

**CBSE Test Paper - 02**  
**Chapter - 7 Directing**

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1. Workers chit-chatting in a canteen about the behaviour of supervisor is \_\_\_\_\_ type of communication. **(1)**
  - a. Formal
  - b. Pure Official
  - c. Informal
  - d. None of these
  
2. Grapevine is **(1)**
  - a. Formal communication
  - b. Barrier to communication
  - c. Lateral communication
  - d. Informal communication
  
3. The communication network in which all subordinates under a supervisor communicate through supervisor only is: **(1)**
  - a. Inverted V
  - b. Single chain
  - c. Free flow
  - d. Wheel
  
4. Esteem needs are concerned with \_\_\_\_\_ **(1)**
  - a. Affection
  - b. Acceptance
  - c. Friendship
  - d. Prestige and Self-respect
  
5. Give any two examples of employees recognition as a non-financial incentive. **(1)**
  
6. Which element in communication process relates to the process of converting encoded symbols of the sender? **(1)**

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7. How does directing initiate action? State. **(1)**
  8. It means overseeing the subordinates at work. Which of the element of directing is referred to. **(1)**
  9. What is meant by non-financial incentives? List any two non-financial incentives. **(3)**
  10. Name the incentive which refers to 'give more autonomy and powers to subordinates' and how are people affected by this incentives? **(3)**
  11. There are some barriers in communication which are concerned with organisational structure and rules and regulations. State any three such barriers. **(4)**
  12. Explain the concept of 'Motivation' and 'Leadership'. **(4)**
  13. Discuss Maslow's Need Hierarchy theory of motivation. **(5)**
  14. "Managerial functions cannot be carried out without an efficient system of communication". Do you agree with this statement? Give any five reasons in support of your answer. **(5)**
  15. What is meant by leadership? Describes any four qualities of a good leader. **(6)**

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**Answer**

1. c. Informal

**Explanation:**

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.

2. d. Informal communication

**Explanation:**

Grapevine communication may follow different types of network. In single strand network, each person communicates to the other in sequence. In gossip network, each person communicates with all on non-selective basis. In probability network, the individual communicates randomly with other individual. 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.

3. d. Wheel

**Explanation:**

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.

4. d. Prestige and Self-respect

**Explanation:**

Esteem Needs include factors such as self-respect, autonomy status, recognition and attention.

5. The two examples of employees recognition as a non-financial incentive are:

- i. Displaying on the notice board or in company newsletter about the achievement

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of employee.

ii. Installing awards or certificate for best performance.

6. 'Decoding' relates to the process of converting encoded symbols of the sender.

7. Directing initiates action by ordering employees to attain the desired goals of an organisation. While other functions prepare a setting for action, directing initiates action in the organization.

8. Supervision:

Supervision is the act or function of overseeing what is being done by subordinates and giving instructions to ensure optimum utilisation of resources and achievement of work targets.

9. Non-monetary or non-financial incentives are those incentives which do not involve monetary benefits. These incentives are based on factors which gives a feeling of satisfaction of doing or accomplishing something worth-while to the workers.

The two non-financial incentives are:

i. **Participation in management decisions:** Workers' participation in management provides a significant incentive to the workers. It gives them psychological satisfaction that their voice is being heard as workers' participation in management provides two way communication.

ii. **Job security:** Generally, workers prefer job security. It is an assurance by the employer that the worker will continue in the employment.

10. The name of the incentive which refers to 'give more autonomy and powers to subordinates' is 'Employee Empowerment'. Due to this incentive people start feeling that their jobs are important and they contribute positively to use their skills and talent in the job performance.

11. The **Organizational Barriers** refers to the hindrances in the flow of information among the employees that might result in a commercial failure of an organization.

1. Organizational Rules and Policies: Often, organizations have the rule with respect to what message, medium, and mode of communication should be selected. And due to the stringent rules, the employees escape themselves from sending any message.

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2. **Status or Hierarchical Positions in the Organization:** In every organization, the employees are divided into several categories on the basis of their levels of the organization. The people occupying the upper echelons of the hierarchy are superior to the ones occupying the lower levels, and thus, the communication among them would be formal. This formal communication may often act as a barrier to the effective communication. Such as the lower level employee might be reluctant in sending a message to his superior because of a fear in his mind of sending the faulty or wrong message.

3. **Organizational Facilities:** The organizational facilities mean the telephone, stationery, translator, etc., which is being provided to employees to facilitate the communication. When these facilities are adequately offered to the employees, then the communication is said to be timely, accurate and according to the need. Whereas, in the absence of such facilities, the communication may get adversely affected.

12. Motivation is a goal-oriented characteristic that helps a person achieve his objectives. It pushes an individual to work hard at achieving his or her goals. An executive must have the right leadership traits to influence motivation. However, there is no specific blueprint for motivation.

As a leader, one should keep an open perspective on human nature. Knowing different needs of subordinates will certainly make the decision-making process easier.

Both an employee as well as manager must possess leadership and motivational traits. An effective leader must have a thorough knowledge of motivational factors for others. He must understand the basic needs of employees, peers and his superiors. Leadership is used as a means of motivating others.

13. Maslow's hierarchy of needs is a motivational theory in psychology comprising a five-tier model of human needs, often depicted as hierarchical levels within a pyramid proposed by Abraham Maslow in his 1943 paper "A Theory of Human Motivation". His theory was based on human needs. He felt that within every human being, there exists a hierarchy of five needs.

- i. **Basic Physiological needs:** Physiological needs are biological requirements for human survival, e.g. air, food, drink, shelter, clothing, warmth, sex, sleep. If these needs are not satisfied the human body cannot function optimally. Maslow

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considered physiological needs the most important as all the other needs become secondary until these needs are met.

- ii. **Safety/Security needs:** These are the needs connected with the psychological fear of loss of job, property, natural calamities or hazards, etc. An employee wants protection from such types of fear. He prefers adequate safety or security in this regard i.e. protection from physical danger, security of job, pension for old age, insurance cover for life, etc. The safety needs come after meeting the physiological needs.
- iii. **Affiliation/belonging needs:** After physiological and safety needs are fulfilled, the third level of human needs is interpersonal and involves feelings of belongingness. These needs are concerned with; Affection, Sense of belongingness, Acceptance, and Friendship.
- iv. **Esteem needs:** All humans have a need to feel respected; this includes the need to have self-esteem and self-respect. In social needs, the need for belongingness and acceptance plays a dominant role in motivating human behavior. It includes; Self-respect, Autonomy status, Recognition, and Attention.
- v. **Self Actualization needs:** Maslow describes this level as the desire to accomplish everything that one can, to become the most that one can be. It is the highest level of need in the hierarchy. It includes; Growth, Self-fulfilment, and achievement of goals.

Maslow's theory is based on the following assumptions

- i. Behaviour of people is based on their needs. Satisfaction of such needs influences their behaviour.
  - ii. People's needs arise in hierarchal order, commencing from basic needs and ending at higher level needs.
  - iii. People can be motivated only by the unfulfilled needs and once a particular need is satisfied, it ceases to be a motivating factor.
  - iv. After satisfying the lower level need people move towards the next hierarchal order.
14. "Managerial functions cannot be carried out without an efficient system of communication". Yes, I do agree with this statement. Efficient system of communication is required because of following reasons:

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- i. **Acts as basis of coordination:** Communication acts as basis of coordination. It plays an important role in developing the coordination among departments, various activities and employees in the organization. This coordination is possibly only through effective communication, which is helpful in exchanging ideas, information, facts and opinions etc. Organizational goals can be achieved effectively and efficiently if these goals are clearly clarified to the subordinates and there is mutual cooperation between departments, activities and people.
  - ii. **Acts as basis of decision-making:** Communication provides information needed for decision-making. In the absence of effective communication, it may be difficult for the managers to take quick and effective decisions. It gives a practical shape to the management decisions. Proper and effective communication plays important role in taking right decisions.
  - iii. **Helps in smooth working of an enterprise:** An effective communication system serves as a lubricant, fostering the smooth, efficient and unrestricted functioning of the business organization. All successful organizational interactions depend on effective communication. Through effective communication managers give clear directions to subordinates for the smooth functioning of an enterprise. Smooth functioning of an enterprise is possible only when there is no communication gap.
  - iv. **Increases managerial efficiency:** Communication helps in increasing the managerial efficiency. Through communication managers convey instructions, goals and targets to the subordinates and allocate work and responsibility to them and evaluate their performance. Thus, communication lubricates the entire organization and keeps the organization at work with efficiency.
  - v. **Promotes cooperation and industrial peace:** Through two-way communication process managers try to develop mutual understanding between management and employees. Effective communication plays important role in developing the mutual cooperation and industrial peace.
15. Leadership is an attempt aimed at influencing people directed towards the attainment of given goals. Leadership may also be defined as an art or process of influencing people so that they will strive willingly and enthusiastically towards the achievement of group goals. In the words of Louis A Allen, 'A leader is one who guides and directs other people. A leader gives the efforts of his followers a direction and purpose by

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influencing their behaviour'.

Qualities of a good leader are (any four):

- i. **Integrity and honesty:** A leader must possess a high level of integrity and honesty. He must follow ethics and values, then only he can expect his subordinates to be ethical and honest. One of the qualities that define a good leader is honesty. When you are responsible for a team of people, it is important to be straightforward.
- ii. **Initiative:** A leader must take the initiative to grab opportunities. He must have the courage and initiative to take bold decisions. He must take the risk for the advantage of the organisation.
- iii. **Self-confidence and sense of responsibility:** A leader must be confident, then only he will be able to tackle any situation successfully. Only a confident leader can create confidence in his subordinates. A leader must have a sense of responsibility for the achievement of goals or target of his group members.
- iv. **Decisiveness:** Leader should be quick in managing the work. Once he is convinced about a fact, he should be firm and should not change his opinion frequently.
- v. **Social skills:** A leader must be friendly with his subordinates. He must provide a supportive environment to subordinates so that they do not hesitate to discuss their problems. He must understand people and try to maintain good relations with them.
- vi. **Sense Of Humor:** Negative situations will always arise, but a good business leader will know how to diffuse them and help give his team peace of mind. A stress-free work environment often garners the most results, and sometimes all that is necessary to help push your team forward is a healthy dose of humor in the face of difficulty.