

CHAPTER : DIRECTING

Q.NO.	QUESTION	MARKS
1	In autocratic leadership style only -----communication is done with subordinates.	1
2	There are many theories of leadership-----and----- --.	1
3	A..... need can no longer motivate a person.	1
4	Obstruction or hindrance to communication like poor telephone connection, inattentive receivers etc. are termed as----- --.	1
5	Other functions of management prepare a setting for action, while _____function initiates action.	1
6	Stability of income is an example of Basic Physiological Needs. (True/False)	1

7	Productivity linked wage incentives include regular increments in the pay every year and enhancement of allowances from time-to-time. (True/False)	1
8	If there is two way information flows between the superior and subordinate then there will be positive reaction of employees. (true/False)	1
9	Leadership never determines the ability of an individual to influence others.	1
10	Some managers may be effective leaders without ever having taken a course or training program in leadership.	1
11	Leadership: <ul style="list-style-type: none"> (a) Influencing the behavior of others (b) Maintain bad interpersonal relationship (c) Influence employees to involuntarily (d) Helps in planning 	1
12	No interference of superior in taking decision by subordinates in <ul style="list-style-type: none"> (a) Autocratic leadership (b) Democratic leadership (c) Free rein leadership (d) Paternalistic leadership 	1
13	Obedience of order and discipline is find in <ul style="list-style-type: none"> (a) Autocratic leadership (b) Democratic leadership (c) Free rein leadership (d) Paternalistic leadership 	1
14	Full utilization of potential and capacity of employees can be seen in <ul style="list-style-type: none"> (a) Autocratic leadership (b) Democratic leadership (c) Free rein leadership (d) Paternalistic leadership 	1
15	Directing takes place wherever superior- subordinate relations exist. Identify the characteristic highlighted in the above statement- <ul style="list-style-type: none"> (a) Directing is a continuous process 	1

	<p>(b) Directing flows from top to bottom</p> <p>(c) Directing takes place at every level</p> <p>(d) Directing initiates action</p>	
16	<p>Which of the following is the appropriate order of hierarchy of needs according to Abraham Maslow?</p> <p>(a) Safety Needs → Psychological needs → Affiliation needs → Esteem Needs → Self Actualisation needs</p> <p>(b) Psychological needs → Safety Needs → Affiliation needs → Esteem Needs → Self Actualisation needs</p> <p>(c) Affiliation needs → Safety Needs → Psychological needs → Esteem Needs → Self Actualisation needs</p> <p>(d) Psychological needs → Safety Needs → Esteem Needs → Affiliation needs → Self Actualisation needs</p>	1
17	<p>Use of 'Technical Jargon' is which type of communication barrier?</p> <p>(a) Organisational barrier</p> <p>(b) Psychological barrier</p> <p>(c) Semantic barrier</p> <p>(d) Personal barrier</p>	1
18	<p>'Lack of proper incentive' is a barrier to communication. Identify the type of barrier to which it belongs-</p> <p>(a) Personal barrier</p> <p>(b) Organizational barrier</p> <p>(c) Psychological barrier</p> <p>(d) Semantic barrier</p>	1
19	<p>Which of the following is not a measure to overcome barrier to effective communication?</p> <p>(a) Convey things of help and value to listeners</p> <p>(b) Communicate according to the needs of receiver</p> <p>(c) Consult others before communicating</p> <p>(d) Fear of challenge to authority</p>	1

<p>20</p>	<p>Which of the following is a financial incentive?</p> <ul style="list-style-type: none"> (a) Job security (b) Stock option (c) Job enrichment (d) Employee participation 	<p>1</p>
<p>21</p>	<p>Which is not the advantage of formal communication?</p> <ul style="list-style-type: none"> (a) Very systematic (b) Friendly relationship (c) Orderly flow of information (d) Easy to exercise control 	<p>1</p>
<p>22</p>	<p>Which two parties are involved in communication process?</p> <ul style="list-style-type: none"> (a) Encoder & Decoder (b) Superior & Subordinate (c) Sender & Receiver (d) Buyer & Seller 	<p>1</p>
<p>23</p>	<p>Payal 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 which include greater variety of work content. Identify and explain the two incentives introduced by payal to motivate the employees of the company.</p>	<p>1.5+1.5 =3</p>
<p>24</p>	<p>Lakhan, an expert in the area of Financial Management, sent an e-mail to his subordinate Thomas about a new project for a client in France. Though, the mail was in English, a language known to Thomas, he was not able to understand the actual meaning of many words used in the mail. He was also not a specialist in the field of Financial Management. Not only this, some portions of the mail were translated from French to English in such a manner that many mistakes crept in, causing different meaning to the message.</p> <ul style="list-style-type: none"> (a) Identify two specific barriers to communication in Lakhan's e-mail. (b) State any two measures which can be taken by Lakhan to overcome the 	<p>3</p>

	barriers identified in part (a)above to improve in future the effectiveness of his communication.	
25	<p>A company has employees from different countries. They speak different languages. Once the management decided to draft the message of congratulating the employees of the New York in their native languages. For this they had to translate the same message in different languages. On the 5th of January there was a strike by people belonging to a particular country showing resentment on the wrong language used in the greetings.</p> <p>(a) Identify and state the communication barrier discussed above.</p> <p>(b) State the category of this communication barrier.</p> <p>(C)Explain any two other communication barrier of the same category.</p>	1+1+2=4
26	<p>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 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.</p> <p>(a) One of the assumptions of Need Hierarchy theory is stated in the above paragraph. State the other three assumptions of this theory.</p> <p>(b) State the needs of Kunal which are being satisfied through promotion.</p>	4
27	<p>Arun is working in a multinational company in Gurgaon. He was running temperature for the last many days. When his blood was tested, he was found positive for dengue with a very low platelet count. Therefore, he was admitted in the hospital and a blood transfusion was advised by the doctors. One of his colleagues sent a text message about it to his immediate superior ‘Mr. Narain’. ‘Mr. Narain’ in turn sent a text message to the</p>	2+3=5

	<p>employees of the organisation requesting them to donate blood for Arun. When the General Manager came to know about it, he ordered for fumigation in the company premises and cleanliness of the surroundings.</p> <p>(a) From the above para quote lines that indicate formal and informal communication.</p> <p>(b) State any three features of informal communication.</p>	
28	<p>'Alfa Ltd.' was dealing in renewable energy. To get the business, the team leader and his team used to travel to different states to give presentation to their clients. As per the policy of the company, the leader used to travel by air, whereas his team travelled by road/train. It was not only time consuming but also at time forced female team members to travel alone. As a result, the subordinates were not acting in desired manner to achieve organisational goals. The CEO 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 all the members including the leaders would travel together in future and would usefully utilize the travelling time in discussion with the subordinates about 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.</p> <p>State the features of the element of the function of management used by the CEO.</p>	5
29	<p>Three friends, Rajat, Raman and Ansh, after completing their MBA from a reputed business school at 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 which will help him to 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</p>	3+3=6

	<p>organisation, which has the culture of individual autonomy, is considerate to employees and provides the employees with opportunity for personal growth and a meaningful work experience.</p> <p>(a) Identify the various financial and non-financial incentives discussed by the three friends in the above conversation.</p> <p>(b) Explain three other non-financial incentives which were not discussed by any one of them.</p>	
<p>30</p>	<p>Pratap Singh is the Chief Executive Officer of Nissar Enterprises. It is an automobile parts manufacturing company. The enterprise has a functional structure, in which jobs of similar nature have been grouped together as Production, Finance, Marketing and Human Resource. Nissar Enterprises has its manufacturing unit at Manesar. The factory has been plagued with many problems for a long time which was in the knowledge of the Production Manager, Varun Sharma. The workers had internal differences. Time and again, there were misunderstandings between the management and the workers. Keeping the problems in mind, Varun Sharma appointed, Siyaram Singh who had 14 years of experience of working with the actual work force and passing on instructions of the middle management to the workers. Siyaram Singh met Varun Sharma to understand what the management wanted. Thereafter he met the workers and conveyed the ideas of management to them. He also promised the workers to convey their problems to the management. In this way, he cleared the misunderstanding between the management and the workers. He also sorted out internal differences and was able to unite the workers within a month of his joining. His work was acknowledged and he was given a certificate of good performance along with 10% increase in salary.</p> <p>(i) Siyaram Singh performed some of the functions which are required to be performed at the position he is working at. State any five other functions Siyaram Singh is expected to perform.</p> <p>(ii) Name the incentives provided to Siyaram Singh.</p>	<p>6</p>

ANSWERS

Q.NO.	ANSWER	MARKS
1	One way	1
2	Behaviour and Styles	1
3	Satisfied	1
4	Noise	1
5	Directing	1
6	False	1
7	False	1
8	True	1
9	False	1
10	True	1
11	A	1
12	C	1
13	A	1
14	C	1
15	C	1
16	B	1
17	C	1
18	A	1
19	D	1
20	B	1
21	B	1
22	C	1
23	Job Enrichment and career advancement opportunity with explanation	1.5+1.5 =3
24	Two specific barriers to communication in Lakhan's e-mail were: (i) Faulty translations (ii) Technical jargon Measures to overcome communication barriers: (Any two)	3

	<p>(i) Lakhan should communicate according to the needs, education and understanding levels of subordinates.</p> <p>(ii) He should take a proper feedback to improve the communication process and make it more responsive.</p> <p>(iii) He should regularly follow up communication and review the instructions given to subordinates.</p> <p>(iv) He should be aware of languages, tone and content of the message to make it understandable to the receiver.</p>	
25	<p>(a) Faulty Translation and its meaning</p> <p>(b) Semantic Barriers</p> <p>(c) words with different meaning, Unclarified assumption/Technical jargon</p>	<p>1+1+2= 4</p>
26	<p>(a) The following are the assumptions of Maslow's Need Hierarchy theory other than the one discussed above:</p> <p>(i) People's needs are in hierarchical order, starting from basic needs to other higher level needs.</p> <p>(ii) A satisfied need can no longer motivate a person; only next higher level need can motivate him.</p> <p>(iii) A person moves to the next higher level of the hierarchy only when the lower need is satisfied.</p> <p>(b) Needs of Kunal which are being satisfied through promotion are:</p> <p>(i) Esteem Needs which refer to the need for self respect, autonomy status, recognition and attention.</p> <p>(ii) Self actualisation needs which refer to the drive to become what one is capable of becoming. These needs include growth, self- fulfillment and achievement of goals.</p>	4
27	<p>(a) Formal communication</p> <p><i>'When the General Manager came to know about it, he ordered for fumigation in the company premises and cleanliness of the surroundings.</i></p> <p>Informal communication</p> <p><i>One of his colleagues sent a text message about it to his immediate superior</i></p>	2+3=5

	<p><i>'Mr. Narain'.</i></p> <p style="text-align: center;">OR</p> <p><i>'Mr. Narain' in turn sent a text message to the employees of the organisation requesting them to donate blood for Arun'.</i></p> <p>(b) Features of Informal communication: (Any two)</p> <p>(i) It takes place without following the formal lines of communication.</p> <p>(ii) It arises out of social needs of the employees</p> <p>(iii) It spreads rapidly.</p>	
28	<p>Features of motivation:</p> <p>(a) It is an internal feeling as the urges, drives or needs of human beings which influence human behaviour are internal.</p> <p>(b) It produces goal directed behaviour as it stimulates people to accomplish desired goals.</p> <p>(c) It can be positive in the form of positive rewards or negative like punishment, stopping increments etc.</p> <p>(d) It is a complex process as any type of motivation may not have a uniform effect on all the members.</p>	5
29	<p>(a) Financial and non-financial incentives discussed by the three friends in the above conversation.</p> <p>(i) Financial incentives Retirement benefits, Perquisites</p> <p>(ii) Non- Financial incentives Job security, Career advancement opportunity, Organizational climate Status</p> <p>(b) Other non-financial incentives which were not discussed by any one of them (Any three) Job enrichment, Employee recognition, Employee participation Employee empowerment</p>	3+3=6
30	<p>(i) Five other functions Siyaram Singh is expected to perform are:</p> <p>(a) Maintaining day to day contact and friendly relations with the workers. He should act as a friend, philosopher and a guide to the workers.</p>	6