

UNIT 7 DIRECTING

SHORT ANSWER QUESTIONS (3 / 4 MKS)

1) State three advantages of Motivation.

Ans. a) Motivation sets in motion the action of people: Motivation bridges the gap between the ability to work and willingness to work. It enables the management to secure the best utilization of physical and financial resources.

b) Motivation improves the efficiency of work performance.

As motivation builds the willingness to work among the employees, the persons work with initiative thereby increasing their work performance.

c) Motivation leads to stability in the employees.

Motivation helps in reducing the labor turnover and absenteeism. It creates confidence among the employees and secures their loyalty to the organization.

2. Distinguish between Leadership and Management

| Basis | Leadership | Management |
|---------------------|--|--|
| Origin | Leadership originates out of individuals influence | Management originates out of official powers and rights. |
| Functions | A leader is to motivate and guide his followers | A manager has to plan, organize, direct and control his employees. |
| Mutual relationship | All the leaders are not the managers | All the Managers are leaders. |

1. Discuss three qualities of a leader.

Ans. a) Listening skill: A good leader is a good listener. Leaders have to create a culture where people can be frank and share the information. Receiving feedback about oneself is important.

b) Self confidence: A leader must have confidence in his own ability to accomplish tasks and meet the needs of every situation.

c) Intelligence: A Leader should examine every problem in a right perspective. He should have a logical mind and objective outlook free of bias.

3. What is 'Noise' in the process of communication?

Ans. 'Noise' is the disruption interference in the process of communication. It can occur at any point in the process of communication i.e. at the point of transmission or decoding.

For e.g. if you are chatting and disruption in the network connection, if you are talking on a phone, disconnection of the telephone line etc.

Noise can also arise due to bad communication skill of the sender, inattentive listener, use of technical and difficult words etc. Thus Noise can be anything that hampers Understanding in the process of Communication.

2.

State three Financial incentives.

Financial Incentives — Incentives which are directly or indirectly associated with monetary benefits.

Non Financial Incentives — Incentives which are not measurable in terms of money.

Examples for financial Incentives — Pay, allowances productivity linked wage incentives, Bonus, Retirement benefits, Copartnership.

Eq Non Financial Incentives — Status, organizational climate, career advancement opportunity, job security etc.

Ans.. 7. State three non monetary incentives..

- (a) **Job Enrichment** — is a method of motivating employee by making the task to be performed by him more interesting and challenging. The job in itself serves as a source of motivation to the employee and brings out the best in him.
- (b) **Suggestion System** — Is a system where suggestions regarding the work procedure, environment are solicited from employees. This increase their participation & importance in the working of the enterprise and hence motivates them.
- (c) **Job Security** refers to making the employee feel safe in his job positions. He is not threatened by transfers or removal from service and hence performs to the best of his abilities.

8 State three psychological barriers to effective communication

Ans. a) Premature evaluation: If a person has a pre-conceived notion against the communication then he will evaluate the meaning of the communication before he listens to it..

b) Lack of attention : The listener may be physically present and not mentally. He may be pre-occupied with some other thoughts.

c) Loss of transmission and poor retention.

Many people cannot retain the information for a long period due to poor retention power.

9. Discuss Three Principles of Directing

Ans. a) Maximum Individual contribution:

According to this principle, directing must help every individual employee to contribute his Best towards the achievement of organizational goal.

b) Harmony of objectives : Directing must ensure that the individual goals of employees and that of organization do not conflict with each other. Directing must aim at bringing harmony among them.

c) Follow through : Managers must continuously review whether the instructions are being understood and followed by the employees or not.

10. State any three types of needs that govern human motivation.

Ans. Understanding and influencing the human behaviour requires understanding their needs. It can be-

- Physiological needs (Need for food, clothing shelter, education etc)
- Security needs (need of safety and freedom from fear or threat)
- Social needs (need for love, affection, belongingness)
- Esteem needs (need for recognition, need for self respect)
- Self actualization (need to grow, sense of fulfillment)

LONG QUESTIONS

Q1 . Distinguish between Formal communication and Informal communication

Ans.. 1

| | Formal Communication | Informal Communication |
|------------|--|--|
| 1. Channel | 1. It follows formal or established line of command. | 1. It is based on informal relationship and arises as a result of personal social or group relations between people. |
| 2. Nature | 2. Rigid | 2. Flexible |
| 3. Speed | 3. The speed of communication is usually slow | 3. It transmits information swiftly. |
| 4. Need | 4. It serves organizational needs. | 4. It serves organizational as well as individual needs to socialize with others. |

| | | |
|------------|---|---------------------------|
| 5. Records | 5. Its record is kept for future reference. | 5. No record can be kept. |
|------------|---|---------------------------|

2. State the measures that can be taken to reduce the barriers to effective communication

Ans.. 23. The barriers to an effective communication can be reduced by following measures :—

- (i) **Clarify the Idea :** Clarify in the thoughts of the sender is must for effective 'communication'.
- (ii) **Use of proper people language :** Sender should try to make the message meaningful and understandable by using appropriate words.
- (iii) **Message should be precise :** Lengthy and unwarranted elaboration makes message less meaningful this should be avoided.
- (iv) **Ensure proper feedback :** The sender of the message should take the feedback from the receiver. Feedback of the conveyed message is an essential tool to the check that the message is duly understood.
- (v) **Effective use of organisation Facilities :** Effective use of organizational facilities like suggestion box complaint box secret box helps in making the communication effective.

Q3. Discuss in brief the functions of a Supervisor

Ans. Supervision means overseeing the subordinates at work. Supervision performs the following important functions which help the organisation to achieve objectives function of the supervisor:

- a) **Planning the work:** The supervisor has to determine work schedule for even and steady flow of work.
- b) **Issuing orders:** The supervisor issues orders and instructions to the workers for achieving coordination.
- c) **Providing guidance and leadership :** The supervisors leads the workers of his department. He fixes production targets for them & provides them the necessary guidance for doming the work assigned to them.
- d) **Motivation :** The supervisor motivates his subordinates by providing financial and non financial incentives. He inspires them for higher quality & productivity.
- e) **Controlling output** — The supervisor controls the performance of the workers by comparing their performance with the standards. He also takes necessary action to ensure that production is done according to the predetermined standards.

Q4 Discuss six monetary Incentives.

Ans. The incentives that have a monetary and financial benefit are called financial incentives. They are-

- a) **Profit sharing :** It has been accepted that the profit earned by the firm is also due to the effort

put by the workers. So they have a full right to receive a share in it. It is an effective incentive which satisfies the workers.

- b) Co-partnership: Under this system, employees share the capital as well as the profits. Under employees stock option plan the workers are given shares. They are also given Bonus shares and they share the ownership of the firm. It motivates them as they share the profits too.
- c) Productivity linked wages: Under this system, a sales person is guaranteed a minimum wage as well as commission on sales. A commission plan motivates him to work better.
- d) Suggestion system: Valuable suggestions are accepted and the most valuable ones are also rewarded with cash money.
- e) Retirement benefits: Every employee wants his future to be secured. The firm provides retirement benefits, pension, provident fund, gratuity etc.
- f) Perks: various perks such as housing, car allowance foreign trips etc can be given to the managers to boost up his morale.

Q5 Discuss the Importance of Communication .

Ans. Communication is a process of understanding between the persons through exchange of ideas, messages, suggestions etc. It is important due to the following reasons –

- a) It facilitates Planning : Participation of all the executives in planning is a pre requisite for getting the task done. This participation is possible only when the managers and employees interact with each other. There should be no communication gap.
- b) It helps in decision making. Most of the decisions are taken up by the top level management. But for decision making, right type of information is required from different persons. It is through communication that people come together in a firm, managers can identify the problems faced by the employees, so that he can take the decisions effectively.
- c) It helps in the process of motivation :
Sharing of the information with the subordinate gains their confidence and willing cooperation. Discussion on common interest of the management and workers is a source of satisfaction for the employees as it gives them recognition. It increases their morale of doing work.
- d) It is a basis of effective leadership.
A good communicator is a good leader. Through good communication skill, the manager comes closer to his subordinates and removes the misunderstanding. Thus it is the basis of leadership.