

Remembering-based Questions

[1 mark]

Q.1. What is meant by directing?

Ans. It refers to instructing, guiding, communicating and inspiring people to achieve common objectives.

Q.2. Give any two elements of directing.

Ans.

- i. Supervision
- ii. Leadership

Q.3. What is the total number of elements of directing?

Ans. Four.

Q.4. What is meant by 'supervision'?

Ans. It refers to monitor the progress of routine work of one's subordinates and guiding them properly.

Q.5. Define supervision.

[CBSE 2012]

Ans. According to **Viteles**, "Supervision refers to the direct and immediate guidance and control of subordinates in the performance of their task."

Q.6. What is meant by 'Motivation'?

[CBSE 2013]

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

Q.7. Give the types of Incentives.

Ans.

- a. Monetary Incentives
- b. Non-monetary Incentives.

Q.8. What is meant by 'Financial Incentives'?

Ans. It refers to incentives which are in direct monetary form or measurable in monetary term.

Q.9. What is meant by 'Bonus' as a type of monetary incentive?

Ans. It refers to that payment to employees in addition to their regular remuneration which is paid as a reward of their good services.

Q.10. What is meant by 'Profit Sharing'?

Ans. It refers to providing share in profit of the organisation to the employees besides their regular remuneration.

Q.11. Give two examples of Retirement Benefits.

Ans.

- a. Provident Fund
- b. Gratuity.

Q.12. What is meant by 'Job Enrichment' as a type of non-monetary incentive?

Ans. It refers to increasing the importance of work.

Q.13. What is meant by 'Leadership'?

Ans. It refers to influencing others in such a manner to do what the leader wants them to do.

Q.14. What is meant by 'Leader'?

Ans. It refers to that person who has the ability to influence others.

Q.15. Define 'communication'.

Ans. It refers to an art of transferring facts, ideas and feelings, etc., from one person to another and making them understandable.

Q.16. What is meant by 'NOISE' in communication process?

Ans. It refers to some obstruction or hindrance to communication.

Q.17. Give an example of 'semantic barrier' to communication.

Ans. Badly expressed message.

Q.18. What type of barrier to communication takes place when a symbol or word of the message has more than one meaning?

Ans. Semantic barrier.

[3 marks]

Q.1. What is directing? Name the elements of directing.

Ans. Meaning: Directing refers to instructing, guiding, communicating and inspiring people so that the objectives can be achieved.**Elements:**

- i. Supervision,
- ii. Leadership,
- iii. Communication and
- iv. Motivation.

Q.2. Briefly state any three elements of 'directing'.

Ans.

- i. **Supervision:** It refers to monitoring the progress of work of one's subordinates and guiding them properly.
- ii. **Leadership:** It refers to influencing others in such a manner to do what the leader wants them to do.
- iii. **Communication:** It refers to an art of transferring ideas, facts, feelings, etc. from one person to another and making him understand them.

Q.3. What is meant by supervision?

Ans. Supervision refers to monitoring the progress of work of one's subordinates and guiding them properly. The word 'supervision' is formed by joining two words 'super' and 'vision'. The former means best and the latter means view. Hence, the literal meaning of supervision is best view, i.e., maintaining the best view possible on the work of one's subordinates. Supervision includes both looking into the work of subordinates as well as guiding them properly.

Q.4. State three characteristics of supervision.

Ans.

- i. It is a universal activity performed at all levels of management.
- ii. It is an important part of the directing function of management.
- iii. It is a continuous process since supervision is required at all times.

Q.5. Define the term 'supervision'.

Ans. According to Viteles, "Supervision refers to the direct and immediate guidance and control of subordinates in the performance of their task." In conclusion, it may be said that in supervision, the supervisor maintains a strict vigil on the work of his subordinates, and if needed guides them also, so that plans may be implemented.

Q.6. Explain any three assumptions of Maslow's Need Hierarchy Theory.

[CBSE 2012]

Ans. Following are the assumptions of Maslow's theory:

- i. People's behaviour, being affected by their needs.
- ii. There are many needs of people and their order or priority can be made.

- iii. Motivation ends with the satisfaction of needs. After that, the next higher need serves as a motivator.

Q.7. Define non-financial incentives.

Ans. According to Dubin, “Non-financial motivators are in the form of mental reward.” It means that they are not directly related with money. They are helpful to satisfy the top hierarchy needs, such as self-actualisation.

Q.8. Explain any three characteristics of Autocratic Leadership Styles.

Ans.

- 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.
- iii. **Wrong Belief regarding Employees:** The manager is a victim of the thinking that the employees do not work when motivated by love and they require hard control. Impelled by this thought, managers take the help of the centralised leadership style.

Q.9. The barriers to effective communication exist in all organisations. Explain any three measures to overcome these barriers. *[CBSE Sample Paper 2015]*

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 marks]

Q.1. State any four characteristics of motivation.

Ans. Following are the main characteristics of motivation:

- i. **Motivation is an Internal Feeling:** Motivation is a psychological concept which lies within a person. First of all, some needs appear in the mind of an individual which affect his behaviour. He wants to do some work in order to satisfy those needs.
- ii. **Motivation Produces Goal-directed Behaviour:** Motivation is a power which leads the employees to the achievement of their goal. The behaviour of the motivated employees clearly shows that they are inclined towards the achievement of their goal. For example, promotion is a technique of motivation. The employees who desire to be promoted definitely improve their work performance.
- iii. **Motivation Can be either Positive or Negative:** There are two types of employees from the point of view of motivation—laborious and shirkers. Those employees who are laborious in the true sense of the word are encouraged with some awards. This is called positive motivation. On the other hand, those workers who are by nature shirkers are encouraged to work with the threat of demotion, suspension or termination. Such people start working because of the fear factor. This is called negative motivation.
- iv. **Motivation is a Complex Process:** All the people working in an organisation have different nature. All have different needs. Therefore, everybody cannot be motivated with only one motivator. Keeping in mind the needs of the person concerned, monetary and non-monetary techniques are used. Therefore, it is a complex process.

[5 marks]

Q.1. State the importance of directing function of management.

[CBSE Sample Paper

2015]

Ans.

- i. **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. This job manager performs through direction. Thus, it is evident that it is direction which initiates action in an organisation.
- ii. **It Integrates Employees' Efforts:** Many employees work in an organisation. If any one of employees in the employees'-chain does not perform up to the mark, it adversely affects the performance of remaining employees. Thus, it is essential to establish coordination among all the activities. Manager establishes this coordination by supervising, providing good leadership, motivating and exchanging ideas with his subordinates.
- iii. **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.

- iv. **It Facilitates of Implementation Changes:** Oftenly, employees show resistance to change in their organisational structure. But with the changing demand of time, it needs to be implemented/enforced. Managers through the medium of Direction shape the mindset of the employees in a manner that they willfully accept changes.
- v. **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. What is meant by 'Directing' as a function of management? Describe any four points of its importance.

[CBSE 2012]

Ans. Meaning: Directing refers to instructing, guiding, communicating and inspiring people so that the objectives can be achieved. **Importance:** The importance of direction is highlighted through the following facts: Refer to Points (i) to (iv) of Q. 1 above.

Q.3. Explain the elements of directing function of management.

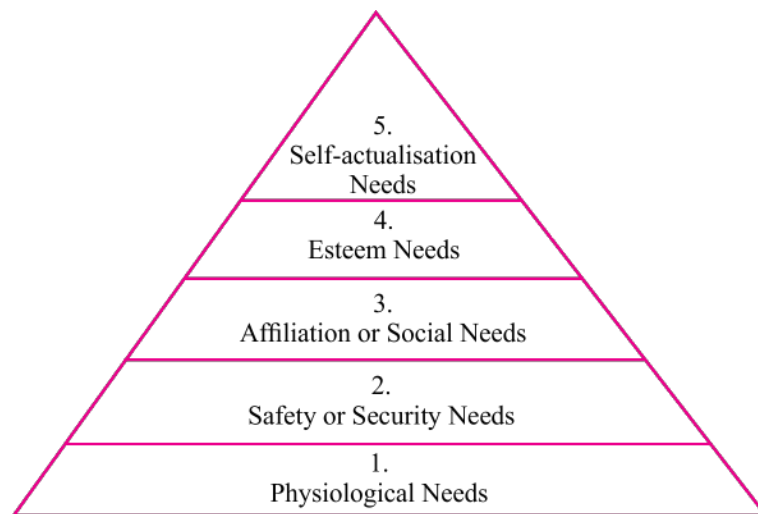
Ans. Following are the elements of directing:

- i. **Supervision:** It refers to monitor the progress of routine work of one's subordinates 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.
- ii. **Communication:** It refers to an art of transferring facts, ideas, feeling, etc. from one person to another and making him understand them. A manager has to continuously tell his subordinates about what to do, how to do, and when to do various things. Also, it is very essential to know their reactions. To do all this, it becomes essential to develop effective telecommunication facilities. Communication by developing mutual understanding inculcates a sense of cooperation which builds an environment of coordination in the organisation.
- iii. **Leadership:** 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.
- iv. **Motivation:** 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.4. Discuss Maslow's Need-Hierarchy theory of motivation.

Ans. According to Maslow, an individual has many needs and their order can be determined. The moment an individual's first need, is satisfied, he gets worried about his next need. After the satisfaction of the second need, comes the third and this order continues till all his needs are satisfied. It is, therefore, clear that needs can be motivators. In order to satisfy needs an individual himself wants to work with vigour and full capacity. Maslow has divided different human needs on the basis of priority into five parts which are shown in the following diagram:



Pyramid Representing Maslow's Hierarchy of Needs

- i. **Physiological Needs:** In this category, those needs are included which need to be satisfied to keep a man alive. These needs include food, shelter, clothing and sleep, etc.
- ii. **Safety or Security Needs:** After physiological needs are satisfied, a man thinks about his safety. Safety needs include physical and economic needs. Physical Safety refers to defence against accidents, attacks, diseases and other unexpected problems. Economic Safety means safety of livelihood and arrangement for old age.
- iii. **Affiliation or Social Needs:** It refers to the need for affection, sense of belongingness, acceptance and friendship.
- iv. **Esteem and Status Needs:** It refers to the need for respect, autonomy, status, recognition and attention.
- v. **Self-actualisation Needs:** Self-actualisation needs refer to the desire to maximise whatever potential an individual possesses. For example, a musician wants to be proficient in music. Similarly, a poet wants to be a specialist in his field.

Q.5. What do you mean by 'Leadership'? Explain four characteristics of it.

Ans. Meaning of Leadership: It refers to influencing others in such a manner to do what the leader wants them to do.

Characteristics of Leadership:

- i. **Influencing Process:** Leadership is in the form of an influencing process. Here, influencing means bringing others under one's own influence. A leader behaves with his followers in such a way that they automatically come under his influence. They start working as they are told by their leader. It is said that the exercise of influence is the essence of leadership.
- ii. **Behaviour-changing Process:** Leadership has the power to change the behaviour of their followers. A manager who has this ability gets a better work performance from his subordinates.
- iii. **Interpersonal Relations between Leader and Followers:** The chief requirement of leadership is the presence of followers. One cannot think of leadership without followers. Without followers, a leader has no existence. In order to make leadership meaningful, it is imperative to have followers (or employees) to work with him. Therefore, leadership indicates interpersonal relations between the leader and the followers.
- iv. **Achieving Common Goals:** A prominent feature of leadership is the achievement of common goals. It means it achieves not only the objectives of the organisation but also individual goals.

Q.6. Explain the meaning, advantages and disadvantages of Autocratic Leadership Style.

Ans. Meaning: It refers to that leadership style in which the leader tends to run the show all by himself.

Advantages:

- i. **Quick and Clear Decisions:** Because of the centralised authority all the decisions are taken by a single individual and hence there is no unnecessary delay and the decisions are comparatively clear.
- ii. **Satisfactory Work:** Since the work performance of the employees is under strict control, the quantity and quality of the work happen to be satisfactory.

Disadvantages:

- i. **Lack of Motivation:** This style does motivate the managers but it lowers the morale of the employees. This is natural because working in an environment of fear does lower their morale.
- ii. **Agitation by Employees:** Since the employees are not given any participation in taking decisions, they are turned into machines—working like machines incapable of doing anything of their own. Similarly, managers can make the

employees do as they wish. The employees consider such a leadership style as uninteresting and oppose it.

Q.7. What is Laissez-faire Leadership Style? Explain any four characteristics of it.

Ans. 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.
- iii. **Decentralisation of Authority:** This style is based on the principle of decentralisation. It means that the managers widely distribute their authority to enable every individual to determine his objective and make his plans accordingly. The managers only perform the function of coordination, direction and general control.
- iv. **Self-directed, Supervisory and Controlled:** After having once explained the objectives, the only job of the manager is to interfere only in adverse situations. The supervision and control is done by the employees themselves.

Q.8. What is Democratic Leadership Style? Explain any two of its advantages and two disadvantages.

Ans. Meaning: It refers to that leadership style in which the leader consults with his subordinates before making any final decision.

Advantages:

- i. **High Morale:** Under this style, the enthusiasm of the managers and the employees is skyhigh. Both consider each other their well-wishers.
- ii. **Creation of More Efficiency and Productivity:** Since the employees are participants in the decision making, they give full cooperation in implementing them. In this way their efficiency increases.

Disadvantages:

- i. **Requirement of Educated Subordinates:** The chief characteristic of this leadership style is that the subordinates are made partners in taking decisions, so much so that some little affairs are left to them. Such a cooperation can be expected only from the educated employees.
- ii. **Delay in Decisions:** It is clear that while taking decisions the subordinates are always consulted. This makes it a long process.

Q.9. Explain any two advantages and two disadvantages of Laissez-faire Leadership Style.

Ans. Advantages:

- i. **Development of Self-confidence in Subordinates:** When all the authority in their work performance is given to the employees, they become habituated in taking decisions which creates self-confidence in them. They start doing better work in future.
- ii. **High-level Motivation:** When the manager gives the subordinates all the authority by showing full confidence in them they start considering themselves an important part of the concern. In this way they, start feeling that they are not a part of the enterprise but are the enterprise itself. With the onset of this feeling, there is nothing left in their motivation.

Disadvantages:

- i. **Difficulty in Cooperation:** Since there is no close supervision and control by the managers, everybody starts functioning independently. Some employees with opposite point of view become a hurdle in the attainment of objectives of other people. Such people do not work themselves, nor can they see others work. It becomes difficult for the manager to establish coordination among such employees.
- ii. **Lack of Importance of Managerial Post:** In this leadership style, the post of a manager is rendered less important because he does not make any plan, or take any decision or exercise any control.

Q.10. Define the term 'Communication' and explain its features.

Ans. Meaning: It refers to an art of transferring ideas, facts, feelings, etc., from one person to another and making him understand them.

Features:

1. **Two or More Persons:** The first important characteristic of communication is that there must be a minimum number of two persons because no single individual can have an exchange of ideas with himself. A listener is necessary to receive one's ideas. Therefore, there must be at least two persons—the sender of information and the receiver.
2. **Exchange of Ideas:** Communication cannot be thought of in the absence of exchange of ideas. In order to complete the process of communication there must be an exchange of ideas, orders, feelings, etc., among two or more than two persons.
3. **Mutual Understanding:** Mutual understanding means that the receiver should receive the information in the same spirit with which it is being given. In the process of communication, it is more important to understand the information rather than carry it out.

4. **Direct and Indirect Communication:** It is not necessary in communication that the receiver and giver of information should be face-to-face with each other. Communication can be both direct and indirect. Direct communication means face-to-face conversation, while indirect communication is through other means.

Q.11. Explain the organisational barriers to communication.

Ans. Organisational structure greatly affects the capability of the employees as far as the communication is concerned. Some major organisational hindrances in the way of communication are the following:

- i. **Organisational Policies:** Organisational policies determine the relationship among all the persons working in the enterprise. For example, it can be the policy of the organisation that communication will be in the written form. In such a situation, anything that could be conveyed in a few words shall have to be communicated in the written form. Consequently, work gets delayed.
- ii. **Rules and Regulations:** Organisational rules become barriers in communication by determining the subject-matter, medium, etc. of communication. Troubled by the definite rules, the senders do not send some of the messages.
- iii. **Status:** Under organising all the employees are divided into many categories on the basis of their level. This formal division acts as a barrier in communication especially when the communication moves from the bottom to the top.
- iv. **Complexity in Organisational Structure:** The greater number of managerial levels in an organisation makes it more complex. It results in delay in communication and information gets changed before it reaches the receiver. In other words, negative things or criticisms are concealed.
- v. **Organisational Facilities:** Organisational facilities mean making available sufficient stationery, telephone, translator, etc. When these facilities are sufficient in an organisation, the communication will be timely, clear and in accordance with necessity. In the absence of these facilities, communication becomes meaningless.

Q.12. State any five semantic barriers to communication in an organization.

[CBSE Sample Paper

2016]

Ans. Semantic Barrier to Communication:

- i. **Badly Expressed Message:** Because of the obscurity of language there is always a possibility of wrong interpretation of the messages. This barrier is created because of the wrong choice of words, in civil words, the wrong sequence of sentences and frequent repetitions. This may be called linguistic chaos.
- ii. **Symbols or Words with Different Meanings:** A symbol or a word can have different meanings. If the receiver misunderstands the communication, it becomes meaningless. For example, the word 'value' can have different meanings in the following sentences:

- a. What is the value of computer education these days?
 - b. What is the value of this mobile set?
 - c. I value our friendship.
- iii. **Faulty Translation:** A manager receives much information from his superiors and subordinates and he translates it for all the employees according to their level of understanding. Hence, the information has to be moulded according to the understanding or environment of the receiver. If there is a little carelessness in this process, the faulty translation can be a barrier in the communication.
- iv. **Unclearified Assumptions:** It has been observed that sometimes a sender takes it for granted that the receiver knows some basic things and, therefore, it is enough to tell him about the major subject matter. This point of view of the sender is correct to some extent with reference to the daily communication, but it is absolutely wrong in case of some special message.
- v. **Technical Jargon:** Generally, it has been seen that the people working in an enterprise are connected with some special technical group who have their separate technical language. Their communication is not so simple as to be understood by everybody. Hence, technical language can be a barrier in communication. This technical group includes industrial engineers, production development manager, quality controller, etc