



## INDIAN SCHOOL AL WADI AL KABIR

<b>Class: XII Business Studies</b>	<b>Department: Commerce</b>
<b>Worksheet No: 9</b>	<b>Topic: DIRECTING</b>

- 1). It is concerned with instructing guiding and inspiring people in the organization to achieve its objectives. Name it.
- 2) Every manager from top executive to superior performs the function of directing. Which characteristic of directing is referred here?
- 3) It means overseeing the subordinates at work. Which element of directing is referred to?
- 4) Supervisor acts as a link between workers and management. How?
- 5) It refers to the way in which urges, drives, desires, aspirations, strivings or needs direct control and explain the behavior of human beings. Which element of directing is indicated here?
- 6) Motivation can be either positive or negative. Give two examples of negative motivation.
- 7). Which need in the hierarchy theory of motivation refers to affection, acceptance and friendship?
- 8) It is an incentive offered over and above the wages/salary to the employees. Name the type of financial incentive referred here.
- 9) Name the incentive which refers to 'give more autonomy and powers to subordinates' and how are people affected by this incentive?
- 10) It is defined as a process of influencing other people to work willingly for group objectives. Mention this element of directing.

11) It is process by which people create and share information with one another in order to reach common understanding. Which element of directing is referred here?

12) Which element in communication process relates to the process of converting encoded symbols of the sender?

13) In which kind of communication network, a subordinate is allowed to communicate with his immediate superior as well as his superior's superior?

14) Amit and Mikki are working in the same organization but different departments. One day at lunch time Mikki informed Amit that due to computerization many people are going to be retrenched soon from the organization.

15) There are some barriers in communication which are concerned with the state of mind of both the sender and the receiver. State any three such barriers.

**Select the correct option:**

1. Which one of the following is not an element of direction?

- (a) Motivation
- (b) Communication
- (c) Delegation
- (d) Supervision

2. Which of the following is a financial incentive?

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

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

- (a) Decoding
- (b) Communication
- (c) Channel
- (d) Receiver

5. Grapevine is

- (a) Formal communication
- (b) Barrier to communication
- (c) Lateral communication
- (d) Informal 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

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

- (a) Media
- (b) Encoding
- (c) Feedback
- (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

### Fill in the Blanks

1. \_\_\_\_\_ is the process of stimulating people to engage in goal-directed behaviour.
2. The channel of communication which is transmitted through informal channels is called \_\_\_\_\_.
3. \_\_\_\_\_ aims at instructing, guiding, motivating people to achieve the desired results.
4. \_\_\_\_\_ is the process of converting a message into symbols.

5. Directing flows in \_\_\_\_\_ direction.
6. \_\_\_\_\_ is the process of exchanging information and understanding between two or more persons.
7. Directing takes place at \_\_\_\_\_ levels of management.

### **True or False**

1. Leadership and motivation are the two elements of directing.
2. Directing takes place at the top, middle and bottom level of management.
3. Encoding refers to 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.  
Formal and Informal communication flow through officially prescribed channels of communication.

### **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)

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

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".

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

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.

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

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.

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.

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.

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).

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.

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.