

ANSWER KEY

ALL ANSWERS ARE WRITTEN IN RED INK

Q1. Fill in the blanks

1. **Semantics** is the branch of linguistics dealing with the meaning of words and sentences.
2. **Semantics** barriers are concerned with problems and obstructions in the process of encoding and decoding of message into words or impressions. Normally, such barriers result on account of use of wrong words, faulty translations, different interpretations etc. These are discussed below:
3. In Grapevine **single strand network** network, each person communicates to the other in sequence.
4. In Grapevine **gossip** network, each person communicates with all on non-selective basis.
5. In Grapevine **probability** network, the individual communicates randomly with other individual.
6. In Grapevine **cluster**, the individual communicates with only those people whom he trusts.
7. **Vertical Communication** flows vertically i.e., upwards or downwards through formal channels.
8. **Upward** (UPWARD/ DOWNWARD) communications refer to flow of communication from subordinate to superior
9. application for grant of leave, submission of progress report, request for grants etc are The examples of **Upward** (UPWARD/ DOWNWARD) communication
10. **Downward** (UPWARD/ DOWNWARD) communication indicates communication from a superior to subordinate.
11. 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. are the examples of **downward** (UPWARD/ DOWNWARD) communications
12. **Horizontal** (HORIZONTAL/ VERTICAL) 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.
13. Communication taking place within an organisation may be broadly classified as **formal and informal** communication.
14. Effectiveness of a manager depends significantly on his ability to **communicate** effectively with his superiors, subordinates and external agencies such as bankers, suppliers, union and government.
15. **Communication** serves as the lubricant fostering for the smooth operations of the management process.
16. Directing abilities of a manager mainly depend upon his **Communication** skills. That is why organisation always emphasises on improving communication skills of managers as well as employees.
17. The word **Communication** has been derived from the Latin word 'communis' which means 'common' which consequently implies common understanding.
18. **Communication** is understood as a process of exchange of ideas, views, facts, feelings etc. Between or among people to create common understanding.

19. Communication is the **process** of exchange of information between two or more persons to reach common understanding.
20. Communication has been defined as a process involving elements likes **source, encoding, media/channel, receiver**, decoding, noise and feedback.
21. A manager needs to use various ways to lead, motivate and inspire the subordinates and to communicate with them suitably. These ways are collectively called the **directing** function of management.
22. A **motive** is an inner state that energises, activates or moves and directs behaviour towards goals. **Motive** arise out of the needs of individuals. Realisation of a motive causes restlessness in the individual which prompts some action to reduce such restlessness.
23. Some such **motives** are – hunger, thirst, security, affiliation, need for comfort, recognition etc., For example, the need for food causes hunger an account of which a man searches for food.
24. **Motivation** is the process of stimulating people to action to accomplish desired goals. Motivation depends upon satisfying needs of people.
25. **Motivator** is the technique used to motivate people in an organisation. Managers use diverse **Motivators** like pay, bonus, promotion, recognition, praise, responsibility etc., in the organisation to influence people to contribute their best.
26. **Incentive** means all measures which are used to motivate people to improve performance. These may be broadly classified as financial and non-financial.
27. **Leadership** is the process of influencing the behaviour of people by making them strive voluntarily towards achievement of organisational goals. **Leadership** indicates the ability of an individual to maintain good interpersonal relations with followers and motivate them to contribute for achieving organisational objectives.

Q2. From the following statements identify the point of main characteristics of directing are discussed below:

1. A manager has to perform Directing function along with OTHER functions to convert plans to action while discharging his duties in the organisation. **Directing initiates action**
2. Every manager, from top executive to supervisor performs the function of directing. The directing takes place wherever superior – subordinate relations exist. **Directing takes place at every level of management**
3. Directing is a continuous activity. It takes place throughout the life of the organisation **Directing is a continuous process:**
4. Directing is first initiated at top level and flows to the bottom through organisational hierarchy. **Directing flows from top to bottom**
5. It means that every manager can direct his immediate subordinate and take instructions from his immediate boss. **Directing flows from top to bottom**

Q3. Identify the guiding principles of directing which help in directing process from the following statements

1. Techniques must help every individual in the organization to contribute to his maximum potential for achievement of organisational objectives. It should bring out untapped energies of employees for the efficiency of organisation. *Maximum individual contribution*
2. For example, a good motivation plan with suitable monetary and non-monetary rewards can motivate an employee to contribute his maximum efforts for the organisation *Maximum individual contribution*
3. Very often, we find that individual objectives of employees and the organizational objectives as understood are conflicting to each other. Good directing should provide harmony by convincing that organisations and individuals objectives are complimentary to each other. *Harmony of objectives*
4. For example, an employee may expect attractive salary and monetary benefits to fulfil his personal needs. The organisation may expect employees to improve productivity to achieve expected profits. But, good directing should provide harmony by convincing that employee rewards and work efficiency are complimentary to each other. *Harmony of objectives*
5. This principle insists that a person in the organisation should receive instructions from one superior only. If instructions are received from more than one, it creates confusion, conflict and disorder in the organisation. Adherence to this principle ensures effective direction. *Unity of Command*
6. According to this principle, appropriate motivational and leadership technique should be used while directing the people based on subordinate needs, capabilities, attitudes and other situational variables. *Appropriateness of direction technique*
7. For example, for some people money can act as powerful motivator while for others promotion may act as effective motivator. *Appropriateness of direction technique*
8. Effective managerial communication across all the levels in the organisation makes direction effective. Directing should convey clear instructions to create total understanding to subordinates. Through proper feedback, the managers should ensure that subordinate understands his instructions clearly. *Managerial communication*
9. A manager should realise that informal groups or organisations exist within every formal organisation. He should spot and make use of such organisations for effective directing. *Use of informal organization*
10. While directing the subordinates, managers should exercise good leadership as it can influence the subordinates positively without causing dissatisfaction among them. *Leadership*
11. Mere giving of an order is not sufficient. Managers should follow it up by reviewing continuously whether orders are being implemented accordingly or any problems are being encountered and make suitable modifications *Follow through*

Q4. Identify the Elements of Direction from the following statements

1. A supervisor explains a worker about operations to be carried by him on a lathe machine, *Supervision*
2. A mining engineer explains about safety precautions to be followed while working in a coal mine, *Communication*
3. A Managing Director declares share in the profits to the managers for their contribution to enhance profits of the company, *Motivation*
4. A manager inspires his/her employees by playing a lead role in performing a work. *Leadership*

Q5. Directing may broadly be grouped into four categories which are the elements of directing. These are:

- (i) *Supervision*
- (ii) *Motivation*

- (iii) Leadership
- (iv) Communication

Q6. Identify the element (Supervision, Motivation, Leadership, and Communication)

1. A function performed by supervisors in the organisational hierarchy. The functions and performance of the supervisor are vital to any organisation because he is directly related with workers whereas other managers have no direct touch with bottom level workers. **Supervision**
2. The process of guiding the efforts of employees and other resources to accomplish the desired objectives. **Supervision**
3. It means overseeing what is being done by subordinates and giving instructions to ensure optimum utilisation of resources and achievement of work targets. **Supervision**
4. The function to be performed by supervisor, a managerial position in the organization hierarchy at the operative level i.e., immediately above the worker. **Supervision**
5. It is not always possible to get the best of work from employees merely by exercising formal authority. a manager should try to develop insights into causes of behaviour of people. A manager may come across highly committed and hardworking staff or lazy, evasive and superficial workers. He or she may wonder what to do with workers not willing to work to their potential. Psychologists say it is motivation, which stimulates people to take up work voluntarily. **Motivation**
6. It means incitement or inducement to act or move. In the context of an organisation, it means the process of making subordinates to act in a desired manner to achieve certain organisational goals. **Motivation**

Q7. Motivation Process .explain the process of satisfaction of human needs.

**UNSATISFIED NEEDS
TENSION
DRIVES
SEARCH BEHAVIOUR
SATISFIED NEED
REDUCTION OF TENSION**

Q8 from the following identify the needs as per Maslow's Need Hierarchy Theory

1. **Basic Physiological Needs** These needs are most basic in the hierarchy and corresponds to primary needs. Hunger, thirst, shelter, sleep and sex are some examples of these needs. In the organisational 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-Actualization Needs** It is the highest level of need in the hierarchy. It refers to the drive to become what one is capable recruitment and training which involve additional investment of money, time and effort. Motivation helps to save such costs. It also helps to retain talented people in the organisation.

Q7. Maslow's theory is based on the following assumptions:

1. People's **behavior** is based on their needs. Satisfaction of such needs influences their behaviour.
2. People's needs are in **hierarchical** order, starting from basic needs to other higher level needs.
3. A satisfied need can no longer motivate a person; only next higher level **need** can motivate him.
4. A person moves to the **next** higher level of the hierarchy only when the lower need is satisfied

Q8. From the following statements identify the Financial and Non-Financial Incentives

1. 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. **Financial**
2. All the needs of individuals are not satisfied by money alone. Psychological, social and emotional factors also play important role in providing motivation. **Non Financial**
3. These incentives mainly focus on Psychological, social and emotional needs. Sometimes, monetary aspect may be involved as well. **Non Financial**
4. The emphasis is to provide psychological and emotional satisfaction rather than money driven satisfaction. **Non Financial**
5. If an individual gets promotion in the organisation, it satisfies him psychologically more as he gets a feeling of elevation, increase in status, increase in authority, challenge in the job etc., Though promotion involves payment of extra money, non-monetary aspects over-ride monetary aspects. **Non Financial**

Q9. Identify the type of financial incentive

1. For every employee, salary is the basic monetary incentive. It includes basic pay, dearness allowance and other allowances. Salary system consists of regular increments in the pay every year and enhancement of allowances from time-to-time. In some business organisations, pay hike and increments may be linked to performance. **Pay and allowances**
2. Several wage incentive plans aims at linking payment of wages to increase in productivity at individual or group level. **Productivity linked wage incentives**
3. Bonus is an incentive offered over and above the wages/salary to the employees. **Bonus**
4. It is meant to provide a share to employees in the profits of the organisation. This serves to motivate the employees to improve their performance and contribute to increase in profits. **Profit Sharing**
5. Under these incentive schemes, employees are offered company shares at a set price which is lower than market price. **Co-partnership/ Stock option**
6. Sometimes, management may allot shares in line of various incentives payable in cash. The allotment of shares creates a feeling of ownership to the employees and makes them to contribute for the growth of the organisation. **Co-partnership/ Stock option**
7. In Infosys the scheme of stock option has been implemented as a part of managerial compensation. **Co-partnership/ Stock option**

8. 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.
Retirement Benefits
9. 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. These measures help to provide motivation to the employees/ managers.**Perquisites**

Q10. Identify the type of non-financial incentives

1. In the organizational context, it means ranking of positions in the organisation. The authority, responsibility, rewards, recognition, perquisites and prestige of job indicate the **status** given to a person holding a managerial position. Psychological, social and esteem needs of an individual are satisfied by **status** given to their job.
2. It indicates the characteristics which describe an organisation and distinguish one organisation from the other. These characteristics influence the behaviour of individuals in the organisation. Some of these characteristics are— individual autonomy, reward orientation, consideration to employees, risk-tasking etc., If managers take positive measures regarding these aspects, it helps to develop better **organisational climate**.
3. Every individual wants to grow to the higher level in the organisation. Managers should provide opportunity to employees to improve their skills and be promoted to the higher level jobs. Appropriate skill development programmes, and sound promotion policy will help employees to achieve promotions. Promotion works as a tonic and encourages employees to exhibit improved performance.**Career Advancement Opportunity**
4. It is concerned with designing jobs that include greater variety of work content, require higher level of knowledge and skill; give workers more autonomy and responsibility; 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. **Job Enrichment**
5. Most people have a need for evaluation of their work and due recognition. They feel that what they do should be recognised by others concerned. Recognition means acknowledgment with a show of appreciation. When such appreciation is given to the work performed by employees, they feel motivated to perform/work at higher level.**Employee Recognition programmes**
6. Congratulating the employee for good performance. Displaying on the notice board or in the company newsletter about the achievement of employee. **Employee Recognition programmes**
7. Installing award or certificate for best performance.**Employee Recognition programmes**
8. Distributing mementos, complimentaries like T-shirts in recognition of employee services. **Employee Recognition programmes**
9. Rewarding an employee for giving valuable suggestions.**Employee Recognition programmes**
10. Employees want their job to be secure. They want certain stability about future income and work so that they do not feel worried on these aspects and work with greater zeal. In India, this aspect is more important considering the inadequate job opportunities and too many aspirants for these. **Job security**
11. It means involving employees in decision making of the issues related to them. In many companies, these programmes are in practice in the form of joint management committees, work committees, canteen committees etc., **Employee participation**
12. It means giving more autonomy and powers to subordinates. It makes people feel that their jobs are important. This feeling contributes positively to the use of skills and talents in the job performance.**Employee Empowerment**

Q11. Identify the Qualities of a Good Leader:

1. Features like height, weight, health, appearance determine the physical personality of an individual. It is believed that good features attract people. Health and endurance help a leader to work hard which inspires others to work with same tempo. *Physical features*
2. A good leader should have required knowledge and competence. Only such person can instruct subordinates correctly and influence them. *Knowledge*
3. A leader should possess high level of integrity and honesty. He should be a role model to others regarding the ethics and values. *Integrity*
4. A leader should not wait for opportunities come to his way, rather he should grab the opportunity and use it to the advantage of organisation. *Initiative*
5. A leader should be a good communicator. He should have the capacity to clearly explain his ideas and make the people to understand his ideas. He should be not only good speaker but a good listener, teacher, counsellor and persuader. *Communication skills*
6. A leader should be an effective motivator. He should understand the needs of people and motivate them through satisfying their needs. *Motivation skills*
7. A leader should not loose his confidence even in most difficult times. In fact, if the leader lacks it he cannot provide confidence to his followers. *Self Confidence*
8. Leader should be decisive in managing the work. *Decisiveness*
9. A leader should be sociable and friendly with his colleagues and followers. He should understand people and maintain good human relations with them. *Social skills*

Q12. Identify the type of Leadership Style { (i) Autocratic (ii) Democratic, and (iii) Laissez-faire}

1. An **autocratic** leader gives orders and expects his subordinates to obey those orders.
2. If a manager is following this style, then communication is only one-way with the subordinate only acting according to the command given by the manager. **Autocratic**
3. This leader is dogmatic i.e., does not change or wish to be contradicted. His following is based on the assumption that reward or punishment both can be given depending upon the result. **autocratic**
4. This leadership style is effective in getting productivity in many situations like in a factory where the supervisor is responsible for production on time and ha so ensure labour productivity. Quick decision-making is also facilitated. **Autocratic**
5. But there are variations also, they may listen to everyone's opinion, consider subordinates ideas and concerns but the decision will be their own. **Autocratic**
6. A **democratic** leader will develop action plans and makes decisions in consultation with his subordinates. He will encourage them to participate in decision-making.
7. This kind of leadership style is more common now-a-days, since leaders also recognise that people perform best if they have set their own objectives. **democratic**

8. They also need to respect the other's opinion and support subordinates to perform their duties and accomplish organisational objectives. They exercise more control by using forces within the group. **Democratic**
9. Such a leader does not believe in the use of power unless it is absolutely essential. The followers are given a high degree of independence to formulate their own objectives and ways to achieve them. **Laissez faire or Free-rein leader**
10. The group members work on their own tasks resolving issues themselves. The manager is there only to support them and supply them the required information to complete the task assigned. **Laissez faire or Free-rein leader**
11. At the same time, the subordinate assumes responsibility for the work to be performed. **Laissez faire or Free-rein leader**

Q13. Identify the Elements of Communication Process

1. Person who conveys his thoughts or ideas to the receiver. He represents source of communication. **Sender**
2. It is the content of ideas, feelings, suggestions, order etc., intended to be communicated. **Message**
3. It is the process of converting the message into communication symbols such as words, pictures, gestures etc., **Encoding**
4. 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., **Media:**
5. Prejudices obstructing the poor understanding of message. **Noise**
6. The person who receives communication of the sender. **Receiver**
7. It includes all those actions of receiver indicating that he has received and understood message of sender. **Feedback**
8. Means some obstruction or hindrance to communication. This hindrance may be caused to sender, message or receiver. (a) Ambiguous symbols that lead to faulty encoding. **Noise**
9. A poor telephone connection. **Noise**
10. An inattentive receiver. **Noise**
11. Faulty decoding (attaching wrong meanings to message). **Noise**
12. It is the process of converting encoded symbols of the sender. **Decoding**
13. Gestures and postures that may distort the message. **Noise**

Q14. Identify the point of Importance of Communication

1. It provides coordination among departments, activities and persons in the organisation. Such coordination is provided by explaining about organisational goals, the mode of their achievement and inter relationships between different individuals etc. **acts as basis of coordination**
2. All organizational interactions depend on communications. The job of a manager is to coordinate the human and physical elements of an organisation into an efficient and active working unit that achieves common objectives. It is only communication which makes smooth working of an enterprise possible. Communication is basic to an organisation's existence right from its birth through its continuing life. When communication stops, organized activity ceases to exist. **Helps in smooth working of an enterprise**
3. Communication provides needed information for decision making. In its absence, it may not be possible for the managers to take any meaningful decision. Only on the basis of communication of relevant information one can take right decision. **Acts as basis of decision making**
4. Communication is essential for quick and effective performance of managerial functions. The management conveys the goals and targets, issues instructions, allocates jobs and responsibilities and looks after the performance of subordinates. Communication is involved in all these aspects. Thus, communication lubricates the entire organisation and keeps the organisation at work with efficiency. **Increases managerial efficiency**

5. Efficient operation is the aim of all prudent management. It may be possible only when there is industrial peace in the factory and mutual cooperation between Management and workers. The two way communication promotes cooperation and mutual understanding between the management and workers. *Promotes cooperation and industrial peace*
6. Communication is the basis of leadership. Effective communication helps to influence subordinates. While influencing people, leader should possess good communication skills. *Establishes effective leadership*
7. An efficient system of communication enables management to motivate, influence and satisfy the subordinates. Good communication assists the workers in their adjustment with the physical and social aspect of work. It improves good human relations in industry. *Boosts morale and provides motivation*
8. Communication is the basis of participative and democratic pattern of management. Communication helps to boost morale of employees and managers. *Boosts morale and provides motivation*

Q15. From the following statements .Identify the Formal and Informal Communication.

1. 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. **Formal**
2. The communications may be oral or written but generally recorded and filed in the office. **Formal**
3. Communication may be further classified as – Vertical and Horizontal. **Formal**
4. The pattern through which communication flows within the organisation is generally indicated through organizational structures **Formal**
5. Communication that takes place without following the formal lines of communication **Formal**
6. 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. **Informal**
7. Communication arises out of needs of employees to exchange their views, which cannot be done through formal channels. **Informal**
8. 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**

Q 16. Identify some of the popular formal and informal communication networks

1. The communication spreads rapidly and sometimes gets distorted. It is very difficult to detect the source of such communication. It also leads to generate rumours which are not authentic and may hamper work environment. *grapevine/ informal communication*
2. Channels may be helpful as they carry information rapidly and, therefore, may be useful to the manager at times Informal channels are used by the managers to transmit information so as to know the reactions of his/her subordinate. *grapevine/ informal communication*

3. 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. *Single chain*
4. In this 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. *Wheel*
5. In this network, the communication moves in a circle. Each person can communicate with his adjoining two persons. In this network, communication flow is slow. *Circular*
6. In this network, each person can communicate with others freely. The flow of communication is fast in this network. *Free flow*
7. In this network, a subordinate is allowed to communicate with his immediate superior as well as his superior's superior. However, in later case, only prescribed communication takes place. *Inverted V*

Q17. Identify the different Barriers to Communication

1. Sometimes intended meaning may not be conveyed by a manager to his subordinates. These badly expressed messages may be an account of inadequate vocabulary, usage of wrong words, omission of needed words etc. *Badly expressed message Semantic barriers*
2. A word may have several meanings. Receiver has to perceive one such meaning for the word used by communicator. Wrong perception leads to communication problems. *Symbols with different meanings Semantic barriers*
3. 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 proficient with both the languages, mistakes may creep in causing different meanings to the communication. *Faulty translations Semantic barriers*
4. Some communications may have certain assumptions which are subject to different interpretations. For example, a boss may instruct his subordinate, "Take care of our guest". Boss may mean that subordinate should take care of transport, food, accommodation of the guest until he leaves the place. The subordinate may interpret that guest should be taken to hotel with care. Actually, the guest suffers due to these. *Unclear assumptions Semantic barriers*
5. It is usually found that specialists use technical jargon while explaining to persons who are not specialists in the concerned field. Therefore, they may not understand the actual meaning of many such words. *Technical jargon Semantic barriers*
6. 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 perceived. *Body language and gesture decoding Semantic barriers*
7. Sometimes people evaluate the meaning of message before the sender completes his message. Such premature evaluation may be due to pre-conceived notions or prejudices against the communication. *Premature evaluation Psychological barriers*
8. The pre-occupied mind of receiver and the resultant non-listening of message acts as a major psychological barrier. For instance, an employee explains about his problems to the boss who is pre-occupied with an important file before him. The boss does not grasp the message and the employee is disappointed. *Premature evaluation Psychological barriers*

9. 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. Poor retention is another problem. Usually people cannot retain the information for a long time if they are inattentive or not interested.
Loss by transmission and poor retention Psychological barriers
10. 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. *Distrust Psychological barriers*
11. If the organisational policy, explicit or implicit, is not supportive to free flow of communication, it may hamper effectiveness of communications. For example, in an organisation with highly centralised pattern, people may not be encouraged to have free communication. *Organisational policy Organisational barriers*
12. Rigid rules and cumbersome procedures may be a hurdle to communication. Similarly, communications through prescribed channel may result in delays. *Rules and regulations Organisational barriers*
13. Status of superior may create psychological distance between him and his subordinates. A status conscious manager also may not allow his subordinates to express their feelings freely. *Status Organisational barriers*
14. In an organisation where there are number of managerial levels, communication gets delayed and distorted as number of filtering points are more. *Complexity in organization structure Organisational barriers*
15. If facilities for smooth, clear and timely communications are not provided communications may be hampered. 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. *Organisational facilities Organisational barriers*
16. If a superior perceives that a particular communication may adversely affect his authority, he or she may withhold or suppress such communication. *Fear of challenge to authority Personal barriers*
17. If superiors do not have confidence on the competency of their subordinates, they may not seek their advice or opinions. *Lack of confidence of superior on his subordinates Personal barriers*
18. Sometimes, subordinates may not be prepared to communicate with their superiors, if they perceive that it may adversely affect their interests. *Unwillingness to communicate Personal barriers*
19. If there is no motivation or incentive for communication, subordinates may not take initiative to communicate. if there is no reward or appreciation for a good suggestion, the subordinates may not be willing to offer useful suggestions. *Lack of proper incentives Personal barriers*

Q18. Improving Communication Effectiveness

1. The problem to be communicated to subordinates should be clear in all its perspective to the executive himself. The entire problem should be stated in such a manner that is clearly conveyed to subordinates. *Clarify the ideas before communication*
2. 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. *Communicate according to the needs of receiver*
3. Participation and involvement of subordinates may help to gain ready acceptance and willing cooperation of subordinates. *Consult others before communicating*
4. The contents of the message, tone, language used, should be understandable to the receiver and should not offend the sentiments of listeners. The message should be stimulating to evoke response from the listeners. *Be aware of languages, tone and content of message*

5. 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 relates directly or indirectly to such interests and needs it certainly evokes response from communicatee. *Convey things of help and value to listeners*
6. The communicator may ensure the success of communication by asking questions regarding the message conveyed. The communication process may be improved by the feedback received to make it more responsive. *Ensure proper feedback*
7. Generally, communication is needed to meet the existing commitments to maintain consistency; the communication should aim at future goals of the enterprise also. *Communicate for present as well as future*
8. There should be regular follow up and review on the instructions given to subordinates. It helps in removing hurdles if any in implementing the instructions. *Follow up communications*
9. Manager should be a good listener. Patient and attentive listening solves half of the problems. Managers should also give indications of their interest in listening to their subordinates. *Be a good listener*

Q19. Importance of Directing

1. Directing helps to **to initiate action** by people in the organisation towards attainment of desired objectives.
2. Directing **integrates** employees efforts in the organisation
3. Directing guides employees to fully realise their **potential** and capabilities
4. Directing facilitates introduction of needed **changes** in the organisation.
5. Effective directing helps to bring **stability** and balance in the organisation

Q20. Importance of Supervision/multiple roles performed by a supervisor.

1. Supervisor maintains day-to-day **contact** and maintains friendly relations with workers.
2. Supervisor acts as a **link** between workers and management.
3. Supervisor plays a key role in maintaining group **unity** among workers
4. Supervisor ensures **performance** of work according to the targets set.
5. Supervisor provides good on-the-job **training** to the workers and employees.
6. Supervisory leadership plays a **key role** in influencing the workers in the organization & build up high morale among workers.
7. A good supervisor analyses the work performed and gives **feedback** to the workers.

Q21. Importance of leadership

1. Leadership influences the **behavior** of people and makes them to positively contribute their energies for the benefit of the organization
2. A leader maintains **personal relations** and helps followers in fulfilling their needs.
3. Leader plays a key role in introducing required **required changes** in the organisation overcomes resistance and introduces it with minimum discontentment.
4. A leader handles **conflicts** effectively and does not allow adverse effects resulting from the conflicts
5. Leader provides **training** to their subordinates. A good leader always builds up his successor and helps in smooth succession process.

Q22. Importance of Motivation:

1. Motivation helps to improve **performance**_ levels of employees as well as the organisation.

2. Motivation helps to change negative or indifferent **attitudes** of employee to positive attitudes
3. Motivation helps to reduce employee **turnover** and thereby saves the cost of new recruitment and training.

Q23. Features of leadership

1. Leadership indicates ability of an individual **to influence** others.
2. Leadership tries to bring **change** in the behaviour of others.
3. Leadership indicates **interpersonal** relations between leaders and followers.
4. Leadership is exercised to **achieve** common goals of the organisation.
5. Leadership is a **continuous process**.



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