

Chapter-7

DIRECTING(Short Note)

Directing - Meaning

Directing means instructing, guiding, supervising, motivating and leading the subordinates to contribute to the best of their capabilities for the achievement of organizational goals. If the subordinates are not properly guided, supervised and motivated, they will become inactive, inefficient and gloomy. Directing is the heart of management in action.

Through staffing function, the right person is placed at the right position in an organization. But actual work begins only when these persons get instructions from their superiors. The main motive of directing is bringing efficiency in performance. Directing convert plans into performance.

Definition

According to Earnest Dale, "Direction is telling people what to do and seeing that they do it in the best possible manner".

Characteristics of directing

1. Directing Initiates Action:

Other managerial functions like planning, organizing, staffing etc. create a base for action. But directing starts action in the organization.

2. It is a continuous process:

A manager cannot rest after issuing orders and instructions. He has to continuously guide, supervise and motivate his subordinates.

3. Directing takes place at every level:

Directing is a pervasive function as it is performed by managers at all levels and in all locations.

4. Directing flows From Top to Bottom:

Directions are given by managers to their subordinates. Directing starts from top level and flows to lower level.

Importance of Directing

Directing is the heart of management. The importance of directing in the organization can be understood by the following points:

1. **Initiates action:** Direction is known as management-in-action. Planning, organizing and staffing functions create a condition for taking appropriate actions. The actual work of the organization starts with directing function.
2. **Integrates employee's efficiency:** Through, directing managers integrates individual and group goals with organizational objectives.
3. **Guides employees to realize their potential:** Through directing a good leader can always identify the potential of his employees and motivate them to extract work up to their full potential.
4. **Facilitates introduction of changes:** Generally, people have a tendency to resist changes in the organization. But effective directing through motivation, communication and leadership helps to reduce such resistance and develop cooperation in the organization.
5. **Ensures stability and balance:** Generally, when the employees working at different levels, they develop different attitudes and the balance between their attitudes is made by directing function.

Principles of Directing

Directing is a complicated process, it involves many complexities. A manager has to deal people with diverse background and expectations. So, the manager has to follow some principles which may guide him in the process of directing. They are:

1. **Maximum individual contribution:** Directing technique should be made in such a way that they must help every individual to contribute his maximum potential for the achievement of the organizational objectives. A good motivation plan with monetary and non-monetary rewards can motivate an employee to contribute his maximum efforts for the organization.
2. **Harmony of objectives:** According to this principle, directing should provide harmony between the organizational objectives and the individual objectives of the employees.
3. **Unity of command:** This principle insists that an employee in the organization should receive orders and instructions only from one superior at a time. To avoid confusion and to give no chance of excuse to employee, the orders must come from one boss only.
4. **Appropriate technique:** According to this principle, appropriate motivational and leadership technique should be used while directing the people based on subordinate needs, capabilities and other situational variables.

5. **Managerial communication:** Effective managerial communication across all levels in the organization makes direction effective.

6. **Strategic use of informal organization:** In every organization, there exists informal groups or organizations within every formal organization. The manager should be aware of it and make use of such organizations for effective directing.

7. **Effective leadership:** A manager must possess the qualities of a good leader. He must guide and counsel his subordinates not only on work problems but also on their personal problems.

8. **Follow up:** Mere issue of orders and instructions is not enough. Managers should make follow-ups to ensure whether the instructions and orders are implemented properly.

Elements of Direction

Directing involves four components/elements. They are:

1. **Supervision**
2. **Motivation**
3. **Leadership**
4. **Communication**

I. Supervision

Supervision means overseeing the subordinates at work. Supervision is instructing, guiding and controlling the work force with a view to see that they are working according to plans, policies and instructions. Supervision actually takes place continuously at all levels of the organization. Top level management supervises the performance of the middle level management who in turn supervises the performances of the lower-level management. The person who supervises the performance of the subordinates is called supervisor.

Importance/Role/Functions of Supervision/Supervisor

1. **Maintains day to day contact:** The supervisor maintains day to day contact with the workers. He acts as a guide, friend, and philosopher to the workers.
2. **Act as a link between workers and management:** Supervisor act as link between workers and management. It helps to avoid misunderstandings and conflicts among the management and workers.
3. **Provides on the job training:** Supervisor provides good on- the-job training to the workers and builds efficient team of workers.

4. **Ensures performance of work:** Supervisor ensures performance of work according to the targets set. He takes responsibility for tasks achievement and motivates his workers effectively.

5. **Gives feedback:** Supervisor analyze the work performed and gives feedback to the workers. He suggests ways and means of developing work skills.

2. Motivation

The term motivation is derived from the word 'motive'. Motivation can be defined as stimulating, inspiring and inducing the employees to perform to their best capacity. Motivation is the process of making subordinates to act in a desired manner to achieve certain organizational goals.

While discussing about motivation, we need to understand three interrelated terms- motive, motivation and motivators.

A. Motive: - A motive is an inner state or desire which activates and directs the behavior of an individual to achieve certain goal. Some such motives are hunger, security; recognition etc. It causes restlessness as he wants to fulfill his motive. Example: Individual search for food to fulfill the motive of hunger.

B. Motivation: - It is the process inducing people to perform to their best ability to accomplish the organizational goals.

C. Motivators: -Motivators are the incentives or techniques used to motivate the people in an organization. Common motivators used by the managers are increment, bonus, promotion, respect etc.

Features of motivation

Motivation comprises the following features:

1. **An internal feeling:** Motivation is an internal feelings like desire, need etc. E.g. Desire for getting selection to a particular football club.

2. **Motivation produces goal-oriented behavior:** It induces people to behave in such a manner, so that they can achieve their goals.

For e.g., if a student has a motive to get full A+ in all the subjects, he will study well to achieve that goal.

3. **Motivation can be positive or negative:** To motivate employees, the managers use various motivators. Some are positive and some are negative. The positive motivation provides positive rewards like increase in salary, promotion and awards; etc. The negative motivation provides negative rewards like warning, punishment and demotion etc.

4. **Complex process:** Motivation is a complex process, as it tries to influence human behavior differs from person to person. Motivational facts have no uniform impact on individuals.
5. **Continuous process:** Satisfaction of one need gives rise to another need. So, it is a continuous and never ending one.

Need and Importance of motivation

1. Motivation improves performance of employees: Motivation improves performance level of employees as well as the organization. A motivated worker performs in a better way than the others.
2. Ensures positive attitude of employees: Motivation helps to change the negative attitude of employees to positive attitude.
3. Reduce employee turnover: Motivation helps to reduce employee turnover and thereby saves cost of new recruitment and training.
4. Motivation helps to reduce absenteeism in the organization: If adequate motivation is provided, work becomes a source of pleasure and workers will be regular in their work.
5. Better organizational image: To motivate the workers, monetary and non-monetary incentives are to be provided.

Maslow's Need Hierarchy Theory of Motivation

Abraham Maslow, an eminent U. S psychologist developed a theory of motivation based on the hierarchy of needs. According to him, there are five kinds of needs. They are: -

1. **Basic physiological needs:** These needs are most basic in the hierarchy and are termed primary needs. Hunger, thirst, shelter, sleep and sex are some examples of these needs. In the organizational context, basic salary helps to satisfy these needs.
2. **Safety/Security Needs:** These needs provide security and protection from physical and emotional harm. Examples: job security, stability of income, Pension plans etc.
3. **Affiliation/Belonging Needs:** These needs refer to affection, sense of belongingness, acceptance and friendship.
4. **Esteem Needs:** These include factors such as self-respect, autonomy status, recognition and attention.

5. **Self Actualisation Needs:** It is the highest level of need in the hierarchy. It refers to the drive to become what one is capable of becoming. These needs include growth, self-fulfillment and achievement of goals.



Maslow's theory is based on the following assumptions:

- (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 other higher level needs.
- (iii) A satisfied need can no longer 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. Maslow's Theory focuses on the needs as the basis for motivation. This theory is widely recognised and appreciated.

Maslow's theory helps managers to realise that need level of employee should be identified to provide motivation to them.

Financial and Non-Financial Incentives

Incentive means all measures which are used to motivate people to improve performance. These incentives may be broadly classified as financial and non-financial.

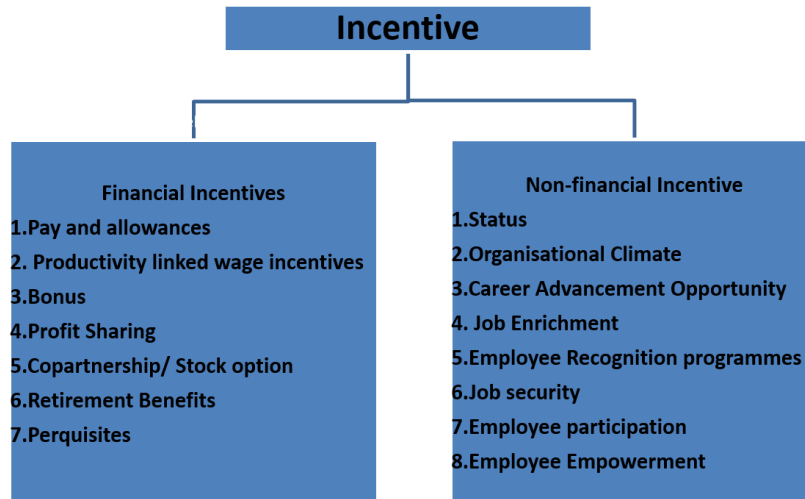
1. **Financial Incentives:** Financial incentives are those incentives which are offered in terms of cash. The financial incentives generally used in organisations are listed below:

- (i) **Pay and allowances:** For every employee, salary is the basic monetary incentive. It includes basic pay, dearness allowance and other allowances.
- (ii) **Productivity linked wage incentives:** In this scheme, wages of employees are linked with their productivity (Piece wage system)
- (iii) **Bonus:** It is a kind of yearly payment to employees over and above normal salary. Bonuses may be awarded by a company as an incentive or to reward good performance.
- (iv) **Profit Sharing:** In this scheme a part of the profit of a company is shared among the workers in addition to their regular wages. This serves to motivate the employees to improve their performance and contribute to increase in profits.
- (v) **Co-partnership/ Stock option:** Under these incentive schemes, employees are offered company shares at a fixed price which is lower than market price. The allotment of shares creates a feeling of ownership to the employees and makes them to contribute for the growth of the organisation.
- (vi) **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.
- (vii) **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.

2. Non-Financial Incentives: The incentives which cannot be calculated in terms of money are called non-financial incentives. All the needs of individuals can't be satisfied by money alone. Psychological, social and emotional factors also play important role in providing motivation. Non-financial incentives mainly focus on these needs. Some of the important non-financial incentives are discussed below:

- 1. **Status:** Social and esteem needs of an individual are satisfied by status given to their job.
- 2. **Organisational Climate:** Organisational climate indicates the characteristics which describe an organization. It refers to the relation between the superiors and subordinates. Some of these characteristics are—individual autonomy, consideration to employees etc.

3. **Career Advancement Opportunity:** Every individual wants to grow to the higher level in the organisation. Promotion works as a tonic and encourages employees to exhibit improved performance.
4. **Job Enrichment** Job enrichment is concerned with offering challenging jobs, autonomy to perform job and provide the opportunity for personal growth and a meaningful work experience. If jobs are enriched and made interesting, the job itself becomes a source of motivation to the individual.
5. **Employee Recognition programmes:** Most people have a need for evaluation of their work and due recognition. Examples of employees recognition are congratulating employee for good performance, displaying the achievement of employee, etc.
6. **Job security:** Employees want their job to be secure. They want certain stability about future income and work.
7. **Employee participation:** It means involving employees in decision making of the issues related to them.
8. **Employee Empowerment:** Empowerment means giving more autonomy and powers to subordinates.



3. Leadership

Leadership is the process of influence the behaviour of people at work towards the achievement specific goal. The leaders always play a key role for the success and excellence of any organisation. Can you imagine Microsoft without Bill Gates, Infosys without Narayana Murthy or V-Guard without Kochouseph Chittilappilly

Importance of Leadership

1. Influences the behaviour of people

Leadership influences the behaviour of people and makes them to positively contribute their energies for the benefit of the organisation.

2. Good interpersonal Relations

A leader maintains personal relations and helps followers in fulfilling their needs.

3. Facilitates changes in the organisation

Leader plays a key role in introducing required changes in the organisation.

4. Resolve conflicts among employees

A leader handles conflicts effectively and does not allow adverse effects resulting from the conflicts.

5. Provide training to employees

Leader provides training to their subordinates.

Leadership Style

There are several bases for classifying leadership styles. The most popular classification of leadership styles is based on the use of authority. Depending on the use of authority, there are three basic styles of leadership:

(i) Autocratic

(ii) Democratic, and

(iii) Laissez-faire

1. Autocratic or Authoritarian leader

An autocratic leader exercise complete control over subordinates. An autocratic leader gives orders and expects his subordinates to obey those orders. In this style communication is only one-way with the subordinate.

Advantages:

- 1) This leadership style is effective in getting productivity.
- 2) Quick decision-making is possible
- 3) Complete control over subordinates.

Dis advantages:

- 1) This leadership style leads to frustration and low morale among employees.

- 2) Motivational level of subordinates goes down
- 3) Creativity among the subordinates goes down

2. A democratic leader

In democratic style leadership, leader takes decisions in consultation and participation with his subordinates. This kind of leadership style is more common now-a-days.

Advantages:

- 1) It improves the decision-making ability of subordinates
- 2) This style improves the job satisfaction and the morale of employees.

Dis advantages:

- 1) Delay in decision making
- 2) Consultation with subordinates may be considered as a sign of incompetence on the part of the leader.

3. Laissez faire or Free-rein leader

In this style of leadership, leaders give his subordinates the complete freedom to take the decisions. Such a leader does not believe in the use of power unless it is absolutely essential.

Advantages:

- 1) Maximum scope for the development of subordinates.
- 2) This style increases the job satisfaction and morale of employees.

Dis advantages:

- 1) Subordinate may not get timely support and guidance from leader.
- 2) Subordinates may work in different directions and result in disharmony.

4. Communication

Directing abilities of a manager mainly depend upon his communication skills. Communication is the process of exchange of information between two or more persons to reach common understanding.

Elements of Communication

Communication process involves elements like source, encoding, media/channel, receiver, decoding, noise and feedback. The elements involved in communication process are explained below:



Fig: Communication Process

(i) Sender:

Sender means person who conveys his thoughts or ideas to the receiver. The sender represents source of communication.

(ii) Message:

It is the content of ideas, feelings, suggestions, order etc., intended to be communicated. It is the subject matter of communication.

(iii) Encoding:

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

(iv) Media:

It is the path through which encoded message is transmitted to receiver. The channel may be in written form, face to face, phone call, Internet etc.

(v) Decoding

It is the process of converting encoded message into readable language to understand the message to the receiver.

(vi) Receiver:

The person who receives communication of the sender and understands the message.

(vii) Feedback:

It includes all those actions of receiver indicating that he has received and understood message of sender.

(viii) Noise:

Noise means some obstruction or hindrance to communication. This hindrance may be caused to sender, message or receiver.

Some examples of noise are:

(a) Unclear symbols that lead to faulty encoding.

- (b) A poor telephone connection.
- (c) An inattentive receiver.
- (d) Faulty decoding (attaching wrong meanings to message).
- (e) Prejudices obstructing the poor understanding of message.

Importance of Communication

(i) Acts as basis of coordination:

Communication provides coordination among departments, activities and persons in the organisation.

(ii) Helps in smooth working of an enterprise:

Communication is the foundation of all group activities. The job of a manager is to coordinate the human and physical elements of an organization to achieve organizational goal.

(iii) Acts as basis of decision making:

Communication provides needed information for decision making. In its absence, it may not be possible for the managers to take any meaningful decision.

(iv) Increases managerial efficiency:

Communication is essential for quick and effective performance of managerial functions.

(v) Promotes cooperation and industrial peace:

The two-way communication promotes cooperation and mutual understanding between the management and workers

(vi) Establishes effective leadership:

Communication is the basis of leadership. Effective communication helps to influence subordinates.

(vii) Boosts morale and provides motivation:

An efficient system of communication enables management to motivate, influence and satisfy the subordinates. Communication helps to boost morale of employees and managers.

Formal and Informal Communication

Communication taking place within an organisation may be broadly classified as formal and informal communication.

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

A. Vertical Communication

B. Horizontal Communication

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.

Example: - The examples of upward communication are – application for grant of leave, submission of progress report, request for grants etc.

Example: Examples of downward communication are – sending notice to employees to attend a meeting, ordering subordinates to complete an assigned work, passing on guidelines framed by top management to the subordinates etc.

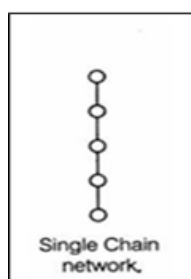
Horizontal or lateral communication takes place between one division and another. For example, a production manager may contact marketing manager to discuss about schedule of product delivery, product design, quality etc.

Different types of communication networks

Different types of communication networks may operate in formal organisation. Some of the popular communication networks are presented and discussed in given figure.

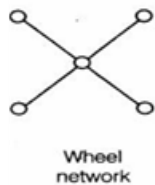
(i) Single chain:

This network exists between a supervisor and his subordinates. Since many levels exist in an organisation structure, communication flows from every superior to his subordinate through single chain.



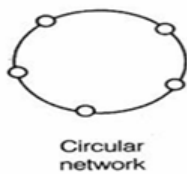
(ii) Wheel:

In wheel network, all subordinates under one superior communicate through him only as he acts as a hub of the wheel. The subordinates are not allowed to talk among themselves.



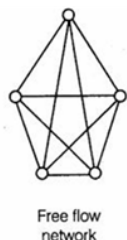
(iii) Circular:

In circular network, the communication moves in a circle. Each person can communicate with his adjoining two persons. In this network, communication flow is slow.



(iv) Free flow:

In this network, each person can communicate with others freely. The flow of communication is fast in this network.



In this network, a subordinate is allowed to communicate with his immediate superior as well as his superiors superior. However, in later case, only prescribed communication takes place.

Informal Communication

Communication that takes place without following the formal lines of communication is said to be informal communication. It is the communication between people of an organization on the basis of their social relations. Informal communication is also called 'grapevine' because the origin and direction of this information transferred is not easy

to locate as in case of a vineyard. There is no fixed direction and for the flow of information under informal communication.

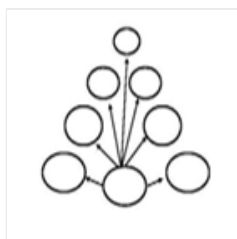
Example: Workers chit chatting in a canteen about the behaviour of the superior, discussing about rumours that some employees are likely to be transferred are some examples of informal communications.

Informal channels are used by the managers to transmit information so as to know the reactions of his/her subordinates. An intelligent manager should make use of positive aspects of informal channels and minimise negative aspects of this channel of communication.

Different Types of Grapevine Network (Informal Communication)

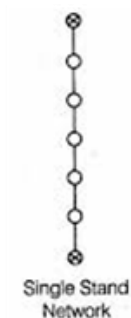
1. Gossip:

In gossip network, one person tells many. Here one person communicates with all on non-selective basis.



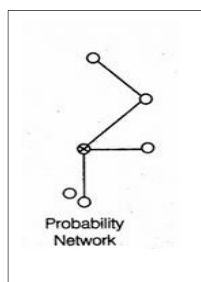
2. Single Stand Network

In single stand pattern each individual communicates to the other in sequence.



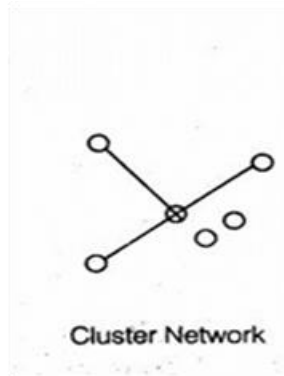
3. Probability Network

In probability network the individual communicates randomly with other individuals.



4. Cluster Network

In cluster, the individual communicates with only those people whom he trusts. Of these four types of networks, cluster is the most popular in organisations.



Barriers to Communication

Communication barriers are the factors that obstruct the effectiveness of communication. These barriers may prevent a communication or filter part of it or carry incorrect meaning due to which misunderstandings may be created. The barriers to communication in the organisations can be broadly grouped as:

- A. Semantic barriers
- B. Psychological barriers
- C. Organisational barriers
- D. Personal barriers.

A. Semantic barriers

These are concerned with the meaning of words and symbols. Sometimes the same words and symbols can be understood differently by different people in the organization. These are discussed below:

1. Badly expressed message

Sometimes intended meaning may not be conveyed by a manager to his subordinates. This is due to inadequate vocabulary, usage of wrong words, omission of needed words etc.

2. Symbols with different meanings

A word may have several meanings. Receiver has to perceive one such meaning for the word used by communicator. Example-Prize, price, right, write etc.

3. **Faulty translations**

Sometimes the communications originally drafted in one language (e.g., English) need to be translated to the language understandable to workers (e.g., Hindi). If the translator is not an expert, he may make mistake in translation.

4. **Unclear assumptions**

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

5. **Technical jargon**

It is usually found that specialists use technical words while explaining to persons who are not specialists in the concerned field. Therefore, they may not understand the actual meaning of many such words.

6. **Body language and gesture decoding**

Every movement of body communicates some meaning. The body movement and gestures of communicator matters so much in conveying the message. If there is no match between what is said and what is expressed in body movements, communications may be wrongly conveyed.

B. Psychological barriers

Emotional or psychological factors acts as barriers to communicators. For example, a worried person cannot communicate properly and an angry receiver cannot understand the real meaning of message. Some of the psychological barriers are:

(i) Premature evaluation

Sometimes people evaluate the meaning of message before the sender completes his message.

(ii) Lack of attention

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

(iii) 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.

(iv) Distrust Distrust between communicator and communicate acts as a barrier. If the parties do not believe each other, they cannot understand each other's message in its original sense.

C. 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 is not supportive to free flow of communication, it may hamper effectiveness of communications.

(ii) Rules and regulations

Rigid rules and huge procedures may be a hurdle to communication.

(iii) Status

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

(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.

(v) Organisational facilities

Facilities like frequent meetings, suggestion box, complaint box, social and cultural gathering, transparency in operations etc., will encourage free flow of communication. Lack of these facilities may create communication problems.

D. Personal barriers:

The personal factors of both sender and receiver may exert influence on effective communication. Some of the personal barriers of superiors and subordinates are mentioned below:

(i) Fear of challenge to authority

If a superior perceives that a particular communication may adversely affect his authority, he or she may withhold or suppress such communication.

(ii) Lack of confidence of superior on his subordinates

If superiors do not have confidence on the competency of their subordinates, they may not seek their advice or opinions.

(iii) Unwillingness to communicate

Sometimes, subordinates may not be prepared to communicate with their superiors, if they perceive that it may adversely affect their interests.

(iv) Lack of proper incentives

If there is no motivation or incentive for communication, subordinates may not take initiative to communicate. For example, if there is no reward or appreciation for a good suggestion, the subordinates may not be willing to offer useful suggestions.

Improving Communication Effectiveness

Organisations should adopt suitable measures to overcome the barriers and improve communication effectiveness. Some such measures:

(i) Clarify the ideas before communication

The message to be communicated must be absolutely clear in the mind of the sender.

(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) Consult others before communicating

Before actually communicating the message, it is advisable to consult others.

(iv) Be aware of languages, tone and content of message

The contents of the message, tone, language used, 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.

(v) Convey things of help and value to listeners

While conveying message to others, it is better to know the interests and needs of the people with whom you are communicating. If the message directly or indirectly relates to such interests, it will certainly attract response from communicatee.

(vi) Ensure proper feedback

Communication process is incomplete unless the feedback is received from the receiver. This will cause the receiver to become more responsive.

(vii) Communicate for present as well as future

Communication process must meet the needs of present as well as future requirements of the organization.

(viii) Follow up communications

There should be regular follow up and review on the instructions given to subordinates.

(ix) Be a good listener

Manager should be a good listener. Patient and attentive listening solves half of the problems.

Expected Questions

1. It is the process of converting the message into communication symbols such as words, pictures, gestures etc. are called-----
a. Encoding d. Decoding c. Communicating d. None of these **Ans: Encoding**
2. Which one of the following is not an element of direction?
(a) Motivation (c) Delegation (b) Communication (d) Supervision
Ans: Delegation
3. -----refers to the process of instructing, guiding, counselling, motivating and leading people in the organisation to achieve its objectives.
a. Directing .b. Planning. c. Organising. d. Staffing. **Ans: Directing.**
4. The starting point of communication process is -----
a. Sender. b. Receiver. c. Messages. d. Encoding. **Ans: Sender.**

5. The motivation theory which classifies needs in hierarchical order is developed by:

(a) Fred Luthans (c) Abraham Maslow (b) Scott (d) Peter F. Drucker

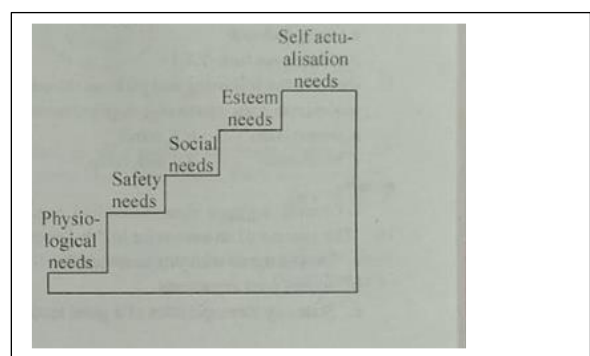
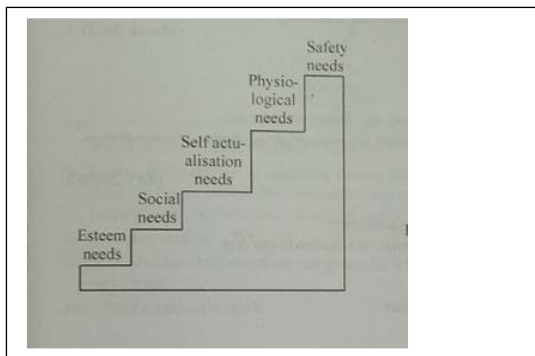
Ans: Abraham Maslow

6. Which among the following is a non-financial incentive?

a. Bonus b. Profit sharing c. Pay and allowance d. Status **Ans: Status**

7. Rearrange the needs in the order of Maslow's Need Hierarchy theory of human needs.

Ans:



8. ----- refers to process of exchange of ideas between or among persons and create understanding.

a. Communication. b. Supervision .c Motivation. d Leadership.

Ans: Communication

9. -----is the process of influencing people to strive willingly for group objectives.

a. Supervision b. Motivation c. Leadership d. Directing. **Ans: Leadership**

10. Which one is an example of upward communication?

a. Circular b. Complaint c. Memo d. Notice **Ans : Complaint**

11. Which one of the following is not a semantic barrier of communication?

a. Technical Jargons .b Faulty translations .c Badly expressed messages .d Lack of attention **Ans: Lack of attention**

12. The process of converting the message into communication symbols is known as- (a) Media (c) Feedback (b) Encoding (d) Decoding **Ans: Encoding**

13. Which of the following is a financial incentive?

(a) Promotion (b) Job Security (c) Stock Incentive (d) Employee Participation

Ans: Stock Incentive

14. Which of the following is not an element of communication process?

(a)Decoding (c) Channel (b) Communication (d) Receiver **Ans: Communication**

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

(a) Single chain (c) Wheel (b) Inverted (d) Free flow **Ans: Wheel**

16. Observing what is being done by subordinates.

a. Activity b. Motivation c. Leadership d. Supervision **Ans: Supervision**

17. Grapevine relates to -----

a. Formal communication. b. Informal communication. c. Formal organisation .d. Informal Organisation. **Ans: Informal communication.**

18. The lowest level need in the need hierarchy of Abraham Maslow.

a. Affiliation .b Self Actualisation .c Esteem .d Physiological Needs.

Ans: Physiological Needs.

19. "It is the process of stimulating subordinates to act for accomplishingdesired goals".Identify it. **Ans: Motivation**

20. The highest level need in the need Hierarchy of AbrahamMaslow:

(a) Safety need (b) Belongingness need (c) Self actualisation need (d) Prestige need **Ans: Self actualization need**

21. Technique used to motivate people in an organization.

a. Motivators b. Motive c. Motivation d. Desire **Ans: Motivators**

22. What do you mean by 'Noise' in communication? Give examples? (2 Score)

23. Give a chart showing the communication process. (5 Score)

24. Explain different network of grapevine communication?

25. Name the elements of directing? (2 Score)

26. **Match the following**

A	B
Esteem Needs	Shelter
Safety Needs	Friendship
Physiological Needs	Insurance against risk
Social Needs	Self-fulfilment
	Prestige

Ans:

A	B
Esteem Needs	Prestige
Safety Needs	Insurance against risk
Physiological Needs	Shelter
Social Needs	Friendship

27. Based on Abraham Maslow's theory 'Recognition and attention' is a factor

- a. Belonging need b. Esteem Needs c. Safety needs d. Self-actualization needs

Ans: Esteem Needs

28. "Desire to become everything one is capable of becoming". Which is the need that Maslow mean here? **Ans: Self Actualisation Need**

29. Obstruction or hindrance to communication may be caused to sender, message or receiver is called-----

- a. Media b. Communication c. Noise d. Decoding **Ans Noise**

30. Overseeing the subordinates at work is called -----

- a. Controlling b. Motivation c. Supervision d. Leadership

Ans: Supervision

31. What is meant by 'motivation' as an element of directing? (2 Score)

32. Write a short note of supervision? (2 Score)

33. Write a short note about:

- a. Motive
b. Motivation
c. Motivator

34. Write a brief note about the elements of directing (4 Score)
35. Explain about various measures to improve communication effectiveness?
36. Describe any 4 organisational barriers of communication? (4 Score)
37. Explain various financial and non financial incentives used to motivate employees of a company? (8 Scores)
38. Write a brief note about any 4 semantic barriers of communication?
39. Discuss Maslow's Need Hierarchy theory of motivation? (8 Score)
40. What are the common barriers to effective communication? (8 Scores)
41. Classify the following needs into Basic Physiological, Safety Needs, Belonging Needs and Esteem Needs
 - a. Recognition b. Friendship c. Job Security d. Hunger e. Stability of Income f. Self Respect

Ans:

Need	Type of Need
a. Recognition	Esteem Needs
b. Friendship	Belonging Needs
c. Job Security	Safety Needs
d. Hunger	Basic Physiological Needs
e. Stability of Income	Safety Needs
f. Self Respect	Esteem Needs