

CBSE Test Paper - 05
Chapter - 7 Directing

1. Punishment and stopping increments etc. are the examples of _____ (1)
 - a. Negative Motivation
 - b. Supervision
 - c. Positive Motivation
 - d. Communication
2. Social/Affiliation/Belongingness needs are concerned with _____ (1)
 - a. Stability of income
 - b. Affection, Acceptance and friendship
 - c. Pension
 - d. Salary
3. Supervision means _____ (1)
 - a. Fulfilment of legal formalities
 - b. Starting a business
 - c. Overseeing what is being done by subordinates
 - d. Planning for the future
4. Hierarchy Theory of Motivation was given by _____ (1)
 - a. David Maslow
 - b. Peter Maslow
 - c. Abraham Maslow
 - d. Henry Maslow
5. Why is motivation called a complex process? (1)
6. In which kind of communication network, a subordinate is allowed to communicate with his immediate superior as well as his superior's superior? (1)
7. A good leader does not wait for opportunities but creates them. Which quality of a good leader is highlighted by this statement? (1)
8. What is meant by motivation? (1)
9. Mention three advantages and three disadvantages of laissez-faire. (3)
10. Explain the concept of motivation and leadership. (3)
11. Differentiate between Upward communication and Downward communication. (4)

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12. 'AS Environs Ltd' is dealing in Environment-Consultancy. To get the business, the team leader and his team used to travel to different states to give a presentation to their clients. As per the policy of the company, the team leader used to travel by air whereas his team travelled by road/train. It was not only time consuming, but also at times forced the female team members to travel alone.

As a result, the subordinates were not acting in a desired manner to achieve organisational goals. The CEO of the company 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 in future all the members including the leader would travel together and usefully utilise the travelling time in discussion about the presentation to be given to the clients. This made a positive impact and H every member of the team started acting in a manner as desired by the team leader.

State the features of the element of the function of management used by the CEO. **(4)**

13. Explain the qualities of a good leader. Do the qualities alone ensure leadership success? **(5)**
14. It is through motivation that managers can inspire their subordinates to give their best to the organisation. In the light of this statement, explain, in brief, the importance of motivation. **(5)**
15. Rakesh is working under his superior, Neeraj. He always communicates useful ideas and suggestions to his superior regarding reduction of cost, improvement in the product, etc. Neeraj implements his suggestions and has always found favorable results, but he never appreciates Rakesh for his suggestions. Rakesh decided not to communicate any suggestion or idea to Neeraj. Identify the factor which acts as a communication barrier. Explain three other factors of the same group of communication barriers. **(6)**

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Answer

1. a. Negative Motivation

Explanation:

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. which also may induce a person to act in the desired way.

2. b. Affection, Acceptance and friendship

Explanation:

Affiliation/Belonging Needs refer to affection, sense of belongingness, acceptance and friendship.

3. c. Overseeing what is being done by subordinates

Explanation:

Supervision being an element of directing, every manager in the organisation supervises his/her subordinates. In this sense, 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.

4. c. Abraham Maslow

Explanation:

Abraham Maslow, a well-known psychologist in a classic paper published in 1943, outlined the elements of an overall theory of motivation. His theory was based on human needs. He felt that within every human being, there exists a hierarchy of five needs.

5. Motivation is a complex process as individuals are heterogeneous in their perceptions, reactions and expectations. All individuals do not have same desires, needs and reactions. Different people have to be motivated differently as any one type

of motivation can't have a uniform effect on all the members.

6. Inverted V.

In this form of communication, a subordinate is permitted to communicate with the boss of his boss. In this form of communication, the messages move at a rapid speed.

7. The quality of a good leader is highlighted by this statement is "Initiative".

8. Motivation is the process of stimulating people to act voluntarily to accomplish desired goals. It is an internal process that makes a person move toward a goal.

9. The three advantages of laissez-faire are:

The three disadvantages of laissez-faire are:

- i. Development of self-confidence in subordinates.
- ii. High level motivation.
- iii. Help in development of extension and enterprise.
- iv. Lack of importance of managerial post.
- v. Difficulty in cooperation.
- vi. Suitable only for highly educated employees.

10. **Motivation:** Motivation is an internal process that makes a person move towards a goal. Instead, motivation can only be inferred by noting a person's behavior.

According to Berelson and Steiner, 'Motivation is an inner state that energises, activates and that directs or channels behaviour towards goals'.

Motivation is something that motivates a person into action and continues him in the course of action enthusiastically.

Leadership: It is the process of influencing the behaviour of other people so that they work willingly for the attainment of goals in a given situation. According to Koontz and O'Donnell, 'Leadership is an art or process of influencing people so that they will strive willingly and enthusiastically towards the achievement of group goals'.

Leadership is both a research area and a practical skill encompassing the ability of an individual or organization to "lead" or guide other individuals, teams, or entire organizations.

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Upward Communication	Basis of Distinction	Downward Communication
Upward communication is the line of communication through which subordinates can convey information, to their seniors.	Meaning	Downward communication is the formal chain of command established to direct subordinates and convey information, pertaining to organization's objectives, policies and strategies.
To make complaints or appeal, give feedback and suggestions	Purpose	To give orders, instructions, advice or assign responsibilities.
Slow	Speed	Fast

12. The function of management being performed by the CEO is 'Direction' and the element of 'Direction' used by him is 'Motivation'.

Motivation means incitement or inducement to act or move. In the context of an organisation, it means the process of making subordinates to act in a desired manner to achieve certain organisational goals.

The distinct features of motivation are:

- i. **Motivation is a psychological phenomenon:** It is a personal and internal feeling like an urge, drives, desires and aspirations of a human being, which influence human behaviour.
- ii. **Motivation may be positive or negative:** Positive motivation means inspiring people to work better by providing incentives and negative motivation means forcing people to work by threatening or punishment.
- iii. **Motivation is a complex process:** As the individuals are heterogeneous in their expectations, perceptions and reactions. Motivation being an internal feeling cannot be observed directly. Since motives themselves are dynamic, it further adds to complexity.

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- iv. **Goal directed behaviour:** Motivation inspires an employee to achieve goals. Thus, it encourages goal directed behaviour.

13. Qualities of a good leader are:

- i. **Physical features:** A good leader must have good health and physical fitness. Physical features like height, weight, health and appearance etc., determine the physical personality of an individual.
- ii. **Knowledge and intelligence:** A leader should have proper knowledge of each and every aspect and should be able to examine every problem in the right direction. He must have knowledge about the human psychology and human behaviour. He requires a logical bent of mind and a mature outlook.
- iii. **Integrity:** Leaders with great integrity foster critical trust amongst colleagues and direct reports, and demonstrate a commitment to moral and ethical behaviors. Leaders who do not value integrity will not gain the trust and buy-in of their teams and colleagues, which will negatively impact engagement and performance.
- iv. **Initiative:** A leader must take initiative to grab the opportunities. He must have courage and initiative to take bold decisions. He must possess creative ability and should be capable of evolving new ideas and method of doing things.
- v. **Communication skills:** A leader should be a good communicator. Effective communication skill is necessary for a good leader to achieve desired results. He should have ability to express and make people understand his ideas. He should be a good listener as well.
- vi. **Motivation skills:** Great leaders are good motivators. This leadership quality can be spotted as early on as the job interview, where indicators of these qualities include asking great questions and showing a positive, can-do attitude. They demonstrate a willingness to roll up their sleeves and get things done and understand the importance of working with others as well as working hard on their own. They genuinely want to be engaged and involved in a business's growth and have a great attitude and approach to helping the business grow and expand in the long run.
- vii. **Social skills:** A leader should be humble, sociable, friendly and a good human being. He should have good relationship with all his colleagues and followers. He must learn and understand the psychology and human behaviour which will help

him in maintaining good human relations with people.

- viii. **Self confidence:** A leader should have high level of self-confidence. He can motivate and handle manpower only if he himself is motivated and self confident. He must ensure that he will not lose his confidence even in the most difficult times.
 - ix. **Decisiveness:** A good leader is one, who is decisive and firm and does not change his opinion frequently. The leader should be capable to take decisions according to the need of the circumstances. Decisions will be effective only if they are taken at the right time and in the right direction.
14. The importance of motivation can be seen through people being inspired to make a change in their lives. For employees specifically, this might mean aiming to enhance their performance in the office, leading them to generally work harder and smarter, and allowing them to complete tasks efficiently, properly, and on deadline—all of which positively impact the organization's bottom line.

Importance of motivation:

- i. Motivation sets in motion the action of people: Motivation builds the will to work among employees and puts them into action.
 - ii. Motivation includes the efficiency of work performance: Performance of employees dependence not only on individual abilities but also on his willingness.
 - iii. Motivation ensures the achievement of organizational goals: If employees are not motivated, no purpose can be served by planning organizing and staffing.
 - iv. Motivation creates friendly relationships: Motivation creates friendly and supportive relationships between employer and employees.
 - v. Motivation leads to stability in the employees: Motivation helps in reducing absenteeism and turnover.
 - vi. Motivation helps to change negative/indifferent attitudes of an employee.
15. “Lack of proper incentives” acts as a communication barrier in case of Rakesh. Three other Personal barriers are:
- i. Less faith in subordinates: Often, the superiors have a lack of confidence in the subordinates and, therefore, doubt on their capacity to provide relevant

information. They deliberately ignore the suggestions and recommendations from the subordinates and discourages them to further communicate. This lowers the morale of the employees and hinders the communication process.

- ii. Fear of challenge of Authority: There is a fear in the minds of the superiors that if they will not perform in line with their authority, they will be demoted to the lower levels. And, thus in order to maintain their level they intentionally hide their weaknesses by not communicating their ideas to others.
- iii. Unwillingness to communicate with the Superiors: Often the subordinates do not communicate with their superiors with an intention to conceal the information which is of a negative nature and can have an adverse effect. If the subordinate is required to inform his superior then, he modifies the information in such a way that it does not have a negative impact. Thus, by not providing the information in its actual form, the communication process is tempered.