

CBSE Test Paper - 04
Chapter - 7 Directing

1. Self Actualisation Needs are concerned with _____ (1)
 - a. Autonomy status
 - b. Growth and Self-fulfillment
 - c. Recognition
 - d. None of these
2. Status comes under the following type of barriers (1)
 - a. Psychological barrier
 - b. Non Semantic barrier
 - c. Semantic barrier
 - d. Organisational barrier
3. Which of the following is a financial incentive? (1)
 - a. Job Security
 - b. Stock Incentive
 - c. Employee Participation
 - d. Promotion
4. The process of converting the message into communication symbols is known as- (1)
 - a. Feedback
 - b. Media
 - c. Encoding
 - d. Decoding
5. It is the process by which people create and share information with one another in order to reach common understanding. Which element of directing is referred here? (1)
6. Give one example of “Noise” in the process of communication. (1)

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7. Give any two characteristics of organisational climate that influence the behaviour of individuals and act as a non-financial incentive. **(1)**
 8. It is defined as a process of influencing other people to work willingly for group objectives. Mention this element of directing. **(1)**
 9. Distinguish between 'Direction' and 'Supervision'. **(3)**
 10. Explain three advantages and three disadvantages of autocratic leadership style. **(3)**
 11. Define the term 'Supervision' and explain the functions of a supervisor. **(4)**
 12. Explain the meaning and any three characteristics of directing. **(4)**
 13. Give the meaning of 'Directing' as a function of management and any four points of its importance. **(5)**
 14. Differentiate between formal communication and informal communication? **(5)**
 15. Explain the following non-financial incentives:
 - i. Status
 - ii. Organisation climate
 - iii. Career advancement opportunities **(6)**

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Answer

1. b. Growth and Self-fulfillment

Explanation:

Self Actualisation Need is the highest level of need in the hierarchy. It refers to the drive to become what one is capable of becoming. These needs include growth, self-fulfillment and achievement of goals.

2. a. Psychological barrier

Explanation:

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.

3. b. Stock Incentive

Explanation:

Under these incentive schemes, employees are offered company shares at a set price which is lower than market price.

4. c. Encoding

Explanation:

It is the process of converting the message into communication symbols such as words, pictures, gestures etc.,

5. The element of directing referred here is 'Communication'.

6. One example of Noise in the process of communication is Poor Telephone Connection.

7. The two characteristics of organisational climate that influence the behaviour of individuals and act as a non-financial incentive are:

- i. Reward orientation
- ii. Individual autonomy

8. 'Leadership' is defined as a process of influencing other people to work willingly for

group objectives.

9. Difference Between Direction And Supervision:

i. Meaning

Direction: It refers to issuing orders and instructions and motivating subordinates to achieve the objectives and goals.

Supervision: It refers to observing the progress of assigned tasks of employees or subordinates.

ii. Scope

Direction: It is a wider management term. Direction includes supervision, leadership, motivation, coordination and communication.

Supervision: It is one of the elements of direction. So its scope is narrower.

iii. Contact

Direction: It may take place with face-to-face contact or without face-to-face contact with subordinates.

Supervision: It is possible only with direct face-to-face contact with subordinates.

10. Three advantages of autocratic leadership style are:

Three disadvantages of autocratic leadership style are:

i. Quick and clear decisions

ii. Satisfactory work

iii. Necessary for less educated employees

iv. Lack of motivation

v. Agitation by employees

vi. Possibilities of partiality.

11. The supervision means instructing, guiding, monitoring and observing the employees while they are performing jobs in the organisation.

The word supervision is the combination of two words, i.e., supervision where super means over and above and vision means seeing. So, supervision means seeing the activities of employees from over and above.

Role of Supervisor:

Supervisor plays two important roles:

i. Role of Mediator or Linking Pin:

Supervisor plays the role of linking pin as he communicates the plans, policies, decisions and strategies of management to subordinates and complaints, grievances and suggestions of subordinates to management.

ii. Role of a guide:

Whenever subordinates are in doubt and need help the supervisor guides them to come out from their problematic situations.

12. Directing refers to a process or technique of instructing, guiding, inspiring, counselling, overseeing and leading people towards the accomplishment of organizational goals. It is a continuous managerial process that goes on throughout the life of the organization.

Characteristics of directing are as follows:

- i. **Initiating process:** It involves giving orders and instructions to the employees and thereby decisions are converted into actions.
- ii. **A continuous process:** It is an activity that takes place throughout the life of an organisation, irrespective of people occupying the managerial position
- iii. **Pervasive function:** The directing function is performed by all managers at all levels to achieve the organisational goals.

13.

i. **Directing** means giving instructions and guiding people in doing work.

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

Four points of importance of Directing are:

- Makes the organisation goal oriented

Planning as we all know lays down goals. But the mere laying down of goals isn't enough. It is directing in terms of those goals that gets them achieved. It is that process that retains the goal oriented-ness with which the business

process begins. If not for direction the business will proceed in hap hazard manners thereby making all other processes difficult and also making the business fragile.

- **Creates a motivated workforce**

As already discussed above, motivation acts a sub set of the broader function of direction. Direction ensures that the workforce is motivated and remains motivated. This is so because the process will be successful only with the effort of motivated people and motivated people is the secret of a budding effective business. Thus managers pay extra attention to motivating workers while directing the business.

- **Initiates Action**

Direction is the process that kicks the plan into motion by using the resources organised and humans staffed to achieve what is envisioned in the plan. It is the stepping stone to carrying out business processes which till then remain only on paper.

- **It creates adaptability**

A business has to cope with constant changes in its environment. Direction plays a key role in ensuring that a business is capable of adjusting and adapting to such changes by understanding the environment and by relaying suitable information. Such instructions at the right point of time allows for meeting various contingencies and ensures the business isn't knocked off its feet.

14.

BASIS FOR COMPARISON	FORMAL COMMUNICATION	INFORMAL COMMUNICATION
Meaning	A type of verbal communication in which the interchange of information is done through the pre-defined channels is known as	A type of verbal communication in which the interchange of information does not follow any channels i.e. the communication

	formal communication.	stretches in all directions.
Another Name	Official Communication	Grapevine communication
Reliability	More	Comparatively less
Speed	Slow	Very Fast
Evidence	As the communication is generally written, documentary evidence is present.	No documentary evidence.
Time Consuming	Yes	No
Advantage	Effective due to timely and systematic flow of information.	Efficient because employees can discuss work related problems, this saves time and cost of the organization.
Disadvantage	Distortion due to long chain of communication.	Spread of rumors
Secrecy	Full secrecy is maintained.	It is difficult to maintain the secrecy.
Flow of Information	Only through predefined channels.	Can move freely.

15. Non-financial incentives are used to motivate employees to improve their performance. These incentives are not measured in terms of money, rather they provide psychological and emotional satisfaction.

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- i. **Status:** In business terms, status means ranking of positions in the organisation. The authority, responsibility, rewards, recognition, perquisites and prestige of job indicate the status given to a person holding a managerial position. It is the ranking of position, rights and duties in the organization. Research indicates the fact that middle and higher level employees prefer escalations in status to increment in pay. Status satisfies psychological, social and esteem needs of an individual.
 - ii. **Organisation climate:** Organisational climate means the working system within the organisation. This includes individual freedom, receipt of awards, the importance of employees, etc. Every person likes to work in a better organisational climate. The manager can motivate the employees by providing a better organisational environment. A positive climate serves as an incentive to improve performance. Supportive relationships, knowledge of work done, healthy competition for superior performance, etc are all motivating factors.
 - iii. **Career advancement opportunity:** Most of the employees want to explore in their career. Promotion is an important example of advancement. Training and development facilities have got to be provided for the promotion of the employees. An organisation can motivate its employees by providing them opportunities for in-service training and promotion. In other words, if the employees are provided the opportunity for their advancement and growth and to develop their potentiality, they feel very much satisfied and become more committed towards the organisation goals.