Directing

Standard difficulty · 20 questions · 40 marks · Time: 38 minutes

Name: _____ Date: _____ Score: ____ / 40

Show your working for Sections B and C. Answers are on the last page — try every question first!

Section A — Choose the correct answer — 8 × 1 = 8 marks

1. Directing begins with issuing instructions and is a:

(a) top-level function only **(b)** job of workers only
(c) one-time act **(d)** continuous process

2. What is meant by “leadership”?

(a) influencing people to strive willingly for group goals
(b) designing jobs with more challenge and variety
(c) informal communication among employees
(d) giving subordinates more autonomy and power

3. In Maslow’s hierarchy, freedom to lead a new project of one’s own design satisfies:

(a) basic physiological needs **(b)** esteem needs
(c) affiliation needs **(d)** self-actualisation needs

4. Giving workers more freedom to decide how to do their work is an example of:

(a) employee empowerment **(b)** productivity linked wage incentives
(c) status **(d)** pay and allowances

5. Which of these shows the autocratic style of leadership?

(a) The manager gives the team full freedom to set goals and solve problems.
(b) The leader gives orders and does not like subordinates questioning them.
(c) The leader encourages subordinates to share ideas before deciding.
(d) The leader rarely uses power and lets the group decide.

6. Which of these is a organisational barrier to communication?

(a) A worker is thinking of something else while the manager speaks.
(b) A worker gets no reward for suggestions, so he stops making them.
(c) Rigid rules force every message through a long chain.
(d) The word “value” is taken in a different sense by the listener.

7. Which of these is a financial incentive?

(a) A job with more variety, challenge and autonomy
(b) A company car, free housing or a medical allowance
(c) Workers taking part in decisions through committees
(d) Giving workers more freedom to decide how to do their work

8. Tarang Motors Ltd shares 20% of its profit of ₹3,000,000 equally among its 10 employees. How much does each get?

(a) ₹60,000 **(b)** ₹300,000 **(c)** ₹600,000 **(d)** ₹120,000

Section B — Short answer — 8 × 2 = 16 marks

9. What is directing?

10. Explain each term: (a) empowerment (b) communication

11. Which need in Maslow's hierarchy does each satisfy? (a) A bigger office that shows status. (b) A challenging job that lets a person grow to full potential.

12. Name the leadership style in each case. (a) The manager gives the team full freedom to set goals and solve problems. (b) The manager decides alone and expects orders to be obeyed without question.

13. Name the type of communication barrier in each case. (a) A manager hides information he fears may lower his authority. (b) The listener judges the message before hearing it fully.

14. Name the communication network. (a) Each person communicates only with the two people next to him in a circle. (b) Communication passes from one person to the next in a straight line.

15. Under a productivity linked wage incentive, a worker gets ₹5 for every unit above a target of 270 units a week. This week he made 305 units. How much incentive does he earn?

16. Name each incentive and say whether it is financial or non-financial. (a) A job with more variety, challenge and autonomy (b) A company car, free housing or a medical allowance

Section C — Word problems — 4 × 4 = 16 marks

17. Explain the importance of directing.

18. Match each with its meaning: (a) grapevine (b) supervision (c) leadership. Choose from: informal communication among employees; overseeing subordinates at work; influencing people to strive willingly for group goals.

19. Read about Tarang Motors Ltd. (a) Nisha is offered a title and recognition for good work. (b) Meera is offered an insurance cover against accidents at work. (c) Sana is offered friendly colleagues and team outings. Identify the need in Maslow's hierarchy in each part and explain it briefly.

20. Read about Greenleaf Agro Ltd. (a) The listener judges the message before hearing it fully. (b) A junior hesitates to speak to a senior because of the status gap. (c) A manager hides information he fears may lower his authority. Identify the type of communication barrier in each part and explain it briefly.

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Answer key

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Q	Answer	Working
1	(d) continuous process	—
2	(a) influencing people to strive willingly for group goals	—
3	(d) self-actualisation needs	—
4	(a) employee empowerment	—
5	(b) The leader gives orders and does not like subordinates questioning them.	—
6	(c) Rigid rules force every message through a long chain.	—
7	(b) A company car, free housing or a medical allowance	—
8	(a) ₹60,000	20% of 3,000,000 ÷ 10
9	Instructing, guiding, communicating and inspiring people in the organisation.	—
10	(a) giving subordinates more autonomy and power (b) exchanging facts, ideas and feelings to create understanding	—
11	(a) esteem needs (b) self-actualisation needs	—
12	(a) laissez faire (b) autocratic	—
13	(a) personal (b) psychological	—
14	(a) circular (b) single chain	—
15	₹175	(305 − 270) × 5
16	(a) job enrichment: non-financial (b) perquisites: financial	—
17	It initiates action, integrates employees' efforts, motivates people to work to their full potential, helps introduce changes, and brings stability and balance to the organisation.	—
18	(a) informal communication among employees (b) overseeing subordinates at work (c) influencing people to strive willingly for group goals	—

Q	Answer	Working
19	**(a) esteem needs: self-respect, status and recognition (b) safety needs: security and stability, met by job security and pensions (c) affiliation needs: belonging and friendship, met by friendly colleagues**	—
20	**(a) psychological: the state of mind of the sender or receiver (b) organisational: the organisation's structure, rules or facilities (c) personal: personal factors of the sender or receiver**	—

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