

## Directing

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1. For taking the company out of losses, Ravi Kumar took over as the Managing Director of the struggling 'Vova Watch Company' in January 2020. As soon as he joined, he tried to find out the reason for the company not doing well. He found that the employees were not involved in decision-making and they had to just follow orders, resulting in low morale of employees.

Recognising the need for change, Ravi Kumar started on a journey to bring back the enthusiasm and motivation of the employees. He initiated open dialogues and encouraged them to actively participate in decision-making. Together, they developed action plans to address the company's challenges regarding outdated designs and inefficient production processes etc.

As time passed, 'Vova Watch Company' transformed from a struggling enterprise to a profit making enterprise. Identify the leadership style of Ravi Kumar : (2024)

- (A) Autocratic leadership style
- (B) Democratic leadership style
- (C) Free-rein leadership style
- (D) Both (A) and (B)

**Ans.** (B) Democratic leadership style

## Previous Years' CBSE Board Questions

### 7.1 Directing : Characteristics and Importance

**VSA (1 mark)**

1. How does directing initiate action?

(AI 2014 C)

**SA I (3 marks)**

2. State any three points of importance of 'Directing' function of management.

(Term-II, 2021-22)

**OR**

How directing helps in efficient and effective functions of the organisation?

Explain by giving any three points.

(Delhi 2014)

**LA (5 marks)**

3. Riya was working as a manager in a hotel. During COVID-19 she lost her job. Now she has started her own restaurant which was providing immunity boosting food. Her restaurant was a success and she was earning a good profit. To benefit the people of other areas with her immunity-boosting food, she thought of starting three restaurants in three different cities. For this, she appointed three managers. She told all the managers that to be successful it is necessary that they should guide the people working in their respective teams about the work to be done by them, when they should do it and how they should do it. She also added that mere transfer of views or information is not sufficient, it is necessary that their instructions are implemented in the proper perspective, so that the organisation may achieve its objectives. To improve the performance level of employees, she suggested that they develop insights into causes of behaviour of people. They have to make subordinates act in a desired manner to achieve organisational goals.

(a) Identify and state the function of management discussed in the above para.

(b) State any three points of importance of the function identified in (a) above.

(Term-11, 2021-22 C)

4. Explain any five points of importance of directing function of management.

(AI 2019, Delhi 2015 C)

## 7.2 Elements of Directing

**VSA (1 mark)**

5. Give the meaning of 'motivation' as an element of directing. (Delhi 2017)

**SA I (3 marks)**

6. Shiv has recently joined an industrial unit manufacturing low-cost LED bulb. He has five workers working under him. He gives them instructions to ensure optimum utilisation of resources and achievement of work targets. He provides good on-the-job training to the workers to build an efficient team. He also analyses the work performed by them and gives feedback. The work performed by Shiv may be described as an important element of directing. Name the element and state two other functions which may be performed by Shiv in addition to those highlighted above. (AI 2019)

7. Explain briefly any three functions performed by a supervisor. (Delhi 2017)

**SA II (4 marks)**

8. Identify and explain the elements of 'directing' in the following cases:

(i) Mohan guides the efforts of his subordinates to accomplish the desired objectives and gives instructions to ensure optimum utilisation of resources and achievement of work targets.

(ii) S.S. Tripathi, Managing Director, explains the plan in writing to the departmental managers and receives their feedback. (2021 C)

**ET (6 marks)**

9. 'The functions and performance of the supervisor are vital to an organisation because he is directly related with the workers whereas other managers have no direct touch with bottom level workers. In the light of this statement, explain any four functions of a supervisor. (AI 2014 C)

## 7.3 Motivation - Concept, Maslow's

### Hierarchy of Needs, Financial and Non-Financial Incentives

**MCQ**

10. Which of the following is a financial incentive?

(a) Perquisites

(b) Status

(c) Job-enrichment

(d) Job-security

(2021 C)

**VSA (1 mark)**

11. Give an example of 'Employee Recognition Programmes' as a non-financial incentive. (Delhi 2014)

12. Give any two characteristics of 'Organisational Climate' that influence the behaviour of individuals and act as a non-financial incentive. (AI 2014)

13. Why is it said that 'Motivation is a complex process'? (Delhi 2014 C)

14. List any two non-financial incentives. (Delhi 2014 C)

**SA I (3 marks)**

15. Agrima, Arunima and Avika are pursuing MBA from a reputed institution. Now it is the time of their placement. Agrima wants to work in a company which would provide her more authority for fulfilling her duties and will give recognition, rewards, perquisites and prestige of job. Arunima wants to work in an organisation in which behaviour of individuals is influenced by its characteristics like autonomy, reward orientation, consideration to employees, risk taking etc. Avika wants to join the organisation which has appropriate skill development programmes and sound promotion policy that encourages employees to exhibit improved performance.

Identify and state the incentives about which Agrima, Arunima and Avika are talking about. (Term-11, 2021-22)

16. State 'Job Enrichment' and 'Employee Participation' as non-financial incentives. How do they motivate employees? (Delhi 2019)

17. Huma is working in a company on a permanent basis. As per the job agreement, she had to work for 8 hours a day and was free to work overtime. Huma worked overtime, due to which she fell ill and had to take leave from her work. No one showed concern or enquired about her health. She realised that she was fulfilling only some of her needs while some other needs still remained to be fulfilled.

(i) By quoting the lines from the above para, identify the needs of Huma which she is able to fulfill.

(ii) Also explain two other needs of Huma followed by the above needs, which still remained to be satisfied. (AI 2014)

18. Rahim was working in an enterprise on daily wages basis. It was difficult for him to fulfill the basic needs of his family. His daughter fell ill. He had no money for his daughter's treatment. To meet the expenses of her treatment, he participated in a cycle race and won the prize money. The cycle company offered him a permanent pensionable job which he happily accepted.

(i) By quoting the lines from the above para identify the needs of Rahim that are satisfied by the offer of cycle company.

(ii) Also, explain two other needs of Rahim followed by above that are still to be satisfied. **(Delhi 2014)**

**SA II (4 marks)**

**19.** Mahamana Enterprises is not only giving salary to its employees but it also offers bonus to them over and above the salary. To further encourage the employees, it announced that it will provide a share in the profits of the company to them. These incentives are helpful in increasing the purchasing power of the employees.

State four other incentives of the type of incentive discussed in the above para.

**(2023)**

**20.** 'Zeto Ltd.' offers its employees shares at a price which is less than the market price.

(a) Identify the incentive offered by the company and state the type of incentive discussed above.

(b) State two other incentives of the type of incentive identified in (a) above.

**(2023)**

**21.** Identify the need from the 'Maslow's Need Hierarchy' in the following statements and also state the four assumptions on which Maslow's theory is based.

(i) These needs refer to affection, sense of belongingness, acceptance and friendship.

(ii) It refers to the drive to become what one is capable of becoming.

(iii) These needs include factors such as self-respect, autonomy status, recognition and attention.

(iv) These needs provide security and protection from physical and emotional harm. **(2021 C)**

**22.** Ram Murthy, the CEO of 'Goodcare Hospitals, a leading chain of hospitals, decided to reward the good work of the doctors of his organisation. For this, he instituted two running trophies. A 'Healthcare Achievers Trophy' to acknowledge and appreciate the tireless efforts of the doctors who rendered selfless services to the patients and another 'Beti Bachao Trophy' to recognise the outstanding work done by the doctors in saving the girl child. The CEO also wanted to improve the health services in rural areas all over the country. He decided that all doctors

must work in rural area for at least six months. He also decided that the paramedical staff should be employed locally.

(a) Identify the incentive provided by 'Goodcare Hospitals' to its doctors through running trophies.

(b) Which need of the doctors will be satisfied through the incentive identified in part (a)? State.

(c) State any values that the CEO of 'Goodcare Hospital' is trying to communicate to the society. **(2018)**

**23.** 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 times forced female members to travel alone.

As a result, the subordinates were not acting in a 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 leader would travel together in future and would usefully utilise 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.

State the features of the elements of the function of management used by the CEO. **(Delhi 2016)**

**LA (5 marks)**

**24.** Explain any five non-financial incentives. **(AI 2019)**

**25.** Smita had been working as an assistant manager with 'Johnson Enterprises' for the last ten years. She was very popular amongst her colleagues because of her commitment and dedication towards the work. When the manager senior to her retired, all her colleagues thought that now Smita would be promoted. But to everyone's surprise the vacant post was filled by an outsider, Mrs. Rita. Smita felt demoralised and her performance started declining. She would abstain herself often and could not meet her targets. Mrs. Rita was a good leader, who would not only instruct her subordinates but would also guide and inspire them. She noticed Smita's behaviour and felt that her performance could be improved. She started involving Smita in decision making-issues related to the organisation and made her a part of high-level joint-management committee. Smita was now punctual in office and her performance started improving.

- (i) Identify the function of management being performed by Rita.
- (ii) Name the element of the above function of management which helped Rita to improve Smita's behaviour.
- (iii) State any three features of the element identified in (ii) above. **(Delhi 2015)**

**26.** Anjali had been working with 'Tata Enterprises' for the last ten years. She was famous for her dedication towards the work. When the manager senior to her retired, all her colleagues thought that now Anjali would be promoted. But to everyone's surprise the vacant post was filled by an outsider 'Miss Monika'. Anjali felt demoralised and her performance started declining. She would absent herself often and could not meet her targets.

Miss Monika was a good leader who would not only instruct her subordinates, but also guide and inspire them. She noticed Anjali's behaviour and felt that her performance could be improved. She started involving Anjali in decision-making issues related to the organisation and made her a part of a high-level joint management committee. Anjali was now punctual to office and her performance started improving.

- (a) Identify the function of management being performed by Monika.
- (b) Name the element of the above function of management which helped Monika to improve Anjali's behaviour.
- (c) State any three features of the element identified in (b) above. **(AI 2015)**

#### **7.4 Leadership-Concept, Styles-Authoritative, Democratic and Laissez Faire**

**VSA (1/2 mark)**

**27.** Give the meaning of 'Autocratic style of leadership'. **(Term-11, 2021-22)**

**28.** Differentiate between 'Democratic' and 'Laissez-Faire' style of leadership.

**(AI 2019)**

**SA I (3 marks)**

**29.** 'Leadership indicates the ability of an individual to maintain good interpersonal relations with followers and motivate them to contribute towards achieving organisational objectives: In the light of this statement, explain any two styles of leadership.

**(2021 C)**

**30.** Describe 'Autocratic Style' of leadership. **(Foreign 2019)**

**31.** Sandhya is a successful manager at Manisons Enterprises. She has a team of twelve people working under her. She encourages them to set their own objectives and take decisions. She respects their opinions and supports them, so that they can perform their duties and accomplish organisational objectives. To manage and exercise effective control she uses forces within the group. As an intelligent manager, at times, she also makes use of positive aspects of informal communication. This way, she is able to unify diverse interests and ensure that targets are met.

(a) There are many theories and styles of influencing people's behaviour. Identify the style used by Sandhya which is based on the use of authority.

(b) State two positive aspects of the communication discussed above, which Sandhya is using as an intelligent manager. **(2018)**

**32.** Pramod was a supervisor at 'Annapurna Aata' factory. The factory was producing 200 quintals of aata every day. His job was to make sure that the work goes on smoothly and there was no interruption in production. He was a good leader who would give orders only after consulting his subordinates and work out the policies with the acceptance of the group.

Identify and describe the leadership style being adopted by Pramod.  
**(Delhi 2015)**

**SA II (4 marks)**

**33.** Umang Gupta is the Managing Director of Denver Ltd. The company had established a good name for itself and had been doing well. It was known for timely completion of orders. The Production Manager, Ms. Kanta was efficiently handling the processing of orders and had a team of fourteen motivated employees working under her. Everything was going on well. Unfortunately, she met with an accident. Umang knew that in the absence of Ms. Kanta, the company may not be able to meet its target. This will lead to customer dissatisfaction with the risk of loss of business and goodwill. So, he had a meeting with his employees in which accurate and speedy processing of orders was planned. Everybody agreed to work as team because the behaviour of Umang Gupta was positive towards the employees of the organisation. Hence, everyone put in extra time and efforts and the targets were met on time.

Not only this, Umang visited Ms. Kanta and advised her to take sufficient rest.

(a) Identify the leadership style of Umang Gupta and draw a diagram depicting the style.

(b) State any two values highlighted by the behaviour of Umang Gupta.

**(Delhi 2017)**



**LA (5 marks)**

34. Explain concept of leadership and its various styles. (AI 2015 C)

**7.5 Communication-Concept, Formal and Informal Communication; Barriers to Effective Communication, How to Overcome the Barriers?**

**VSA (1 mark)**

35. What is meant by 'Encoding' as an element of communication? (Delhi 2014)

36. What is meant by 'Decoding' as an element of communication? (AI 2014)

**SA I (3 marks)**

37. Give the meaning of formal and informal communication.

(Term-11,2021-22 C, 2021 C)

38. Describe any three personal barriers to effective communication.

(Foreign 2019)

39. Explain briefly any three measures to overcome the communication barriers.

(Delhi 2017)

40. Mr. Shudhendu Bose is the owner of 'Bikmac Enterprises' carrying on the business of manufacturing various kinds of biscuits. There was a lot of discontentment in the organisation and the targets were not being met. He asked his son, Naval, who had recently completed his MBA to find out the reason.

Naval found that all decision-making of the enterprises were in the hands of his father. His father didn't believe in his employees. As a result, both the employer and the employees were not able to understand each other's messages in the same sense. Thus, the employees were not happy and targets were not met.

(a) Identify any two communication barriers because of which Bikmac Enterprises was not able to achieve its targets.

(b) State one more barrier each of the type identified in (a) above.

(Delhi 2016, AI 2016)

41. Neeraj, a sales representative of 'Omida Ltd. has changed seven jobs in the last one year. He is a hard-working person but is not able to finalise deals with the customers due to his inadequate vocabulary and omission of needed words. Sometimes, he uses wrong words because of which intended meaning is not conveyed. All this creates a mis-understanding between him and his clients.

(a) Identify the communication barrier discussed above.

- (b) State the category of this communication barrier.
- (c) Explain any other communication barrier of the same category.

**(Delhi 2015)**

**42.** Jaideep recently joined as the Managing Director of Tivori Ltd., an apparel designing company. He observed that the company had a number of experienced fashion designers on its payroll. They regularly offered useful suggestions which were neither appreciated nor rewarded by the company. Instead, the company outsourced its services to some renowned fashion designers and paid them a good compensation for their services. Because of this the employees felt disheartened and stopped giving useful suggestions.

- (a) Identify the communication barrier discussed above.
- (b) State the category of this communication barrier.
- (c) Explain any other communication barrier of the same category. **(AI 2015)**

**SA II (4 marks)**

**43.** Nitya is a student of class XII of a well-known school. She has a preconceived notion that her teacher always finds fault in her work. One day while checking the project work of class XII, her teacher wanted to appreciate Nitya for her hard work and good performance, but before she could complete her sentence, Nitya left the room without listening to her teacher.

- (a) Identify the 'barrier to communication' and also the type/category of barrier to which it is related.
- (b) Explain two other communication barriers of the type/category identified in (a) above. **(2023)**

**44.** Give the meaning of 'Formal Communication' and 'Informal Communication'. **(2023)**

**45.** State any four organisational barriers of communication. **(2023)**

**46.** Alka is working in the Accounts Department of 'Modern Locks Ltd. Her mother is not well and to attend to her she wanted to take leave for one week. For this, she went to the Senior Accountant, Manoj and discussed her problem. At that time Manoj was simultaneously checking the Balance Sheet of the company. Since his mind was preoccupied in some work, he did not listen to Alka attentively and could not understand her problem. Alka was quite disappointed with the behaviour of Manoj.

- (a) Identify the type of communication barrier discussed above.
- (b) Also explain any three barriers of the same type. **(2021 C)**

**LA (5 marks)**

47. 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' in turn sent a text message to the 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 premise and cleanliness of the surroundings.

(a) From the above para quote lines that indicate formal and informal communication.

(b) State any two features of informal communication.

(c) Identify any two values that are being communicated to the society in the above case. **(Delhi 2016)**

48. "The organisation which are keen on developing effective communication, should adopt suitable measures to overcome the barriers to communication and improve communication effectiveness. 'Suggest and explain any such five measures. **(Delhi 2015 C)**

49. Explain any five semantic barriers to communication. **(AI 2015 C)**

**ET (6 marks)**

50. Describe psychological barriers to effective communication. **(Delhi 2014 C)**

51. Describe personal barriers to effective communication. **(AI 2014 C)**

## CBSE Sample Questions

### 7.1 Directing : Characteristics and Importance

SA I (3 marks)

1. State any three points of importance of Directing.

(Term-11, 2021-22)

### 7.2 Elements of Directing

SA II (4 marks)

2. Identify and explain the elements of directing mentioned below:

(a) Astha, a manager, has the ability to influence others to bring about a change in their behaviour.

(b) Neeraj, a managing director, declares share in the profits to the manager for their contribution to increase profits of the company.

(2020-21)

### 7.3 Motivation - Concept, Maslow's

#### Hierarchy of Needs, Financial and Non-Financial Incentives

SA I (3 marks)

3. In Saarthak Steel several initiatives have been taken to further improve the motivation levels of employees through designing jobs that include greater variety of work content, providing certain stability about future income and work, providing fringe benefits like housing, medical aid, etc., allotment of shares in line with various incentives. Identify and briefly explain the incentives being given by the organisation to the employees.

(2022-23)

4. Mr. Pawan Kumar, the CEO of an E-Commerce start up, which was facing the problem of huge employee turnover, decided to hold a meeting with the managers to discuss the issue. While addressing the managers in the meeting, he advised them to take certain measures which focus on psychological, social and emotional factors, in order to motivate employees. Explain any two such measures discussed by him, when he suggested that job should be made interesting so that the job itself becomes a source of motivation, employees should be congratulated for good performance, also, stability regarding future income and work should be provided to employees, in order to develop a positive attitude among the subordinates.

(Term-II, 2021-22)

## **7.4 Leadership-Concept, Styles-Authoritative,**

### **Democratic and Laissez Faire**

**SA I (3 marks)**

5. Define leadership as an element of Directing? Enumerate any two styles of Leadership.

**(Term-11, 2021-22)**

**SA II (4 marks)**

6. Pramod is a supervisor at 'Shyam Breads and Biscuits Factory'. The factory produces 20,000 packets of bread and biscuits every day. As a supervisor, Pramod ensures that work goes on smoothly and there is no interruption in production. He is a good leader who gives orders only after consulting his subordinates, working out the policies with the acceptance of the group. Identify and explain the leadership style being adopted by Pramod.

**(2020-21)**

## **7.5 Communication-Concept, Formal and Informal Communication; Barriers to Effective Communication, How to Overcome the Barriers?**

**SA II (4 marks)**

7. State any four barriers to communication which are concerned with problems and obstructions in the process of encoding and decoding the message into words or impressions.

**(2022-23)**

8. State any four barriers to communication which are related to authority relationships, rules and regulations of the company.

**(2022-23)**

9. Briefly explain the positive and negative aspects of the type of communication which arises out of the need of employees to exchange their views.

**(2020-21)**

## ANSWERS

### Previous Years' CBSE Board Questions

1. Directing is the function of initiating action by means of giving guidance and instructions to people for doing work. While other functions are preparatory functions.

2. Directing is the process of instructing, motivating, guiding and leading people to work to the best of their capabilities in order to achieve predetermined goals and objectives.

Importance of Directing:

(i) Achieving objectives: The function of directing initiates the actual action in an organisation. An individual cannot start working without proper instructions and directions. Directing helps individuals to complete the assigned task properly and on time.

(ii) Integration of efforts: Every organisation comprises a number of employees who have different jobs assigned to them and work at different levels. It is only through directing that their individual efforts are integrated and channelised towards the common organisational goals.

(iii) Employee development: Proper directing guides employees in the right direction. Elements of directing such as motivation and leadership encourage the employees to work to the best of their capabilities.

3. (a) Directing function of management is discussed in the given para.

Directing is the process of instructing, guiding, communicating, counselling, motivating and leading people in the organisation to achieve its objectives.

(b) Importance of Directing function are as follows:

(i) Directing helps to initiate action by people in the organisation towards attainment of desired objectives.

(ii) Directing integrates employees' efforts in the organisation in such a way that every individual effort contributes to the organisational performance.

(iii) Directing guides employees to fully realise their potential and capabilities by motivating and providing effective leadership.

(iv) Directing facilitates introduction of needed changes in the organisation.

(v) Effective directing helps to bring stability and balance in the organisation by fostering cooperation and commitment among the people.

4. Directing helps in the effective and efficient functioning of the organisations because of the following reasons:

(a) Initiates action: Directing initiates action by guiding, leading, harmonising and managing the human elements in an organisation to achieve the desired goals.

(b) Means of motivation and leadership: Directing guides employees to fully realise their potential and capabilities by motivating and providing effective leadership.

(c) Facilitates change: All organisations operate in a constantly changing environment. The changing environment of business can force organisations to bring changes within the organisation. Such changes can be managed effectively with the help of proper directing.

(d) Stability and Balance: Effective directing helps to bring stability and balance in the organisation since it fosters cooperation and commitment among the people and helps to achieve balance among various groups, activities and the departments.

(e) Integrates employees' efforts: It is through directing that the employees work as a team and contribute to achieve organisational goals.

5. Motivation means incitement or inducement to act in the desired way so that employee accomplish their work. Thus, motivation is an important element that makes the 'Directing' function successful.

6. The element of directing which is discussed above in the question is supervision. It is the process of guiding and instructing the subordinates towards the achievement of desired goals and objectives of the organisation. A supervisor is a person who lies immediately above the worker in the organisational hierarchy and directly oversees the activities of the subordinates.

The other functions which may be performed by Shiv in addition to giving instructions and feedback are:

(i) He acts as a link between the managers and the workers. It is through the supervisor that the management communicates the ideas and policies to the workers and the workers communicate their problems and grievances to the management.

(ii) He is in direct contact with the employees and thereby guides and supports them. In this way, he helps in maintaining harmony and unity among the employees.

7. Roles performed by a supervisor are explained below:

(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 worker's 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.

**8. (i) Supervision :-** Supervision means overseeing what is being done by the subordinates and giving instructions to ensure optimal utilisation of resources and achievement of work targets.

(ii) **Communication :-** Communication is the process of exchange of ideas, views, facts, feelings and information, between or among people to create common understanding.

## **9. Functions of Supervisor:**

(i) The supervisor maintains day-to-day contact and friendly relations with workers. A good supervisor acts as a guide, friend and philosopher to the workers.

(ii) Supervisor acts as a link between management and the workers by conveying the management targets, policies, etc., to the workers and the problems and ideas of the worker to the management. This role helps in avoiding conflicts and misunderstandings between management and the workers.

(iii) He plays a key role in maintaining group unity and sorts out internal differences among the workers.

(iv) A good supervisor continuously analyses the work performed by the workers and gives them feedback and suggestion to improve their working skills.

(v) Supervisors provide regular on-the-job training to workers.

(vi) Supervisors ensures performance according to the target set. He motivates his team for better performance.



**10. (a): Perquisites**

**11.** Self actualisation needs, Congratulating the employees for good performance done.

**12.** Organisational climate indicates the characteristics that distinguish an organisation. Such as individual autonomy, reward orientation, risk taking etc., employees like to work in such organisations.

**13.** Motivation is a complex process as the individuals are different from each other in their expectations, perceptions and reactions.

**14. (i) Career Advancement Opportunity**

(ii) Job Enrichment.

**15.** Agrima ⇒ status: Ranking position of the Job. Agrima is looking for a rise in status in terms of power, authority, responsibility, etc. Social, Psychological and esteem needs of an individual are satisfied by the status given to their job.

Arunima ⇒ Organisational Climate: Refers to characteristics such as employee freedom, recognition of performance, incentives and rewards that influence the behaviour of the employees.

Avika ⇒ Career Advancement Opportunities: Offering career and growth opportunities to the employees by providing skill development programmes and promotions. Promotions play a vital role in encouraging employees to work effectively.

**16. (i) Job Enrichment-** Job enrichment refers to the process of designing jobs in a manner that it involves more variety of work content, higher level of skills and knowledge, giving more authority to employees, etc. Endowing the employee with such challenging work and greater responsibility that requires higher knowledge and skill will motivate them to work efficiently and effectively to complete the goals of the organisation.

(ii) Employee Participation-As per this incentive, allowing more participation of employees in policy and decision-making matters acts as an important non-financial incentive as it makes them to feel a part of the organisation through Joint management committees, work committees, etc.

**17. (i) The needs of Huma which she is able to fulfill:**

(a) Basic Physiological needs

(b) Safety or Security needs

(ii) Huma's needs, which still remained to be satisfied.

(a) Social needs: These needs include the need for the love, friendship, affection and social integration.

(b) Esteem needs/Ego needs

(c) Self actualisation needs

**18.** (i) Following needs of Rahim are satisfied by the offer of the cycle company:

(a) Basic physiological needs

(b) Safety or security needs

"The cycle company offered him a permanent pensionable job"

(ii) Other needs of Rahim that are still to be satisfied are as follows:

(a) Social needs

(b) Esteem needs.

**19.** (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. In some business organisations, pay hike and increments may be linked to performance.

(i) Retirement Benefits: Several retirement benefits such as provident fund, pension, and gratuity provide financial security to employees after their retirement. This acts as an incentive when they are in service in the organisation.

(iii) Perquisites: In many companies perquisites and fringe benefits are offered such as car allowance, housing, medical aid, and education to the children, etc., over and above the salary. These measures help to provide motivation to the employees/managers.

(iv) Co-partnership/Stock option: Under these incentive schemes, employees are offered company shares at a set price which is lower than market price. Sometimes, management may allot shares in line of various incentives payable in cash. The allotment of shares creates a feeling of ownership to the employees and makes them to contribute for the growth of the organisation. In Infosys the scheme of stock option has been implemented as a part of managerial compensation.

**20.** (a) Bonus incentive offered by the company which is the part of financial incentives.

(b) (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. In some business organisations, pay hike and increments may be linked to performance.

(ii) Productivity linked wage incentives: Several wage incentive plans aim at linking payment of wages to increase in productivity at individual or group level.

## **21. (i) Affiliation/Belongingness Needs**

(ii) Self Actualisation Needs

(iii) Esteem Needs

(iv) Safety/Security Needs

The following are the assumptions of Maslow's need hierarchy theory:

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

(ii) People's needs are in hierarchical order, starting from basic needs to higher level needs.

(iii) A satisfied need no longer can motivate a person; only next higher-level need can motivate him.

(iv) A person moves to the next higher level of the hierarchy only when the lower need is satisfied.

**22. (a) Non-financial incentive:** i.e. Employee recognition is provided by 'Goodcare Hospital' to its doctors through running trophies.

(b) Esteem need of the doctors will be satisfied through the employee recognition incentive.

(c) CEO of 'Goodcare Hospital' is trying to communicate value of:

(i) "providing employment opportunity" by employing paramedical staff locally.

(ii) "Concern for Backward area" by providing healthcare services in rural area.

**23.** Motivation is the element used by CEO of the company. Motivation means the process of stimulating people to action to accomplish desired goals. It is the process of making subordinates to act in a desired manner to achieve certain organisational goals.

The CEO understood that the needs of belongingness of the team members were not met so he advised travelling together as a team. This motivated the team members.

Features of Motivation:

(i) Motivation is an internal feeling: The desire, to act in a particular manner.

(ii) Motivation produces goal directed behaviour: For example, if an employee is interested in promotion, it helps to produce a behaviour to improve performance.

(iii) Motivation is a complex process: Because any type of motivation may not have a uniform effect on all the members.

**24.** Non-financial incentives refer to those incentives that focus on non-monetary needs of the employees such as the social and psychological needs.

The following are some of the non-financial incentives used in the organisations:

(i) Position: Rise in status in terms of power, authority, responsibility provides a psychological boost to the employees.

For example, a promotion may satisfy the esteem and self-actualisation needs of an individual.

(ii) Organisational Characteristics: Certain characteristics such as employee freedom, recognition of performance, incentives and rewards play an important role in influencing the behaviour of the employees.

For example, if the employees get due recognition for their performance, it encourages them to work more efficiently.

(iii) Work Enrichment: Often, a challenging work endowed with greater responsibility and requiring higher knowledge and skill enhances the interest of the employee. It provides the employee prospects for personal growth. Thus, it proves to be a good source of motivation for him.

(iv) Career Opportunities: If the organisation is endowed with appropriate growth and career opportunities for its employees, it strives then to perform better and thereby, climb the professional ladder.

(v) Job Security: An employee should have a certain extent of security regarding his association with the organisation. Constant fear of losing the job hampers their efficiency. However, a complete security can also result in loss of interest in work.

**25. (i) Directing**

(ii) Motivation

(iii) Features of motivation:

(a) Motivation is an internal feeling of positivity that makes one work with enthusiasm.

(b) Motivation produces goal directed behaviour.

(c) Motivation can be either positive or negative.

Positive motive is caused by rewards like increase in salary, promotion etc.

Negative motivation is caused by punishment and threats.

(d) Motivation is a complex process because individuals respond in different ways due to their different needs and perceptions.

26. (a) Directing

(b) Motivation

(c) Features of motivation:

(i) Motivation is an internal feeling of positivity that makes one work with enthusiasm.

(ii) Motivation produces goal directed behaviour.

(iii) Motivation can be either positive or negative.

Positive motive is caused by rewards like increase in salary, promotion etc.

Negative motivation is caused by punishment and threats.

(iv) Motivation is a complex process because individuals respond in different ways due to their different needs and perceptions.

27.

Autocratic style of leadership indicates that only leader has the right to take decisions. And in these type of leadership, leader takes the decision and expects his subordinate to obey their order. One way communication is followed where only leader has communicates and to give orders to subordinates. Leader doesn't wish to be condoned for his decision.

[Topper's Answer, 2022]

28.

Basis of Difference	Democratic style	Laissez-Faire Style
Decision-making power	Leader takes decisions in consultation with the subordinates.	Subordinates are provided maximum freedom and are encouraged to take decisions independently.

**29.** In the light of the given statement, the various leadership styles are:

- (i) Autocratic or Authoritarian leadership: An autocratic leader has absolute authority and control who dictates policies and procedures of a business without obtaining any meaningful participation from his/her subordinates.
- (ii) Democratic or Participative leadership: A democratic leader encourages participation, relies on subordinates' knowledge and expertise for the completion of tasks and depends on subordination respect for influence.
- (iii) Laissez Faire or Free -rein leadership: Laissez-Faire literally means "let them do", which further implies the intervention of any authority or guide or leader.

**30.** In an 'Autocratic Style' of leadership:

- (a) The leader exercises complete control over the subordinates.
- (b) He takes all the decisions independently without consulting subordinates.
- (c) He just gives orders and instructions to the subordinates and expects them to follow the instructions as it is.
- (d) It is suitable where: There is little time for discussion in the decision-making process.
- (e) The leader is solely the most knowledgeable and educated individual in the group.

**31.** (a) Sandhya has applied Democratic leadership.

(b) Positive aspects of informal communication are:

- (i) Managers can fill up communication gap, if there is any, through informal communication.
- (ii) Managers can get true and accurate response of subordinates and work out the policies with the acceptance of group.

**32.** Democratic style of leadership has been adopted by Pramod.

A democratic leader makes decision by consulting with his subordinates. This improves the attitude of the employees towards their jobs and the organisation thereby improving their morale. This style allows the subordinates to become part of the team and helps the leader in making better decisions.

**33.** (a) The leadership style of Mr Umang Gupta is 'Democratic or Participative' leadership.

(b) The values highlighted in Mr. Umang Gupta's behaviour are Care for employee's health and their welfare and respect for customers and social responsibility.

**34.** Leadership is the process of influencing the behaviour of people towards achievement of organisational goals.

In the words of Koontz and Weihrich," Leadership is the art or process of influencing people so that they will strive willingly and enthusiastically towards the achievement of group goals".

The different styles of leadership are:

(a) Autocratic: he gives orders and expects the subordinates to follow it unquestioningly. This leader does not like being contradicted.

(b) Democratic or participative leader : He develops action plans and makes decisions in consultation with the subordinates, he encourages them to participate in decision making.

(c) Laissez faire or free reign leader: These leaders do not use authority unless absolutely essential. The followers are given a high degree of independence to formulate their objectives and ways to achieve them.

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

**36.** Decoding is the process of converting encoded symbols into the message for the purpose of understanding.

**37.** Formal communication means the communication that flows through official channels designed in the organisation chart and may be oral or written but generally recorded and filed in the office.

Informal communication is the communication that takes place without following the formal lines of communication and spreads throughout the organisation in all directions without regard to the levels of management.

**38.** The following are some of the personal barriers of communication:

(i) Fear: At times, due to the difference in status and authority, the subordinates fear their superior and often hesitate to communicate freely with them.

In such cases, communication is suppressed.

(ii) Low confidence on subordinates by the superior: When the superior does not have confidence in the subordinates, he is unwilling to involve them in discussions and other matters.

This leads to a communication gap between the two.

(iii) Lack of incentive: Lack of incentives (such as appreciation, praise, etc.) discourages the initiative to communicate.

**39.** By adopting correct measures and practices, the communication barriers can be overcome. Some such measures are indicated below:

(i) Clarify the ideas before communication: The message to be communicated should be clear in all its perspective to the communicator himself. The entire message should be studied in depth, analysed and stated in such a manner that is clearly conveyed.

(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) Be aware of languages, tone and content of message: The contents of the message, tone, language used, the manner in which 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. The message should be stimulating to evoke response from the listeners.

**40.** (a) Two communication barriers because of which Bikmac enterprise was not able to achieve its targets are:

(i) Organisational Barrier:

Organisational Policy: If organisation policy, explicit or implicit, is not supportive to free flow of communication, it may lead to poor communication. In the given case, all decision-making was in the hands of his father which was not supportive for effective communication.

(ii) Psychological Barrier:

Distrust: Distrust between communication sender and receiver acts as a barrier. If the parties do not believe in each other, they cannot understand each other's messages. In the given case, his father did not believe in the employees which created difficulty in understanding each other's messages.

(b) One more barrier of each type:

(i) Organisational Barrier:

Rules and Regulations: Rigid rules and regulations and cumbersome procedures are a hurdle to communication.

(ii) Psychological Barrier:

Lack of attention: The pre-occupied mind of the receiver and the resultant non listening of message acts as a major psychological barrier.



**41. (a)** The communication barrier identified in the present case is badly expressed message.

(b) Semantic barrier which arises from problems and obstructions in the process of encoding and decoding of message into words or impressions. It is basically language related barrier.

(c) Other barriers in the same category are:

(i) Symbols with different meanings: A word may have different meanings. For example, the word cost may mean one thing to the production department and something else to the marketing department. Communication becomes ineffective when the senders and the receivers perceive the same word in different meanings.

(ii) Unclarified assumptions: Sometimes, messages are based on certain assumptions. When the sender does not make his assumptions clear, the receiver may misunderstand the message.

(iii) Body language: When the body movements and gestures are not consistent with the message and culture communication may be ineffective.

**42. (a)** Lack of confidence in subordinates.

(b) Personal barriers.

(c) (i) Fear of challenge to authority of the boss may induce the boss to withhold information.

(ii) Unwillingness to communicate with the boss if it adversely affects his/her interests.

**43. (a)** Premature evaluation is discussed in the given para which is a type of Psychological barrier.

(b) (i) Lack of attention: The pre-occupied mind of receiver and the resultant non-listening of message acts as a major psychological barrier. For instance, an employee explains about his problems to the boss who is pre-occupied with an important file before him. The boss does not grasp the message and the employee is disappointed.

(ii) Loss by transmission and poor retention: When communication passes through various levels, successive transmissions of the message results in loss of, or transmission of inaccurate information. This is more so in case of oral communication. Poor retention is another problem.

Usually, people cannot retain the information for a long time if they are inattentive or not interested.

#### **44. Formal Communication**

Formal communication flows through official channels designed in the organisation chart. This communication may take place between a superior and subordinate, a subordinate and superior or among same cadre employees or managers. The communications may be oral or written but generally recorded and filed in the office.

Formal communication may be further classified as - Vertical and Horizontal.

Vertical communication flows vertically, i.e., upwards or downwards through formal channels. Upward communications refer to flow of communication from subordinate to superior whereas downward communication indicates communication from a superior to subordinate.

Horizontal or lateral communication takes place between one division and another. For example, a production manager may contact marketing manager to discuss about schedule of product delivery, product design, quality, etc.

#### **Informal Communication**

Communication that takes place without following the formal lines of communication is said to be informal communication. Informal system of communication is generally referred to as the 'grapevine' because it spreads throughout the organisation with its branches going out in all directions in utter disregard to the levels of authority.

**45. Organisational barriers:** The factors related to organisation structure, authority relationships, rules and regulations may, sometimes, act as barriers to effective communication.

Some of these barriers are:

- (i) **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.
- (ii) **Rules and regulations:** Rigid rules and cumbersome procedures may be a hurdle to communication. Similarly, communications through prescribed channel may result in delays.
- (iii) **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.

(iv) 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.

**46.** (a) The type of communication barrier is Psychological Barrier/Lack of attention.

(b) Other Psychological Barriers are as follows: Premature evaluation: Communication is likely to fail, if the receiver evaluates the meaning of message before the sender completes the message. Such premature evaluation may occur due to pre-conceived notions or prejudices against the communicator'

Lack of attention: When the receivers mind is pre-occupied, he fails to understand what is being said. e.g. a worker explains some problems to his supervisor. The supervisor is pre-occupied with a telephone call and does not grasp the message.

Loss by transmission, and poor retention: When communication passes through various levels, it may result in loss by transmission. Sometimes, poor retention of people due to lack of interest and attention leads to miscommunication. Distrust When the sender and the receiver do not believe to each other, the message may not be understood in its original sense.

**47.** (a) (i) Informal Communication: "One of his colleagues sent a text message about it to his immediate superior Mr. Narain". Mr. Narain in turn sent text messages to the employees of the organisation requesting them to donate blood for Arun."

(ii) Formal Communication: "When the General Manager came to know about it he ordered for fumigation in the company premises and cleanliness in the surroundings.

(b) Its features are:

(i) Informal communication establishes personal relationship among individuals, irrespective of job profiles.

(ii) Informal communication is a fast process, as it cuts across all the official channels and information flows in all direction.

(c) Two values which are being communicated are:

(i) Sense of belongingness and empathy.

(ii) Cooperation and concern for the employees and environment.

**48.** Measures that can be taken to improve communication are:

- (a) Communicate according to the needs of the receiver: The communication should be adjusted according to the education and understanding level of the receiver.
- (b) Consult others before communicating : It is always better to involve others in developing a plan for communication. Participation helps to gain ready acceptance and willing cooperation of subordinates.
- (c) Be aware of language, tone and content of message: For an effective communication, the language should be relevant and the tone should not be offensive. The message should be stimulating to evoke response from the listener.
- (d) Be a good listener: Patient and attentive listening by both the sender and receiver of the message solves many unnecessary problems.
- (e) Ensure proper feedback Communication is considered effective when it ensures the feedback of the receiver. This also helps to modify the communication.

**49. Semantic Barriers:** Semantic barriers occur due to differences and individual interpretations of words. These are discussed below:

- (a) Badly Expressed Message: If the manager is not able to communicate his message clearly to his subordinates due to omission of words, use of wrong or inadequate vocabulary, it might hamper effective communication.
- (b) Symbols with Different Meanings: Sometimes, a word might have different meanings and if these are not understood in the manner in which they are expressed then a communication error arises.
- (c) Faulty Translation: A faulty translation from one language to another may not be understood in the right context.
- (d) Unclear assumptions: Some communication may have certain assumptions which are subject to different interpretations. Unclear assumptions might hamper effective communication.
- (e) Technical jargon : The workers might not be able to understand the technical expressions (words) used by the superior which leads to faulty communication.

**50. Psychological or emotional barriers to effective communication:**

- (i) Premature evaluation : People in a hurry read or try to assess the message even before it is complete, which may lead to misinterpretation of the message. This may happen due to pre-conceived notions or prejudices.
- (ii) Distrust: When the sender and the receiver of the message distrust each other, the message may not be understood in its original sense.

(iii) Lack of Attention: When the receiver's mind is preoccupied, he fails to listen and comprehend what is said. For example, a worker explains some problem to his superior but superior is pre-occupied with a telephone call and may not understand the problem.

(iv) Loss of message in transmission : When communication passes through various levels, there is a loss of content with every transmission, leading to distortion. This is particularly true of oral messages.

(v) Poor Retention: The receiver who cannot retain the information for a long time may fail to understand it. Poor retention may be due to lack of interest.

#### **51. Personal Barriers to effective communication:**

(i) Fear of challenge to authority: Sometimes superiors withhold or suppress information, if they fear of losing their authority before the subordinates.

(ii) Lack of confidence of superior in his subordinates: If superiors have no confidence and trust in their subordinates then they pay no attention to the subordinates advice, opinion or suggestion.

(iii) Unwillingness to communicate: Sometimes subordinates don't feel free to approach and communicate with the superior. This leads to barriers in communication.

(iv) Lack of proper incentives: If there is no incentive for communication then the subordinates may not take any initiative to communicate.

## CBSE Sample Questions

1. Following are the importance of Directing :

- (i) Directing helps to initiate action by people in the organisation towards attainment of desired objectives.
- (ii) Directing integrates employees' efforts in the organisation in such a way that every individual effort contributes to the organisational performance.
- (iii) Directing guides employees to fully realise their potential and capabilities by motivating and providing effective leadership.

2. (a) Leadership - Leadership is the process of influencing the behaviour of people by making them strive voluntarily towards achievement of organisational goals. Leadership indicates the ability of an individual to maintain good interpersonal relations with followers and motivate them to contribute for achieving organisational objectives.

(b) 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.

3. Incentives being given by the organisation to the employees are:

(a) Job enrichment Job enrichment is concerned with designing jobs that include greater variety of work content, require higher level of knowledge and skill; give workers more autonomy and responsibility; and provide opportunity for personal growth and a meaningful work experience.

(b) Job security: Employees want their jobs to be secure. They want certain stability about future income and work so that they do not feel worried about these aspects and work with greater zeal.

(c) Perquisites: In many companies, perquisites and fringe benefits are offered such as car allowance, housing, medical aid and education to the children, etc., over and above the salary.

(d) Co-partnership/stock option: Under these incentive schemes, employees are offered company shares at a set price which is lower than market price. Sometimes, management may allot shares in line of various incentives payable in cash.

4. Non monetary incentives:

(i) Job enrichment: It is concerned with designing jobs that include greater variety of work content, require higher level of knowledge and skill, etc.

(ii) Employee recognition programmes: Recognition means acknowledgment with a show of appreciation.

(iii) Job security: Employees want their job to be secured. They want certain stability about income and work so that they do not feel worried about these aspects and work with greater zeal.

**5. Leadership** indicates the ability of an individual to maintain good interpersonal relations with followers and motivate them to contribute for achieving organisational objectives. (or any other correct definition)

Styles of leadership:

(i) Autocratic or Authoritarian leader gives orders and expects his subordinates to obey those orders.

(ii) Democratic or Participative leaders will develop action plans and make decisions in consultation with their subordinates.

(iii) Laissez faire or Free-rein leader does not believe in the use of power unless it is absolutely essential.

**6. Democratic or participative leader:** A democratic leader will develop action plans and make decisions in consultation with his subordinates. He will encourage them to participate in decision making. This kind of leadership style is more common now-a-days, since leaders also recognise that people perform best if they have set their own objectives. They also need to respect the others opinion and support subordinates to perform their duties and accomplish organisational objectives. They exercise more control by using forces within the group.

**7. Semantic barriers** is the barrier to communication which are concerned with problems and obstructions in the process of encoding and decoding the message into words or impressions.

(a) Sometimes intended meaning may not be conveyed by a manager to his subordinates due to badly expressed messages which may be on account of inadequate vocabulary, usage of wrong words, omission of needed words, etc.

(b) A word may have different meanings and the receiver has to perceive one such meaning for the word used by the communicator.

(c) If the translator is not proficient with both the languages, mistakes may creep in causing different meanings to communication.

(d) Some communications may have certain assumptions which are subject to different interpretations.

(e) It is usually found that specialists use technical jargon while explaining to persons who are not specialists in the concerned field and therefore, they may not understand the actual meaning of many words.

(f) If there is no match between what is said and what is expressed in body movements, communications may be wrongly perceived.

**8. Organisational barriers** is the barrier to communication which are related to authority relationships, rules and regulations of the company.

(a) If organisational policy either explicit or implicit is not supportive to free flow of communication it may hamper effectiveness of communications.

(b) Rigid rules and regulations, cumbersome procedures may be a hurdle to communication, as communications through prescribed channels may result in delays.

(c) Status of superior may create psychological distance between him and his subordinates.

(d) Complexity in the organisation caused by the number of managerial levels may delay and distort the communication as the number of filtering points is more.

(e) If facilities like frequent meetings, suggestion box, and complaint box, social and cultural gathering, transparency in operations, etc, for smooth, clear and timely communications are not provided, communications may be hampered.

**9. Positive aspects of informal communication:**

(i) Sometimes, grapevine channels may be helpful as they carry information rapidly and therefore, may be useful to the manager at times.

(ii) Informal channels are used by the managers to transmit information so as to know the reactions of subordinates.

**Negative aspects of informal communication:**

(i) The grapevine/informal communication sometimes leads to generating rumours and informal discussions and sometimes may hamper the work environment.

(ii) It is very difficult to detect the source of such communication.