

## Higher Order Thinking Skills (HOTS)

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**[1 mark]**

**Q.1. Which function of management is known as 'Management-in-action'?**

**Ans.** Directing.

**Q.2. Out of managing and directing, which term has the wider scope?**

**Ans.** The scope of managing is wider as directing is a component of it.

**Q.3. At which level of management directing takes place?**

*[CBSE 2013]*

**Ans.** Directing takes place at all levels of management.

**Q.4. Who is a supervisor?**

**Ans.** A supervisor is a person who oversees what is being done by subordinates and gives instructions to ensure optimum utilisation of resources.

**Q.5. Supervision is related to which level/s of management?**

**Ans.** To all the three levels.

**Q.6. Why is motivation called a complex process?**

*[CBSE 2013]*

**Ans.** Motivation is called a complex process as any motivator may not have a uniform effect on all the numbers.

**Q.7. Name the need which is satisfied first of all.**

**Ans.** Physiological needs.

**Q.8. Give one assumption of Maslow's Theory.**

**Ans.** There are many needs of people and their order can be made.

**Q.9. Give one criticism of Maslow's Theory.**

**Ans.** Maslow's hierarchy of needs is not permanent.

**Q.10. Define the term 'Leadership'.**

**Ans.** According to **George R. Terry**, "Leadership is the ability of influencing people to strive willingly for mutual objectives."

**Q.11. Distinguish between Managership and Leadership on the basis of 'Scope'.**

**Ans.** The scope of managership is wider than leadership.

**Q.12. What is Autocratic Leadership Style?**

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

**Q.13. What is Democratic Leadership Style?**

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

**Q.14. What is Laissez-faire Leadership Style?**

**Ans.** It refers to that leadership style in which the leader gives his subordinates complete freedom to make decisions.

**Q.15. Is it necessary to believe or agree with the message in order to complete the process of communication?**

**Ans.** No, not at all. It is sufficient to only understand the message.

**Q.16. Is it necessary in communication that the sender and receiver of information should be face to face with each other?**

**Ans.** No, communication can be both direct (face to face) or indirect.

**Q.17. What is meant by 'Decoding' as an element of communication? [CBSE 2014]**

**Ans.** Decoding means converting encoded symbols of the sender.

**Q.18. What is meant by 'Encoding' as an element of communication? [CBSE 2014]**

**Ans.** Encoding means converting the message into communication symbols such as words, pictures, gestures, etc.

**Q.19. 'The greater number of managerial levels in an organisation makes it more complex.' To which type of organisational barrier to communication this statement refers to?**

**Ans.** Complexity in organisational structure.

**[3 marks]**

**Q.1. "Direction is the least important function of management." Do you agree with this statement? Give any two reasons in support of your answer.**

**Ans.** No, I do not agree with this statement as directing is the most important function of management. It is also known as management-in-action. In support of my answer, I can give the following reasons:

- 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.

### **Q.2. Clarify the difference between Managing and Directing.**

**Ans.** It is important to distinguish between two almost similar words — 'Managing' and 'Directing'. 'Managing' is a wide concept and under it, apart from 'directing', the functions like planning, organising, staffing, and controlling are included. On the other hand, 'Directing' is a limited concept and is only a part of the managing. It is, therefore, clear that if some manager is full of the quality of directing, he can prove to be an effective manager but other managerial functions too shall have to be completed.

### **Q.3. Explain how supervision facilitates control.**

**Ans. 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. From time to time deviations are noted by comparing actual work performance and the desired work performance. Corrective measures are taken if the need is felt. In this manner, supervision assures control.

### **Q.4. "The post of supervisor should be abolished in the hierarchy of managers." Do you agree? Give any three reasons in support of your answer.**

**Ans.** No, I do not agree with this statement. Following are the reasons of it:

- 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. From time to time deviations are noted by comparing actual work performance and the desired work performance. Corrective measures are taken if the need is felt. 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. The problem is at once solved because the employees are always under a close watch. As a result, they start doing effective work in minimum possible time.
- iii. **Maintenance of Discipline:** Close eye and timely guidance of the employees teaches them a lesson of discipline. When special attention is given to the

employees during their work and their every problem is solved at the first instance, this builds pressure on their mind to maintain discipline.

**Q.5. Explain how supervision helps in optimal utilisation of resources.**

**Ans. 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. The problem is at once solved because the employees are always under a close watch. As a result, they start doing effective work in minimum possible time.

**Q.6. Distinguish between ‘Direction’ and ‘Supervision’.**

**Ans.** Difference between Direction and Supervision

<b>Basis of Difference</b>	<b>Direction</b>	<b>Supervision</b>
(1) Meaning	It refers to instructing, guiding, communicating and inspiring people so that the objective can be achieved.	It refers to monitoring the progress of work of one’s subordinates and guiding them properly.
(2) Scope	Its scope is wider as supervision is one of the elements of it.	Its scope is narrower as it is one of the elements of direction.

**Q.7. On which two bases Maslow’s Hierarchy of Needs can be criticised?**

**Ans.**

- i. Maslow’s hierarchy of needs is not permanent. This changes according to the situation.
- ii. It is not necessary that the needs of only one category be strong at a time and the remaining remain unimportant.

**Q.8. Distinguish between ‘monetary’ and ‘non-monetary’ incentives.**

**Ans.**

**Difference between Monetary and Non-monetary Incentives**

<b>Basis of Difference</b>	<b>Monetary Incentives</b>	<b>Non-monetary Incentives</b>
1. Measurement	These cannot be measured in terms of money.	These can be measured in terms of money.
2. Suitability	These are effective in case of managers.	These are highly effective in case of workers.

3. Level of Satisfaction	These help in satisfying lower level needs (food, clothing and shelter).	These help in satisfying higher level needs (esteem, status and selfactualisation).
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**Q.9. Distinguish between Leaders and Managers.**

**Or**

**Differentiate between 'Leadership' and 'Management'.**

**Ans.**

**Difference between Managership and Leadership**

<b>Basis of Difference</b>	<b>Managership</b>	<b>Leadership</b>
(i) Basis of Existence	Organised group (or formal organisation).	Unorganised group or informalorganisation.
(ii) Focus	Attainment of the objectives of the organisation.	To satisfy the expectations andaspirations of the followers.
(iii) Authority	Formal authority.	Informal authority. The followersthemselves allow leader the authority to give orders and to lead them.

**Q.10. What do you mean by NOISE in communication process? State four examples.**

**Ans.** 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. Its main examples are:

- Use of ambiguous symbols in encoding.
- Telephone line going dead.
- An inattentive receiver.
- Understanding wrong meaning of the message.

**[4 marks]**

**Q.1. "Directing is the heart of the management process." Do you agree? Give any four reasons in support of your answer.**

**Ans.** Yes, I do agree with this statement. Following are the reasons of it: Refer to Points (i) to (iv) of Q. 1 (Remembering-based Questions—5 Marks)

**Q.2. Which type of incentives are needed to satisfy the social and psychological needs? Explain any four types of such incentives.**

**Ans.** To satisfy the social and psychological needs non-financial incentives are needed.

**Types of non-financial incentives:**

Refer to Points (i) to (iv) of Q. 6 (Understanding-based Questions—6 Marks)

**Q.3. “All managers are leaders but all leaders are not managers.” In the light of this statement, differentiate between leadership and management.**

**Ans.** All managers are leaders but all leaders are not managers. This statement is absolutely correct as management is wider term than leadership. The difference between the both is given in the following table: Refer to Q. 9 (Higher Order Thinking Skills—3 Marks)

**Q.4. “All managers are leaders, but all leaders are not managers.” Do you agree with this statement? Give any three reasons in support of your answer.**

**Ans.** I do agree with this statement. Following are the reasons:

- i. Management is wider term than leadership.
- ii. It is necessary for a manager to play the role of a leader.
- iii. It is not necessary for a leader to play the role of a manager.

**Q.5. Mrs Rajlaxmi is working as the Human Resource Consultant in a firm manufacturing cosmetic, which is facing a problem of high employee turnover. The CEO of the company has invited suggestions from her for retaining the talented employees and reducing the employee turnover. Mrs. Rajlaxmi recommends that the good employees be rewarded in a way that it creates a feeling of ownership among the employees and at the same time makes them contribute towards the growth of the organization.**

*[CBSE Sample Paper 2016]*

**Q. Identify the incentive and explain its type, which has been suggested by Mrs. Rajlaxmi to the CEO of the company.**

**Ans. Incentive :** Financial **Type :** Co-partnership or Stock Option

**Q. Also explain any two other incentives of the same type.**

**Ans. Other Financial Incentives:**

1. **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.
2. **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.

**[6 marks]**

**Q.1. “Every action in the organisation is initiated through directing.” Explain any four points of importance of directing in the light of this statement.**

**Ans. Importance:** The importance of direction is highlighted through the following facts: Refer to Points (i) to (iv) of Q. 1 (Remembering-based Questions—5 Marks)

**Q.2. “The post of supervisor should be abolished in the hierarchy of managers.” React.**

**Ans.** This statement is not correct. A supervisor is needed because of the following reasons:

Refer to Points (i) to (vi) of Q. 2 (Understanding-based Questions—6 Marks)

**Q.3. ‘Money is the only motivator.’ Do you agree? Give arguments to support your viewpoint.**

**Ans.** No, I do not agree with this statement because in the context of financial and non-financial motivators it is said that, “Financial and non-financial incentives are required to motivate the workers for harder work just as right and left foot both are essential for walking.” In other words, both have the same importance and it is essential to implement the both simultaneously.

**Following are the main non-financial motivators:**

**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:

Refer to Points (i) to (v) of Q. 6 (Understanding-based Questions—6 Marks)