

Unit 7

Part A

1. What is Directing?

In the context of management of an organisation, directing refers to the process of instructing, guiding, counselling, motivating and leading people in the organisation to achieve its objectives.

2. State any one element of Directing.

Supervision

3. What is a 'Motive'?

A motive is an inner state that energises, activates or moves and directs behaviour towards goals.

4. State any one assumption of Maslow's Hierarchical Theory of Needs.

People's behaviour is based on their needs. Satisfaction of such needs influences their behaviour.

5. State any one Leadership style.

Authoritative

6. State any one pattern of formal communication.

Single chain

7. Name any one type of Grapevine network.

Cluster

8. Which one of the following is not an element of direction?

- (a) Motivation
- (b) Communication
- (c) Delegation**
- (d) Supervision

9. The motivation theory which classifies needs in hierarchical order is developed by

- (a) Fred Luthans
- (b) Scott
- (c) Abraham Maslow**
- (d) Peter F. Drucker

10. Which of the following is not an element of communication?

- (a) Decoding
- (b) Communication**
- (c) Channel
- (d) Receiver

11. The highest-level need in the Need Hierarchy of Abraham Maslow is
- (a) Safety Need
 - (b) Belongingness Need
 - (c) Self-Actualization Need**
 - (d) Prestige Need
12. Grapevine is
- (a) Formal Communication
 - (b) Barrier to Communication
 - (c) Lateral Communication
 - (d) Informal Communication**
13. Status comes under the following type of barriers
- (a) Semantic barrier
 - (b) Organisational Barrier
 - (c) Non-semantic barrier
 - (d) Psychological barrier**
14. The software company promoted by Narayana Murthy is
- (a) Wipro
 - (b) Infosys**
 - (c) Satyam
 - (d) HCL
15. The process of converting the message into communication symbols is known as
- (a) Media
 - (b) Encoding**
 - (c) Feedback
 - (d) Decoding
16. The communication network in which all subordinates under a supervisor communicate through supervisor only is
- (a) Single Chain
 - (b) Inverted V
 - (c) Wheel**
 - (d) Free flow

Part B

17. What do you understand by Supervision?

Supervision can be understood as the process of guiding the efforts of employees and other resources to accomplish the desired objectives. It means overseeing what is being done by subordinates and giving instructions to ensure optimum utilisation of resources and achievement of work targets.

18. Define Motivation.

Motivation means a process of stimulating people to action to accomplish desired goals - William G. Scout

19. State any two features of Motivation.

- a. Motivation is an internal feeling. The urge, drives, desires, aspirations, striving or needs of human being, which are internal, influence human behaviour.
- b. Motivation can be either positive or negative. Positive motivation provides positive rewards like increase in pay, promotion, recognition etc., Negative motivation uses negative means like punishment, stopping increments, threatening etc.

20. Define Leadership.

Leadership is the activity of influencing people to strive willingly for group objectives - George Terry

21. Write any two features of Leadership.

- a. Leadership indicates interpersonal relations between leaders and followers.
- b. Leadership is exercised to achieve common goals of the organisation.

22. What is communication?

Communication is defined in different ways. Generally, it is understood as a process of exchange of ideas, views, facts, feelings etc., between or among people to create common understanding.

23. State any two elements of communication process

- a. Sender: Sender means person who conveys his thoughts or ideas to the receiver. The sender represents source of communication.
- b. Message: It is the content of ideas, feelings, suggestions, order etc., intended to be communicated.

24.State any two psychological barriers to communication.

- a. Premature evaluation: Sometimes people evaluate the meaning of message before the sender completes his message.
- b. Lack of attention: The preoccupied mind of receiver and the resultant non-listening of message acts as a major psychological barrier.

25.State any two personal barriers to communication.

- a. Fear of challenge to authority: If a superior perceives that a communication may adversely affect his authority, he or she may withhold or suppress such communication.
- b. Lack of confidence of superior on his subordinates: If superiors do not have confidence on the competency of their subordinates, they may not seek their advice or opinions.

Part C

26. Explain the characteristics of Directing as a managerial process.

- (a) Directing initiates action: Directing is a key managerial function. A manager has to perform this function along with planning, organising, staffing and controlling while discharging his duties in the organisation.
- (b) Directing takes place at every level of management: Every manager, from top executive to supervisor performs the function of directing. The directing takes place wherever superior – subordinate relations exist
- (c) Directing is a continuous process: Directing is a continuous activity. It takes place throughout the life of the organisation irrespective of people occupying managerial positions.
- (d) Directing flows from top to bottom: Directing is first initiated at top level and flows to the bottom through organisational hierarchy. It means that every manager can direct his immediate subordinate and take instructions from his immediate boss.

27. Explain any four points which emphasise the importance of Directing.

- (a) Directing helps to initiate action by people in the organisation towards attainment of desired objectives. For example, if a supervisor guides his subordinates and clarifies their doubts in performing a task, it will help the worker to achieve work targets given to him.
- (b) Directing integrates employees' efforts in the organisation in such a way that every individual effort contributes to the organisational performance. Thus, it ensures that the individuals work for organisational goals.
- (c) Directing guides employees to fully realise their potential and capabilities by motivating and providing effective leadership. A good leader can always identify the potential of his employees and motivate them to extract work up to their full potential.
- (d) Directing facilitates introduction of needed changes in the organisation. Generally, people tend to resist changes in the organisation. Effective directing through motivation, communication and leadership helps to reduce such resistance and develop required cooperation in introducing changes in the organisation.

28. Briefly explain any four benefits of Motivation.

- (a) Motivation helps to improve performance levels of employees as well as the organisation. Since proper motivation satisfies the needs of employees, they in turn devote all their energies for optimum performance in their work. A satisfied employee can always turnout expected performance.
- (b) Motivation helps to change negative or indifferent attitudes of employee to positive attitudes to achieve organisational goals. For example, a worker may have indifferent or negative attitude towards his work, if he is not rewarded properly

- (c) Motivation helps to reduce employee turnover and thereby saves the cost of new recruitment and training. The main reason for high rate of employee turnover is lack of motivation. If managers identify motivational needs of employees and provide suitable incentives, employees may not think of leaving the organisation.
- (d) Motivation helps to reduce absenteeism in the organisation. Some important reasons for absenteeism are—bad working conditions, inadequate rewards, lack of recognition, poor relations with supervisors and colleagues etc.

29. Explain briefly any four semantic barriers to communication.

- (a) Faulty translations: Sometimes the communications originally drafted in one language (e.g., English) need to be translated to the language understandable to workers (e.g., Hindi). If the translator is not proficient with both the languages, mistakes may creep in causing different meanings to the communication.
- (b) Unclear assumptions: Some communications may have certain assumptions which are subject to different interpretations. For example, a boss may instruct his subordinate, "Take care of our guest". Boss may mean that subordinate should take care of transport, food, accommodation of the guest until he leaves the place.
- (c) Technical jargon: It is usually found that specialists use technical jargon while explaining to persons who specialists in the concerned field are not. Therefore, they may not understand the actual meaning of many such words.
- (d) Body language and gesture decoding: Every movement of body communicates some meaning. The body movement and gestures of communicator matters so much in conveying the message. If there is no match between what is said and what is expressed in body movements, communications may be wrongly perceived.

30. Briefly explain any four organisational barriers to communication.

- (a) Organisational policy: If the organisational policy, explicit or implicit, is not supportive to free flow of communication, it may hamper effectiveness of communications. For example, in an organisation with highly centralised pattern, people may not be encouraged to have free communication.
- (b) Rules and regulations: Rigid rules and cumbersome procedures may be a hurdle to communication. Similarly, communications through prescribed channel may result in delays.
- (c) Status: Status of superior may create psychological distance between him and his subordinates. A status conscious manager also may not allow his subordinates to express their feelings freely.
- (d) Complexity in organisation structure: In an organisation where there are number of managerial levels, communication gets delayed and distorted as number of filtering points are more.

Part D

31. What is Supervision? Explain the role played by a supervisor.

Supervision can be understood as the process of guiding the efforts of employees and other resources to accomplish the desired objectives. It means overseeing what is being done by subordinates and giving instructions to ensure optimum utilisation of resources and achievement of work targets.

- (i) Supervisor maintains day-to-day contact and maintains friendly relations with workers. A good supervisor acts as a guide, friend and philosopher to the workers.
- (ii) Supervisor acts as a link between workers and management. He conveys management ideas to the workers on one hand and workers problems to the management on the other. This role played by supervisor helps to avoid misunderstandings and conflicts between management and workers/employees.
- (iii) Supervisor plays a key role in maintaining group unity among workers placed under his control. He sorts out internal differences and maintains harmony among workers.
- (iv) Supervisor ensures performance of work according to the targets set. He takes responsibility for task achievement and motivates his workers effectively.
- (v) Supervisor provides good on-the-job training to the workers and employees. A skilled and knowledgeable supervisor can build efficient team of workers.
- (vi) Supervisory leadership plays a key role in influencing the workers in the organisation. A supervisor with good leadership qualities can build up high morale among workers.
- (vii) A good supervisor analyses the work performed and gives feedback to the workers. He suggests ways and means of developing work skills.

32. Explain any four financial incentives and four nonfinancial incentives.

The financial incentives generally used in organisations are listed below:

- (i) **Pay and allowances:** For every employee, salary is the basic monetary incentive. It includes basic pay, dearness allowance and other allowances. Salary system consists of regular increments in the pay every year and enhancement of allowances from time-to-time.
- (ii) **Productivity linked wage incentives:** Several wage incentive plans aims at linking payment of wages to increase in productivity at individual or group level.
- (iii) **Bonus:** Bonus is an incentive offered over and above the wages/ salary to the employees.
- (iv) **Profit Sharing:** Profit sharing is meant to provide a share to employees in the profits of the organisation. This serves to motivate the employees to improve their performance and contribute to increase in profits.

The non-financial incentives are:

- (v) **Career Advancement Opportunity:** Every individual wants to grow to the higher level in the organisation. Managers should provide opportunity to employees to improve their skills and be promoted to the higher-level jobs.
- (vi) **Job security:** Employees want their job to be secure. They want certain stability about future income and work so that they do not feel worried on these aspects and work with greater zeal. In India, this aspect is more important considering the inadequate job opportunities and too many aspirants for these.
- (vii) **Employee participation:** It means involving employees in decision making of the issues related to them. In many companies, these programmes are in practice in the form of joint management committees, work committees, canteen committees etc.,
- (viii) **Employee Empowerment:** Empowerment means giving more autonomy and powers to subordinates. Empowerment makes people feel that their jobs are important. This feeling contributes positively to the use of skills and talents in the job performance.

33. Explain the qualities of a good leader

- (i) **Physical features:** Physical features like height, weight, health, appearance determine the physical personality of an individual. It is believed that good physical features attract people. Health and endurance help a leader to work hard which inspires others to work with same tempo.
- (ii) **Knowledge:** A good leader should have required knowledge and competence. Only such person can instruct subordinates correctly and influence them.
- (iii) **Integrity:** A leader should possess high level of integrity and honesty. He should be a role model to others regarding the ethics and values.
- (iv) **Initiative:** A leader should have courage and initiative. He should not wait for opportunities come to his way, rather he should grab the opportunity and use it to the advantage of organisation.
- (v) **Communication skills:** A leader should be a good communicator. He should have the capacity to clearly explain his ideas and make the people to understand his ideas. He should be not only good speaker but a good listener, teacher, counsellor and persuader.
- (vi) **Motivation skills:** A leader should be an effective motivator. He should understand the needs of people and motivate them through satisfying their needs.
- (vii) **Self Confidence:** A leader should have high level of self-confidence. He should not lose his confidence even in most difficult times. In fact, if the leader lacks self-confidence, he cannot provide confidence to his followers.
- (viii) **Decisiveness:** Leader should be decisive in managing the work. Once he is convinced about a fact, he should be firm and should not change opinions frequently.
- (ix) **Social skills:** A leader should be sociable and friendly with his colleagues and followers. He should understand people and maintain good human relations with them.

34. Suggest the suitable measures to improve communication effectiveness.

- (i) Clarify the ideas before communication: The problem to be communicated to subordinates should be clear in all its perspective to the executive himself. The entire problem should be studied, analysed and stated in such a manner that is clearly conveyed to subordinates.
- (ii) Communicate according to the needs of receiver: The level of understanding of receiver should be crystal clear to the communicator. Manager should adjust his communication according to the education and understanding levels of subordinates.
- (iii) Consult others before communicating: Before communicating the message, it is better to involve others in developing a plan for communication. Participation and involvement of subordinates may help to gain ready acceptance and willing cooperation of subordinates.
- (iv) Be aware of languages, tone and content of message: The contents of the message, tone, language used, way the message is to be communicated are the important aspects of effective communication. The language used should be understandable to the receiver and should not offend the sentiments of listeners.
- (v) Convey things of help and value to listeners: While conveying message to others, it is better to know the interests and needs of the people with whom you are communicating.
- (vi) Ensure proper feedback: The communicator may ensure the success of communication by asking questions regarding the message conveyed. The receiver of communication may also be encouraged to respond to communication.
- (vii) Communicate for present as well as future: Generally, communication is needed to meet the existing commitments, to maintain consistency, the communication should aim at future goals of the enterprise also.
- (viii) Follow up communications: There should be regular follow up and review on the instructions given to subordinates. Such follow up measures help in removing hurdles if any in implementing the instructions.
- (ix) Be a good listener: Manager should be a good listener. Patient and attentive listening solves half of the problems. Managers should also give indications of their interest in listening to their subordinates.