

DIRECTING

STUDY NOTES

- **Meaning of Directing**

- “Directing refers to the process of instructing, guiding, counseling, motivating and leading people in the organisation to achieve its objectives.”

- **Characteristics of directing**

- Directing initiates action
- Directing is a continuous process
- Human Factor
- Directing takes place at every level of management
- Directing flows from top to bottom.

- **Importance of Directing**

- Directing helps to initiate action by people in the organisation towards attainment of desired objectives.
- Directing integrates employees.
- Directing guides employees to fully realise their potential and capabilities by motivating and providing effective leadership.
- Directing facilitates introduction of needed changes in the organisation.
- Effective directing helps to bring stability and balance in the organisation since it fosters cooperation and commitment among the people and helps to achieve balance among various groups, activities and the departments.

- **Elements of Direction**

- Supervision
- Motivation
- Leadership
- Communication

- **Supervision**

- Supervision can be understood as “the process of guiding the efforts of employees and other resources to accomplish the desired objectives. It means overseeing what is being done by subordinates and giving instructions to ensure optimum utilisation of resources and achievement of work targets.”

- **Motivation**

- Motivation means the process of stimulating subordinates to act in a desired manner to achieve certain organisational goals.

- **Features of Motivation**

- The analysis of various definitions and viewpoints on motivation reveals the following features of motivation:
 - (a) Motivation is an internal feeling
 - (b) Motivation produces goal directed behaviour
 - (c) Motivation can be either positive or negative.
 - (d) Motivation is a complex process as the individuals are heterogeneous in their expectations, perceptions and reactions.

- **Process of Motivation**

- **Unsatisfied Need:** The process begins when there is an unsatisfied need in a human being

- **Tension:** Unsatisfied need gives him anxiety
- **Drive:** The person starts looking for various alternatives to satisfy the need
- **Search Behaviour:** The person puts the best alternative into operation
- **Satisfied Need:** The person feels motivated and tension gets reduced

● **Maslow's Need Hierarchy Theory of Motivation**

- Abraham Maslow, a well-known Psychologist in a classic paper published in 1943, outlined the elements of an overall theory of motivation.
- His theory was based on human needs. He felt that within every human being, there exists a hierarchy of five needs.
 - (a) **Basic Physiological Needs:** These needs are most basic in the hierarchy and correspond to primary needs. Hunger, thirst, shelter, sleep are some examples of these needs. In the organisational context, basic salary helps to satisfy these needs.
 - (b) **Safety/Security Needs:** These needs provide security and protection from physical and economic harm. Physical safety includes protection against accidents, illness etc. Economic security means to meet future physiological needs. Examples: job security, stability of income, Pension plans etc.,
 - (c) **Socio/Affiliation/Belonging Needs:** These needs refer to affection, sense of belongingness, acceptance and friendship. Organisation can satisfy by encouraging team building and friendship
 - (d) **Esteem Needs:** These include factors such as self-respect, autonomy status, recognition and attention. Organisation can satisfy by providing challenging jobs, recognizing good performances, titles etc
 - (e) **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.

● **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. Let us learn about these incentives in detail.

● **Financial Incentives**

- Financial incentives refer to incentives which are in direct monetary form or measurable in monetary term and serve to motivate people for better performance. These incentives may be provided on individual or group basis.
 - (a) Pay and allowances
 - (b) Productivity linked wage incentives
 - (c) Bonus
 - (d) Profit Sharing
 - (e) Co-partnership/ Stock option
 - (f) Retirement Benefits
 - (g) Perquisites

● **Non-Financial Incentives:** All the needs of individuals are not satisfied by money alone. Psychological, social and emotional factors also play an important role in providing motivation. Non-financial incentives mainly focus on these needs.

- **Status:** Status means ranking of positions in the organisation
- Career Advancement Opportunity
- Employee Recognition programmes
- Employee participation
- Organisational Climate
- Job Enrichment
- Job security
- Employee Empowerment

● **Leadership**

- "Leadership is the process of influencing the behaviour of people by making them strive voluntarily towards achievement of organisational goals."

Features of leadership

- (a) Leadership indicates the ability of an individual to influence others.
- (b) Leadership tries to bring change in the behaviour of others.
- (c) Leadership indicates interpersonal relations between leaders and followers.
- (d) Leadership is exercised to achieve common goals of the organisation.
- (e) Leadership is a continuous process.

● Types of Leadership styles

- The behavioral pattern of a leader is the leadership style. It depends upon the situation, nature of task and type of followers.

- (a) **Autocratic/Authoritative leadership:** The autocratic leader exercises complete control over the subordinates. He centralizes the power, doesn't take any suggestions, initiatives rather takes decisions himself. He gives reward and put penalty to direct the subordinates.

Suitability

- ◆ Subordinates are uneducated, unskilled and lack of knowledge.
- ◆ Company follows fear and punishment disciplinary technique.

- (b) **Democratic/ Consultative Leadership:** In this the leader takes decision in consultation and participation with subordinates. He decentralizes the authority and allows the subordinates to share his powers. He listens to the suggestions, grievances and opinions of the employees.

Suitability

- ◆ Leader wants to share the decision making with the subordinates.
- ◆ Employees have accepted the goals of the organization.
- ◆ Company is considerate towards employees

- (c) **Laissez Faire or free Rein Leadership:** In this the company delegates authority so that the subordinates themselves take decisions. Under this style, leader avoids power and does not interfere in the activities of subordinates.

Suitability

- ◆ When subordinates are highly trained and knowledgeable.
- ◆ Self motivated and ready to take the responsibility.

● Communication

- Communication is defined in different ways. Generally, it is understood as a process of exchange of ideas, views, facts, feelings etc., between or among people to create common understanding.

● Elements of Communication Process

- Communication has been defined as a process. This process involves elements like source, encoding, media/channel, receiver, decoding, noise and feedback. The process is represented in the figure.

● Elements involved in Communication Process

- **Sender:** Sender means person who conveys his thoughts or ideas to the receiver. The sender represents source of communication.
- **Message:** It is the content of ideas, feelings, suggestions, order etc., intended to be communicated.
- **Encoding:** It is the process of converting the message into communication symbols such as words, pictures, gestures etc.,
- **Media:** It is the path though which encoded message is transmitted to receiver. The channel may be in written form, face to face, phone call, internet etc.,
- **Decoding:** It is the process of converting encoded symbols of the sender.
- **Receiver:** The person who receives communication of the sender.
- **Feedback:** It includes all those actions of receiver indicating that he has received and understood message of sender.

- **Noise:** Noise means some obstruction or hindrance to communication. This hindrance may be caused to sender, message or receiver.
- **Communication**
 - Channel of Communication 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.
- **Informal Communication**
 - Communication that takes place without following the formal lines of communication is said to be informal communication. Information 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.

QUESTION BANK

MULTIPLE CHOICE QUESTIONS

1. "It refers to the process of instructing, guiding, counselling, motivating and leading people in the organisation to achieve its objectives." What is it?
 - (a) Directing (b) Controlling (c) Supervision (d) motivation
2. "It takes place throughout the life of the organisation irrespective of people occupying managerial positions." identify which characteristic of directing it is?
 - (a) Directing initiates action (b) Directing initiates action
 - (c) Directing is a continuous process (d) Directing flows from top to bottom
3. In order to motivate the workers in the factory to work for extra hours, Rakshita the Manager of Vico Ltd. decided to provide additional wages to the workers. On applying this, one of the employees, Mahesh, is happy that he will be able to earn more now, whereas Rani was disappointed as she preferred to go back home on time rather than working overtime wages. Identify the feature of motivation being described in the above situation.
 - (a) Motivation is an internal feeling
 - (b) Motivation produces goal directed behaviour
 - (c) Motivation can be either positive or negative
 - (d) Motivation is a complex process
4. Shreyansh, a student of class X is a football player. He played for Delhi youth league and won the match. Shreyansh scored maximum goals in the team and was selected as man of the match. Shreyansh is awarded with a trophy and gold medal. Identify the need of Shreyansh being fulfilled as per Maslow's need hierarchy theory.
 - (a) Basic physiological needs (b) Belonging need
 - (c) Self actualisation need (d) Esteem need
5. Identify the correct sequence of steps involved in the motivation process.
 - (a) Unsatisfied Need, Tension, Satisfied Need, Search Behaviour, Drives, Reduction of tension.
 - (b) Unsatisfied Need, Tension, Drives, Search Behaviour, Satisfied Need, Reduction of tension.
 - (c) Unsatisfied Need, Tension, Search Behaviour, Drives, Reduction of tension, Satisfied Need.
 - (d) Search Behaviour, Unsatisfied Need, Tension, Satisfied Need, Drives, Reduction of tension.
6. These needs are most basic in the hierarchy of motivation theory and correspond to the Primary needs.
 - (a) Self actualization needs (b) Belonging needs
 - (c) Basic physiological needs (d) Security needs

7. Which of the following is an example of financial incentive?
- (a) Status (b) Safe working conditions
(c) Career advancement opportunities (d) All of the above
8. "Under these incentive schemes, employees are offered company shares at a set price which is lower than market price." identify which financial incentive scheme is this.
- (a) Co-partnership (b) Pay and allowances (c) Bonus (d) None of the above
9. Which of the following is not an element of the communication process?
- (a) Decoding (b) Action (c) Media (d) Receiver
10. Mr Caletilla a marketing manager does not discuss any marketing matters with his subordinates and does not give any freedom to them in framing the marketing policies. He always takes decisions on his own, never give freedom to employees to take any decision or give any suggestion which style of leadership has been exhibited by him.
- (a) Autocratic leadership (b) Democratic leadership
(c) Free Rein leadership (d) All of the above
11. It is very difficult to detect the source of such communication.
- (a) Upward communication (b) Vertical communication
(c) Lateral communication (d) Informal communication
12. Which of the following is not a type of personal barrier?
- (a) Fear of challenge to authority (b) Unwillingness to communicate
(c) Loss by transmission and poor retention (d) Lack of proper incentive
13. It refers to the process of instructing, guiding, counselling, motivating and leading people in the organisation to achieve their objectives.
- (a) Planning (b) Organising (c) Staffing (d) Directing
14. It is defined as the process of guiding the efforts of employees and other resources to accomplish the desired objectives.
- (a) Supervision (b) Communication (c) Leadership (d) Inspection
15. Effective motivation in the organisation does not contribute towards
- (a) Developing performance levels of employees
(b) Helping to reduce employee turnover
(c) Resistance to changes in the organisation
(d) All of the above
16. Which of the following is not an assumption of Maslow's theory?
- (a) People's behaviour is not based on their needs.
(b) Satisfaction of such needs influences their behaviour.
(c) A satisfied need can no longer motivate a person; only next higher level need can motivate him.
(d) A person moves to the next higher level of the hierarchy only when the lower need is satisfied.
17. Ashutosh works as a manager in Kuber Ltd. Besides the salary, the company offers him benefits such as free housing, medical aid and education to the children, etc. Identify the type of incentive being offered to him.
- (a) Perquisites (b) Job Enrichment (c) Co-partnership (d) Pay and allowances
18. Laddu Limited gives due weightage to the perquisites and prestige of job so that the designation helps to satisfy the psychological, social and esteem needs of an individual. Identify the type of incentive being described in the above lines.
- (a) Employee empowerment (b) Job security
(c) Status (d) Perquisites
19. On joining Glow Public School as a Physical Education teacher, Vikram realised that he did not have any freedom to introduce any changes in the sports activities being : carried out in the school. Identify the incentive which was being ignored by the school.
- (a) Organisational climate (b) Job security
(c) Career advancement opportunities (d) Employee recognition program

20. Rahul works as an Accounts Officer in Fabrications Limited. He also feels very proud of the fact that he is the incharge of recreation committee in his office. Identify the type of incentive being offered to Ishan.
- (a) Career advancement opportunities (b) Employee recognition program
(c) Organisational climate (d) Employee participation
21. As the general manager of an e-commerce company, Gagan maintains good interpersonal relations with followers and also motivates them to contribute for y 'achieving organisational goals. Identify the concept being described in the above lines.
- (a) Supervision (b) Communication (c) Determination (d) Leadership
22. Identify the correct sequence of steps involved in the communication process.
- (a) Sender, Message, Encoding, Media, Decoding, Receiver, Feedback
(b) Sender, Decoding, Receiver, Feedback, Message, Encoding, Media
(c) Sender, Message, Encoding, Media, Decoding, Receiver, Feedback
(d) Sender, Media, Decoding, Receiver, Message, Encoding, Feedback
23. Keshav's mother is a supervisor at a cooking house. Cooking house was producing 200KG biscuits every day. Her job is to make sure that the work goes on smoothly and there is no interruption in production. She was a good leader who would give orders only after consulting his subordinates and work out the policies with the acceptance of the group. leadership style adopted by her is:
- (a) Autocratic style of leadership (b) Democratic style of leadership
(c) Leadership (d) None of the above
24. Human need, Which is considered to be the highest level need as per Maslow's need hierarchy theory is:
- (a) self actualisation need (b) actualization need
(c) real needs (d) none of the above
25. Directing helps in giving direction to team members. Directing is the executive function of management. all the functions _____ the directing function namely planning, organizing and staffing are concerned with determination of plans and ensuring the availability of required resources.
- (a) precede, (b) proceeding (c) both (a) and (b) (d) none of above
26. From the set of facts given in column I and corresponding relevant fact given in column II, choose the correct pair of statement:

Column I		Column II	
I.	Integrates employees efforts	A.	Maslow's need hierarchy theory
II.	Physiological needs	B.	Leadership
III.	Process of influencing other people to work willingly for group objectives	C.	Importance of directing
IV.	Communication	D.	Element of directing

- (a) I – D, II – B, III – C, IV – A (b) I – A, II – B, III – C, IV – D
(c) I – D, II – C, III – A, IV – B (d) I – C, II – A, III – B, IV – D
27. From the set of facts given in column I and corresponding relevant fact given in column II, choose the correct pair of statement:

Column I		Column II	
I.	Content of ideas, feelings, suggestions, order etc.	A.	Sender
II.	Represents the source of information	B.	Noise
III.	Faulty decoding of the message	C.	Medium
IV.	The path through which encoded message is transmitted	D.	Message

- (a) I – A, II – B, III – C, IV – D (b) I – D, II – B, III – C, IV – A
(c) I – D, II – A, III – B, IV – C (d) I – C, II – B, III – D, IV – A

28. From the set of facts given in column I and corresponding relevant fact given in column II, choose the correct pair of statement:

Column I		Column II	
I.	Authoritative style of leadership	A.	This style of leadership gained popularity over the years because it has been proved that subordinates contribute optimally towards the realization of those objectives which have been set in the consultation with them.
II.	Democratic style of leadership	B.	Here is only one way of flow of communication
III.	Laissez faire style of leadership	C.	Leader's behavior pattern which the leader reflects in his role as a leader .
IV.	Leadership	D.	Role of leader is to give support to the subordinates and provide them the required information to complete the task assigned. The group members work on their own tasks and resolve the issues themselves.

(a) I – B, II – A, III – C, IV – D

(b) I – C, II – B, III – D, IV – A

(c) I – A, II – B, III – C, IV – D

(d) I – A, II – C, III – B, IV – D

29. From the set of facts given in column I and corresponding relevant fact given in column II, choose the correct pair of statement:

Column I		Column II	
I.	Feature of directing	A.	Drive
II.	Importance of directing	B.	It can be either positive or negative
III.	Feature of motivation	C.	Integrates employees efforts
IV.	A step of process of motivation	D.	Continuous process

(a) I – D, II – C, III – B, IV – A

(b) I – D, II – B, III – C, IV – A

(c) I – A, II – B, III – C, IV – D

(d) I – C, II – B, III – A, IV – D

30. From the set of facts given in column I and corresponding relevant fact given in column II, choose the correct pair of statement:

Column I		Column II	
I.	It arises out of official position out of in an organisation	A.	Employee recognition
II.	This is the ability of a person to influence the behaviors of others	B.	Employee participation
III.	Distributing momentos complementaries like T-shirts in recognition of employee services.	C.	Management
IV.	Forming of joint management committees work committees canteen committees etc got over the world	D.	Leadership

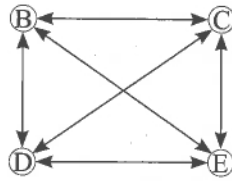
(a) I – A, II – B, III – C, IV – D

(b) I – A, II – D, III – B, IV – C

(c) I – D, II – C, III – A, IV – B

(d) I – D, II – B, III – C, IV – A

31. Observe the image given below



Subordinate - Centred - Leadership
(A) is the leader, who avoids use of power and gives freedom to subordinates)

Identify the style of leadership explained here:-

- (a) Democratic (b) Free - rein (c) Autocratic (d) None of the above

INPUT-TEXT BASED MCQs

Read the following text and answer the following questions (32 to 35) on the basis of the same:

Rajesh, Rahman and Anshuman after completing their MBA from a reputed who did Business School at Calcutta, were discussing about the type of organization they would like to join. Rajat is very clear that he would like to take up government job as it gives stability about future income and work which will have him to work with greater zeal it will also provide him pension when he will retire from his service and rajat will not be affected by recession of business or economy as he is going to earn regular income from government job.

Rahman wanted to work in a computer company which has an appropriate skill development plan for his employees and helps employees to grow to higher levels in the organization. In addition to this the company should also provide facilities like housing, medical, free education to children, house car-driver etc.

Anshuman said that he would prefer to work in an organization which has the culture of individual autonomy, is considered to employees and provides employees with opportunity for personal growth and a meaningful work experience.

32. Identify, Which of the following financial incentive is enjoyed by Rajesh?
- (a) Retirement benefits (b) productivity linked wage incentives
(c) Co - Partnership (d) none of the above
33. Identify, Which of the following non - financial incentive is enjoyed by Rahman.
- (a) Job enrichment (b) Employee participation
(c) Career advancement opportunities (d) All of the above
34. It refers to the act of acknowledging with a show of appreciation.
- (a) employee recognition (b) employee participation
(c) employee empowerment (d) All of the above
35. It is a basic monetary incentive that can be provided to every employee.
- (a) salary (b) wages
(c) pay and allowances (d) none of the above

Read the following text and answer the following questions (36 to 39) on the basis of the same:

Gulshan Ltd. deals in consumer goods. It employs 800 workers and 10 operative managers who give guidance and support to the workers while working on the machinery. The company has a policy of granting 8 paid leaves in a year. Workers are generally granted leave on festivals and on special occasions. Recently during the 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 earnings by working overtime and on holidays. During the 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".

36. Identify the elements of directing discussed in above para.
 (a) Supervision (b) Motivation (c) both (a) and (b) (d) none of the above
37. The process of guiding the efforts of employees and other resources to accomplish the desired objectives is called _____.
 (a) supervision (b) motivation (c) leadership (d) communication
38. _____ indicates the ability of an individual to maintain good interpersonal relations with followers and motivate them to contribute for achieving organisational objectives.
 (a) supervision (b) motivation (c) leadership (d) communication
39. In the organisational context, _____ helps to satisfy basic needs.
 (a) bonus (b) perquisites (c) basic salary (d) all of the above

Read the following text and answer the following questions (40 to 43) on the basis of the same:

Tyro 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 use the travelling time in discussion about the presentation to be given to the clients. The employees of this travelling team have been offered with a letter of permanent job. This made a positive impact and every member of the team started acting in a manner as desired by the team leader.

40. “An urge, drive, or needs of human beings, which are internal, but likely to influence human behaviour.” identify which feature of motivation is explained in above given lines.
 (a) Motivation is an internal feeling
 (b) Motivation produces goal directed behaviour
 (c) Motivation can be either positive or negative
 (d) none of the above
41. Identify the element of the function of management used by the CEO in above para.
 (a) Supervision (b) Motivation (c) Leadership (d) Communication
42. “Motivation can be provided through rewards like increase in pay, promotion, recognition etc. Some other ways of motivation are punishment, stopping increments, threatening etc. which also may prompt a person to act in the desired way”.
 (a) Motivation is an internal feeling
 (b) Motivation produces goal directed behaviour
 (c) Motivation can be either positive or negative
 (d) none of the above
43. Identify the type of incentive offered to the employees.
 (a) Job security (b) Employee participation
 (c) Both (a) and (b) (d) None of the above

Read the following text and answer the following questions (44 to 47) on the basis of the same:

After completing the graduation from a reputed university. Rakesh and Ritesh started working in Moon Ltd. as Purchase officer and Sales officer respectively. In an interdepartmental meeting, Rakesh informed Ritesh about a change in the marketing policy of the company. From now onwards they are planning to buy raw material in bulk and then transportation of finished goods in trucks to minimise the cost. Their managing director permitted this and appointed Mr. Ramesh to keep a check on their working.

44. Identify the type of communication used in the above example.
 (a) Formal communication (b) Informal communication
 (c) Both of above (d) None of the above

45. A manager exercises more control over his subordinates by using forces within the group. The leadership style he is using is _____
- (a) Autocratic leadership (b) Participative leadership
(c) Free rein leadership (d) All of these
46. Identify the elements of directing mentioned in the above paragraph
- (a) Supervision (b) Motivation (c) Leadership (d) Communication
47. "It is the process of overseeing the work of a subordinate by his superior."
- (a) Supervision (b) Motivation (c) Leadership (d) Communication

Read the following text and answer the following questions (48 to 51) on the basis of the same:

Shriya has joined as a Managing Director of Prakash Ltd., a company engaged in the business of providing roadside assistance to the vehicle owners. Roadside assistance is not limited to car assistance but has wide scope based on different issues and different places. Since the common mode of transport these days is road transport and there are millions of vehicles running on the road, it is obvious that some of them may get into trouble and require assistance. Roadside assistance business is basically helping a traveler who by some reason is in trouble and needs assistance that can be of various types. Shriya accepted suggestions given by the employees also. She was previously working in an automobile company. As a part of the joining incentive, the company has allotted her 1000 shares of the company.

48. Identify the type of financial incentive offered to Shriya.
- (a) Co-partnership (b) Bonus (c) Wages/salary (d) None of the above
49. What style of leadership is adopted by Shriya?
- (a) Autocratic leadership (b) Democratic leadership
(c) Free Rein leadership (d) All of the above
50. Name the type of non financial incentive being offered.
- (a) Status (b) Job security
(c) Employee participation (d) none of the above
51. What are the measures used to motivate the employees to improve performance known as?
- (a) Wages (b) Salary (c) Incentives (d) Job enrichment

ANSWERS

Multiple Choice Questions

1. (a) 2. (c) 3. (d) 4. (d) 5. (b) 6. (c) 7. (d) 8. (a) 9. (b) 10. (a)
11. (d) 12. (c) 13. (d) 14. (a) 15. (c) 16. (a) 17. (a) 18. (c) 19. (a) 20. (d)
21. (d) 22. (c) 23. (b) 24. (a) 25. (b) 26. (d) 27. (c) 28. (a) 29. (a) 30. (c)
31. (b)

Input-Text Based MCQs

32. (a) 33. (c) 34. (a) 35. (c) 36. (c) 37. (a) 38. (c) 39. (c) 40. (a) 41. (b)
42. (c) 43. (c) 44. (a) 45. (b) 46. (d) 47. (a) 48. (a) 49. (b) 50. (c) 51. (c)

