can be high or low. The rank of an employee is directly linked with his authority, responsibility and other facilities (e.g., a separate cabin, costly furniture, car, peon, P.A., etc.). Everybody has a wish for a higher status. Therefore, the employees can be motivated by raising their rank or position. The attainment of a higher status fulfils the psychological, social and esteem-related needs.
- ii. **Career Advancement Opportunity:** Every employee of the organisation wants to advance in his life. Promotion is an important example of advancement. Training and development facilities have got to be provided for the promotion of the employees. Therefore, the managers can clear their way to promotion by providing these facilities. When the avenues for promotion are available, the employees certainly get motivated.
- iii. **Employee Recognition Programmes:** Every employee wishes to be considered as an important part of the organisation. It means that he should have his own identity and he should appear to be distinctive. The manager should distribute work among the employees in a manner that should give a feeling to every employee that his work is special and that he alone is capable of doing it. By getting such an importance, they are motivated and work harder and in a more responsible manner.
- iv. **Employee Participation:** Employees get encouraged to notice their participation in managerial works. Therefore, they offer their full cooperation in making successful the policies prepared with their help.
- v. **Employee Empowerment:** Employee empowerment means giving the employees more freedom to take decisions. When the decision-making power of the employees increases, they consider that they are doing some important work in the organisation. This feeling motivates them.

Q.7. Explain different financial and non-financial incentives used to motivate employees of a company.

Ans.

- a. **Financial Incentives:** Following are the important financial incentives: Refer to Points (i) to (iii) of Q. 5 above.
- b. **Non-financial Incentives:** Following are the important non-financial incentives: Refer to Points (i) to (iii) of Q. 6 above.

Q.8. Explain the various leadership styles.

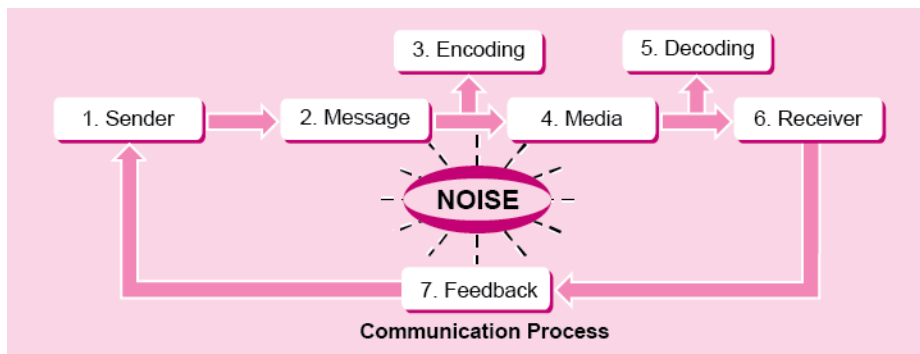
Ans.

1. **Autocratic Leadership Style Meaning:** It refers to that leadership style in which the leader tends to run the show all by himself. **Characteristics:**
 - i. **Centralised Authority:** In this style, a manager is not prepared to share his authority and responsibility with others. Consequently, all the authority of work performance remains centralised.

- ii. **Single-man Decisions:** In this style of leadership, the manager himself takes all the decisions. He takes it for granted that he does not need any other individual.
- 2. **Democratic Leadership Style Meaning:** It refers to that leadership style in which the leader consults with his subordinates before making any final decision. **Characteristics:**
 - i. **Cooperative Relations:** The chief characteristic of this style is the existence of cooperative relations among the managers and the employees. Participation in the management decisions gives the employees a feeling of self-respect, as a result of which the employees are always ready to be cooperative in every way.
 - ii. **Belief in Employees:** The managers inherently believe that the employees by nature want to work, do their work with interest, accept their responsibility and try to perform their work in a good manner. This faith of the managers in the employees increases their morale.
- 3. **Laissez-faire or Free-rein Leadership Style Meaning:** It refers to that leadership style in which the leader gives his subordinates complete freedom to make decisions. **Characteristics:**
 - i. **Full Faith in Subordinates:** A prominent characteristic of this style is that the managers consider their subordinates capable, active and responsible individuals and have full faith in them.
 - ii. **Independent Decision-making System:** In this style, the management-related decisions are taken by the subordinates instead of the managers. They can, however, consult the managers.

Q.9. State the steps involved in the process of communication.

Ans. Communication process has been shown in the following diagram:



- i. **Sender/Communicator:** Sender is the person who sends his ideas to another person.
- ii. **Message:** It includes opinion, feelings, views, attitude, orders, suggestion, etc. For example, the work plan to be explained by the manager is in the shape of ideas.

- iii. **Encoding:** Anything thought about by the sender is a mental state, which means that something to be communicated has been thought of. Communicating this idea or thinking with the help of symbols, words or diagrams is called encoding.
- iv. **Media/Transmission:** A person who is anxious to send a message has to make use of some medium for communication. There can be many media of communication like face-to-face conversation, letters, internet chatting, telephone, E-mail, symbols, etc. During the transmission of a message, it is very important to keep the media of transmission free from noise.
- v. **Decoding:** The sender can send his ideas briefly in the form of symbols or diagrams. Understanding it correctly is called decoding.
- vi. **Receiver:** A receiver is a person for whom the message is sent.
- vii. **Feedback:** Feedback is a signal pointing out to what extent the receiver has really received and understood the sender's message correctly.
- viii. **Noise:** Noise is the hindrance in the process of communication. It creates hurdle in the way of conversation. It can take place at any step in the communication process.

Q.10. 'The barriers to effective communication exist in all organisations to a greater or lesser degree.' State any six measures to overcome these barriers.
[CBSE 2013]

Ans.

1. **Communicate According to the Need of the Receiver:** The sender of the communication should prepare the structure of the message not according to his own level or ability but he should keep in mind the level, understanding or the environment of the receiver.
2. **Clarify Ideas before Communication:** The person sending the communication should be very clear in his mind about what he wants to say. He should know the objective of his message and, therefore, he should arrange his thoughts in a proper order.
3. **Be Aware of Language, Tone and Content of Message:** The sender should take care of the fact that the message should be framed in clear and beautiful language. The tone of the message should not injure the feelings of the receiver. As far as possible the contents of the message should be brief and excessive use of technical words should be avoided.
4. **Communication for the Present as well as for Future:** Generally, communication is needed to satisfy the existing commitments. But to maintain consistency, the communication should also consider at future goals of the organisation.
5. **Ensure Proper Feedback:** The purpose of feedback is to find out whether the receiver has properly understood the meaning of the information received. In the face-to-face communication, the reaction on the face of the receiver can be understood. But in case of written communication or some other sort of communications some proper method of feedback should be adopted by the sender.

6. **Be a Good Listener:** It is the essence of communication that both the sender and the receiver should be good listeners. Both should listen to the each other's point of view with attention, patience and positive attitude. A sender can receive much relevant information by being a good listener.