



## INDIAN SCHOOL AL WADI AL KABIR

<b>Class: XII</b> <b>Business Studies</b>	<b>Department: Commerce</b>
<b>Worksheet No: 1</b>	<b>Topic: DIRECTING</b>

### **Select the correct option:**

1. Which one of the following is not an element of direction?
  - (a) Motivation
  - (b) Communication
  - (c) Delegation
  - (d) Supervision

▶ (c) Delegation
2. Which of the following is a financial incentive?
  - (a) Promotion
  - (b) Stock Incentive
  - (c) Job Security
  - (d) Employee Participation

▶ (c) Job Security
4. Which of the following is not an element of communication process?
  - (a) Decoding
  - (b) Communication
  - (c) Channel
  - (d) Receiver

▶ (b) Communication
5. Grapevine is
  - (a) Formal communication
  - (b) Barrier to communication
  - (c) Lateral communication
  - (d) Informal communication

▶ (c) Lateral communication
6. The highest level need in the need Hierarchy of Abraham Maslow:

- (a) Safety need
- (b) Belongingness need
- (c) Self actualisation need
- (d) Prestige need
- ▶ (a) Safety need

7. The process of converting the message into communication symbols is known as-

- (a) Media
- (b) Encoding
- (c) Feedback
- (d) Decoding
- ▶ (d) Decoding

8. The communication network in which all subordinates under a supervisor communicate through supervisor only is:

- (a) Single chain
- (b) Inverted V
- (c) Wheel
- (d) Free flow
- ▶ (d) Free flow

### **Fill in the Blanks**

1. \_\_\_\_\_ is the process of stimulating people to engage in goal-directed behaviour. (Motivation)
2. The channel of communication which is transmitted through informal channels is called \_\_\_\_\_. (Grapevine)
3. \_\_\_\_\_ aims at instructing, guiding, motivating people to achieve the desired results. (Directing)
4. \_\_\_\_\_ is the process of converting a message into symbols.  
(Encoding)
5. Directing flows in \_\_\_\_\_ direction. (Downward)
6. \_\_\_\_\_ is the process of exchanging information and understanding between two or more persons. (Communication)
7. Directing takes place at \_\_\_\_\_ levels of management. (All)

## **True or False**

1. Leadership and motivation are the two elements of directing.  
Ans. True; leadership and motivation are the two elements of directing.
2. Directing takes place at the top, middle and bottom level of management.  
Ans. True; directing takes place at all levels of management.
3. Encoding refers to converting symbols received by the receiver into meaning.  
Ans. False; decoding is converting symbols received by the receiver into meaning.
4. Democratic leadership style involves giving orders by a superior to his subordinates and expecting that his orders will be obeyed by them.  
Ans. False; the given leadership style is authoritative leadership style.
5. Formal and Informal communication flow through officially prescribed channels of communication.  
Ans. False; only formal communication flows through officially prescribed channels of communication.

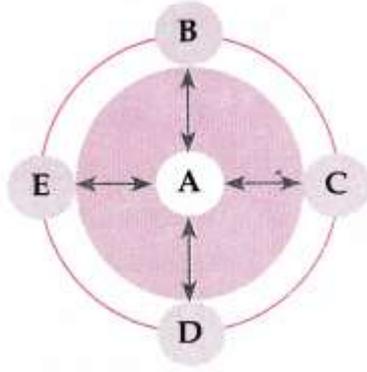
## **SOLVED BOARD QUESTIONS**

Q1) 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 order 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 the deadlines. He also knew that not meeting the deadlines may lead to customer dissatisfaction with the risk of loss of business and goodwill. So, he had a meeting with his employees in which accurate the 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.

1. Identify the leadership style of Umang Gupta and draw a diagram depicting the style.
2. State any two values highlighted by the behaviour of Umang Gupta. (CBSE, 2017)

**Answer:**

1. Democratic style of leadership is being adopted by Umang Gupta. In adjoining diagram B, C, D, and E are the subordinates of A who is a leader.



2. The two values being highlighted by the behaviour of Umang Gupta are:
- Responsibility
  - Participation

Q2) Why is it said that directing takes place wherever superior subordinate relationship exists?

(CBSE, Sample Paper, 2017)

**Answer:**

In every organisation, directing function is performed by every manager regardless of the level of management from top executive to supervisor. Therefore, it is said that directing takes place wherever superior subordinate relations exist.

Q3) M/s Beta Ltd. deals in consumer goods. It employs 100 workers and 10 operative managers who give guidance and support to the workers while operating the machinery. The company has a policy of granting leave as per the requirement of the workers. Workers 3 H 3 are generally granted leave on festivals and special occasions. Recently on Puja festival, it received a big order. Workers are keen to take Puja holidays while management is pressing hard for overtime. This matter was placed before the Personnel Manager who called the meeting of operative managers and workers to inform them about the changes in the incentive plan which states payment of double wages for working overtime and triple wages for working on holidays. Workers without any pressure voluntarily took limited holidays and were able to increase their earning by working overtime and on holidays. During Board of Directors meeting, Personnel Manager was asked to update the management for achieving higher output, meeting timely supplies without any confrontation with workers. Personnel Manager replied, "I just used a carrot with no sticks approach".

(CBSE, Sample Paper, 2017)

By quoting the lines from above paragraph state any two elements of directing.

**Answer:**

The two elements of directing being discussed in the above paragraph are outlined below:

1. **Supervision:** Supervision is the process of overseeing the work of the subordinates and giving instructions to ensure optimum utilisation of resources and achievement of work targets. Supervision-” it employs 10 operating managers ..... support to the workers.”
2. **Motivation:** Motivation is the process of stimulating people to action to accomplish desired goals. Motivation-“to pay double wages for working overtime and triple wages for working on holidays”.

Q4) Prateek is working in a multinational company in Noida. He was running a temperature for the last many days. When his blood was tested, he was found to be positive for malaria. He was admitted in a hospital and a blood transfusion was advised by the doctors as his condition was very serious. One of his colleagues sent a text message to his superior, Mr. B. Chatterjee. Mr. B. Chatterjee immediately sent a text message to the employees of the organisation requesting them to donate blood for Prateek. When the General Manager came to know about it, he ordered for fumigation in the company premises and cleaning the surroundings.

1. From the above paragraph, quote lines that indicate formal and informal communication.
2. State any two features of informal communication.
3. Identify any two values that are being communicated to society in the above case. (CBSE, 2016)

**Answer:**

1. **Informal communication:** “One of his colleagues sent a text message to his superior, Mr. B. Chatterjee. Mr. B. Chatterjee immediately sent a text message to the employees of the organisation requesting them to donate blood for Prateek.”  
**Formal communication:** “When the general manger came to know about it, he ordered for fumigation in the company premises and cleaning surroundings.”
2. The features of informal communication are as follows:
  - The grapevine/ informal communication spreads very fast and sometimes gets distorted.
  - It is very difficult to detect the source of such communication.
3. The two values that are being communicated to the society are:

- Humanity
- Cleanliness

Q5) Alfa Ltd. was dealing in renewable energy services. To get the business, the team leader and his team used to travel to different states to give presentations to the 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 forced the female team members to travel alone at times. As a result, the subordinates were not acting in a desired manner to achieve the 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 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. (CBSE, OD 2016)

**Answer:**

The CEO Alfa Ltd. has used Motivation, which is an element of directing function of management in order to deal with the situation effectively. The features of motivation are explained below:

- **Motivation is an internal feeling:** An urge, drives, or needs of human being, which are internal, but likely to influence human behaviour.
- **Motivation produces goal directed behaviour:** A motivated employees is likely to act in a desired manner and contribute effectively.
- **Motivation can be either positive or negative:** Positive motivation can be provided through rewards like increase in pay, promotion, recognition etc. Negative motivation involves use of negative means like punishment, stopping increments, threatening etc. which also may prompt a person to act in the desired way.

Q6) 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 went 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. (CBSE, 2015)

**Answer:**

As a supervisor of 'Annapurna Atta/ Pramod has adopted the democratic style of leadership.

Democratic leadership is also known as participative leadership. In this type of leadership style, the members of the group take a more participative role in the decision-making process.

Everyone is given the opportunity to participate, ideas are exchanged freely, and discussion is encouraged. It is one of the most effective style of leadership and leads to higher productivity, better contributions from group members, and increased group morale.

Q7) Rahim was working in an enterprise on a 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.

1. By quoting lines from the above paragraph, identify the needs of Rahim that are satisfied by the offer of the cycle company.
2. Also, explain two other needs of Rahim followed by above that are still to be satisfied.

(CBSE, 2014)

**Answer:**

1. The physiological needs and safety needs of Rahim are being satisfied by the offer of the company.
2. The other needs of Rahim followed by the physiological needs and safety needs that still need to be satisfied are as follows:
  - **Affiliation/Belonging Needs:** These needs refer to affection, sense of belongingness, acceptance and friendship. The organisation, by encouraging cooperative teamwork and by having accessible and kind superiors, can fulfill these needs of its employees.
  - **Esteem Needs:** These include factors such as self-respect, autonomy status, recognition and attention. The organisation, by giving praise and recognition when the employees do well, and offering promotions, can fulfill these needs of its employees.

Q8) Mohan and Sohan are friends working in Surya Ltd. as Production Manager and Sales Manger respectively. In an interdepartmental meeting, Sohan informed Mohan about a change in the marketing policy of the company. Identify the type of communication used in the above example. (CBSE, 2008)

**Answer:**

Formal communication is being used in the above example.

Q9) Rajat, a sales manager, achieved his sales targets one month in advance. This achievement was displayed on the notice board and a certificate for the best performance was awarded to him by the CEO of the company.

1. Name the incentive provided to Rajat.

2. Identify the type of incentive.
3. List two other incentives of the type identified in part (2). (CBSE, 2008)

**Answer:**

1. Recognition is the incentive provided to Rajat.
2. It is a type of non-financial incentive.
3. The two other types of non-financial incentives are job security and status

Q10. 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 created a misunderstanding between him and his clients.

1. Identify the communication barrier discussed above.
2. State the category of this communication barrier.
3. Explain any other communication barrier of the same category.

ANS. Communication barrier—**Badly expressed message**

Semantic barrier—Such barriers are concerned with problems and obstructions in the process of coding and decoding of a message into words and expression.

**Technical Jargon.** These are words used by experts and specialists and are difficult to understand by people belonging to some other field. Use of such words can act as a barrier to effective communication.

Q11. 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.

1. Identify the communication barrier discussed above.
2. State the category of this communication barrier.
3. Explain any other communication barrier of the same category.

ANS. **Communication barrier—Lack of proper incentives.**

**Personal barrier**—in this type of barrier, personal factors of both sender and receiver may exert influence on effective communication.

**Fear of challenge to authority.** According to this personal barrier of communication, if a superior feel that a particular communication can have a negative impact on his authority, he may avoid or suppress such communication.