

# Directing

## Meaning

Directing function of management is concerned with instructing, guiding, inspiring and motivating the employees in the organisation so that their efforts result in achievement of organisational goal.

"Directing is telling people what to do and seeing that they do it to the best of their ability."

-Ernest Dale

## Features/ Characteristics of Directing

- 1. Directing initiates action:** Directing is a key managerial function. Other functions (planning, organising, staffing and controlling) prepare a base of setting of action, i.e., how action has to be carried on directing initiate or start action. By giving directions or instructions the managers get the work started in the organisation. So Directing is an executive function,
- 2. Continuing function:** Directing is a continuous process. A manager cannot just relax after issuing orders and instructions. He has to continuously guide, supervise and motivate his subordinates. He must continuously take steps to make sure that orders and instructions are carried out properly. It takes place throughout the life of an organisation irrespective of people occupying managerial positions.
- 3. Directing takes place at every level:** Directing is a pervasive function as it is performed by managers at all levels. Every manager has to supervise, guide, motivate and communicate with his subordinate to get things done. Directing takes place wherever superior-subordinate relation exists.
- 4. Directing flows from top to bottom:** Directions are given by managers to their subordinates. Every manager can direct his immediate subordinate and take directions from immediate boss. Directing starts from top level and flows to lower level.

## Importance of Directing

- 1. To initiate action:** The employees in the organisation start working only when they get instructions and directions from their superiors. In the directing function, the superiors direct the actions of employees towards the predetermined goals of the organisation.
- 2. To integrate employees' efforts:** Directing function ensures that the individual's work for organisational goal. A good leader always become a good manager who can convince the employees working under him that individual efforts and team efforts will lead to achievement of organisational goal.
- 3. Means of motivation:** Directing function is not restricted for only giving orders but through directions and instructions the superiors try to motivate the employees to perform to their best ability. A good leader can always identify the potential of employees and motivate them to extract work upto their potential.
- 4. To facilitate change:** Generally the employees hesitate in accepting the changes but through directing function the changes can be implemented more easily as motivation, communication and leadership helps to reduce the resistance and develop the cooperation for introducing changes in the organisation.
- 5. Bring stability and balance in the organisation:** Directing fosters cooperation and commitment among the people and help to achieve balance among various groups, activities and departments.

## Elements of Directing

### Supervision

Supervision can be understood as (i) Element of Directing (ii) As a function to be performed by a supervisor in organisation hierarchy.

**(i) Element of Directing:** The supervision means instructing, guiding, monitoring and observing the employees while they are performing jobs in the organisation. The word supervision is the combination of two words, i.e., super + vision where super means over and above and vision means seeing. So, supervision means seeing the activities of employees from over and above..

**(ii) Function Performed by Supervisor:** Supervision is a managerial position in organisation hierarchy at operative level i.e. immediately above worker. The functions and performance of a supervisor is critical because he is directly related with the workers while other managers do not have any Direct Interaction with the work force.

### Motivation (Will to Work)

Motivation can be defined as stimulating, inspiring and inducing the employees to perform to their best capacity. Motivation is a psychological term which means it cannot be forced on employees. It comes automatically from inside the employees as it is the willingness to do the work.

### Few Interrelated Terms

**1. Motive:** A motive is an inner state or desire which energises an individual to move or to behave towards achievement of goal. Motive arises out of needs of an individual. When a motive emerges in an individual, it causes restlessness as he wants to fulfill his motive.

**2. Motivation:** It is a process of inducing people to perform to their best ability to accomplish the goal. Motivation depends upon satisfying needs of people.

**3. Motivators:** Motivators are the incentives or techniques used to motivate the people in an organisation. Common motivators used by the managers are increment, bonus, promotion, recognition, respect, etc.

### Features/Characteristics/Nature of Motivation

**1. Motivation is a psychological phenomenon:** Motivation is an internal feeling which means it cannot be forced on employees. The internal feelings such as need, desire, aspirations etc. influence human behaviour to behave in a particular manner.

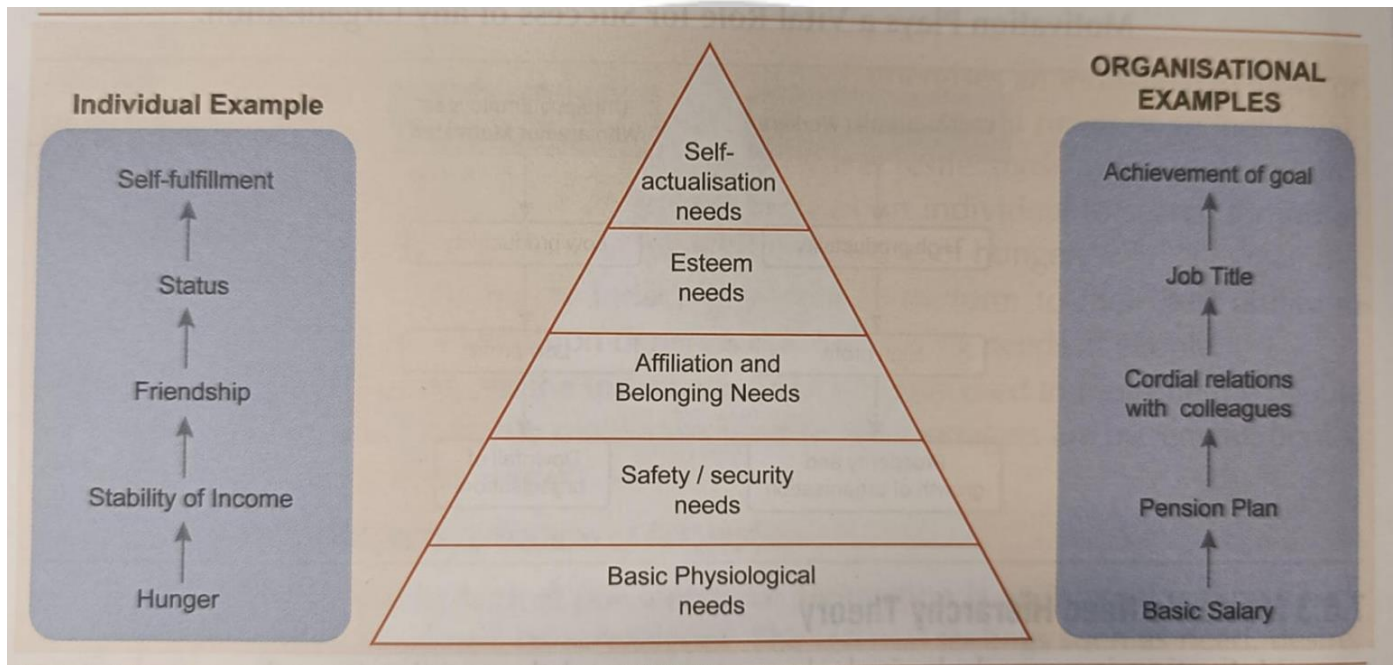
**2. Motivation produces goal-directed behaviour:** Motivation induces people to behave in such a manner so that they can achieve their goal. Motivated person needs no supervision or direction. He will always work in desired manner.

**3. Motivators can be positive as well as negative:** To motivate employees, managers use various motivators. Some motivators are positive and some are negative. Few examples of positive motivators are: promotion, increment, bonus, respect, recognition, etc. If employee does not improve his performance with positive motivators then manager uses negative motivators such as warning, issue of memo, demotion, stopping increments, etc. Sometimes, fear of negative motivators also induces person to behave in a desired manner.

**4. Motivation is a complex process:** Motivation is a complex and difficult task. In order to motivate people, a manager must understand various types of human needs. Human needs are mental feelings which cannot be measured accurately. If manager measures them accurately then also every person uses different approaches to satisfy his need. Some get satisfied with monetary incentives, some with non-monetary, some with positive and some with negative motivators. Any type of motivation, may not have uniform effect on all the members.

### Maslow's Need Hierarchy Theory

Motivation is a psychological phenomenon and the needs of employees play very important role in motivation.



**Maslow's need hierarchy theory:** His theory was based on human needs. He felt that within every human being, there exists a hierarchy of five needs these are:

- 1. Basic Physiological needs:** These needs include basic requirements for survival and maintenance of human life. The common physiological needs are food, shelter and clothing.
- 2. Safety and security needs:** Once the present day physiological needs are fulfilled then the people start thinking about their future as they want to secure their future by making sure that in future also they continue to satisfy their physiological needs.
- 3. Affiliation/belonging need:** It means the need for love, affection, companionship, friendship, etc. Once the people satisfy their physiological and safety needs then the social needs become more active and to fulfill the social needs the managers prefer teamwork, arrange formal and informal get-togethers so that employees can develop social relationships.
- 4. Esteem needs:** These needs are related to the respect and recognition. When the above three needs are satisfied then people start demanding respect for themselves in a group. This need is more common in higher level employees. Esteem needs can be satisfied through non-monetary incentives such as self respect, autonomy, status, recognition, attention etc.
- 5. Self-actualisation needs:** It is the highest level need. This need refers to realising or reaching to the aim of your life. Once the employee becomes what he wants to become, it means satisfaction of his actualisation need. These needs include growth, self fulfillment and achievement of goal.

**Assumptions of Maslow's need hierarchy theory:**

1. Behaviour of people depends upon their need. Satisfaction of such needs influence their behaviour.
2. Generally the needs follow the hierarchy, i.e., starting from physiological need.
3. A satisfied need can no longer motivate a person, only next higher level need can motivate him.
4. A person moves to next higher level need only when the lower need is satisfied.

### **Financial/Non-Financial Incentives (More Powerful for Lower Level Employees)**

The reward or incentive which can be calculated in terms of money is known as monetary incentive. These incentives are offered to employees who have more physiological, social and security need active in them. The common monetary incentives are:

- 1. Pay and allowances:** Regular increments in salary every year and grant of allowance act as good motivators. In some organisations, pay hikes and allowances are directly linked with the performance of the employee. To get increment and allowance employees perform their best ability.
- 2. Productivity linked with wage incentives:** There are certain wages rate plans which offer higher wages for more productivity, for example, under differential piece wages system, efficient workers are paid higher wages as compared to inefficient workers. To get higher wages, workers perform efficiently.
- 3. Bonus:** Bonus is an incentive offered over and above the wages or salary to the employees.
- 4. Profit sharing:** Profit sharing is meant to provide share to employees in the profits of organisation. This motivates employees to improve their performance and contribute to increase in profits.
- 5. Co-partnership/stock option:** Under these incentive schemes, employees are offered company shares at a set price, which is lower than the market price. Sometimes the management may allot shares instead of cash prize as incentive. The allotment of shares gives a feeling of ownership to employees and they contribute for the growth of the organisation.
- 6. Retirement benefits:** Some organisations offer retirement benefits such as pension, provident fund, gratuity, etc. to motivate people. These incentives are suitable for employees who have security and safety need.
- 7. Perks/fringe benefits/perquisites:** It refers to special benefits such as medical facility, free education for children, housing facility, etc. These benefits are over and above salary and motivate employees.

### **Non-Monetary/Non-Financial Incentives (More Powerful for Higher Level Employees):**

Money is not the only motivator, the employees who have more of esteem and self-actualisation need active in them, get satisfied with the non-monetary incentives only.

The common means or ways of non-monetary incentives are:

- 1. Status:** Status refers to rank, authority, responsibility, recognition and prestige related to job. By offering higher status or rank in the organisation managers can motivate employees having esteem and self-actualisation need active in them.
- 2. Organisational climate:** It refers to relations between superior/subordinates. These are the characteristics which describe an organisation and distinguish one organisation from other. Some of these characteristics are individual autonomy, reward orientation, consideration to employees, risk taking etc. These characteristics have direct influence over the behaviour of a member. A positive approach adopted by manager creates better organisational climate.
- 3. Career advancement opportunity:** Managers must provide promotional opportunities to employees. Whenever there are promotional opportunities, employees improve their skill and efficiency with the hope that they will be promoted to high level. Promotion is a very big stimulator or motivator it acts as a tonic for people to perform to their best level.



**4. Job enrichment/assignment of challenging job:** Employees get bored by performing routine job. They enjoy doing jobs which offer them variety and opportunity to show their skill. By offering challenging jobs, autonomy to perform job, interesting jobs, employees get satisfied and they are motivated, Interesting, enriched and challenging job itself is a very good motivator or stimulator.

**5. Employees' recognition:** Recognition means giving special regard or respect which satisfies the ego of the subordinates. Ego-satisfaction is a very good motivator. Whenever the good efforts or the positive attitudes are shown by the subordinates then it must be recognised by the superior in public or in presence of other employees.

**6. Job security:** Job security means life-time bonding between employees and organisation. Job security means giving permanent or confirmation letter. Job security ensures safety and security need but it may have negative impact. Once the employees get job secured they may not perform efficiently as they have no fear of losing job.

**7. Employees' participation:** It means involving employee in decision making specially when decisions are related to workers. Employees follow the decision more sincerely when these are taken in consultation with them. In many companies, these programmes are in practice in the form of joint management committee, work committee, canteen committee etc.

**8. Autonomy/employees' empowerment:** It means giving more freedom to subordinates. This empowerment develops confidence in employees. Empowerment makes people feel that their jobs are important. This feeling contribute positively to the use of skills and talents in job performance.

## Leadership

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

### Features of Leadership

1. Leadership indicates the ability of an individual to influence others.
2. Leadership tries to bring change in behaviour.
3. Leadership shows interpersonal relationship between leader and followers.
4. Leadership is to achieve common goal.
5. Leadership is a continuous process.

### Different Styles of Leadership

1. Autocratic or Authoritarian Leader
2. Participative or Democratic Leader
3. Free-rein or laissez faire Leader

#### 1. Autocratic or authoritative leadership (Boss centered leadership):

- (a) An autocratic leader gives order and expect his subordinates to obey his orders.
- (b) An autocratic leader is dogmatic that means he does not change and wish to be contradicted.
- (c) He believes that reward and punishment both can be given depending upon the results.

(d) In this style of leadership there is one way communication i.e. only leader give command/subordinate only act according to command.

(e) In this style, decision making power is centralised.

### Advantages

(i) This leadership style is effective in getting productivity in many situations like in factory where supervisor is responsible for production on time.

(ii) Quick decision making

(iii) Less competent subordinates are needed at lower level.

### Disadvantages

(i) Leads to frustration and low moral among subordinates.

(ii) Initiative level of subordinates goes down.

(iii) Potential and creativity of subordinates are not utilised.

### Suitability

Autocratic style of leadership is suitable when:

(i) subordinates are uneducated, unskilled, lack of knowledge and experience on part of subordinates.

(ii) company follows fear and punishment disciplinary technique.

(iii) leader prefers to be dominant in decision making.

## 2. Democratic or participative leadership (Group Centered).

(a) A democratic leader develop action plan and make decision in consultation with his subordinates.

(b) He encourage subordinates to participate in decision making.

(c) In this style, leader believes that people perform best if they have set their own objectives.

(d) Democratic leader respect other's opinion and support subordinates to perform their duties and accomplish organisation's objectives.

### Advantages

(i) Improves the job satisfaction and morale of the employees. الخيال

(ii) Improves decision-making ability of subordinates.

(iii) Develops positive attitude and reduces labour turnover and labour absenteeism.

### Disadvantages

(i) Time-consuming and may result in delay in decision.

(ii) It may not yield positive result when subordinates prefer minimum interaction with the leader.

(iii) Leader may pass the work to subordinates and abdicate responsibility.

### Suitability

This style is suitable:

- (i) When goal of company is to increase job satisfaction and independence of employees.
- (ii) When leader wants to share decision making with the subordinates.
- (iii) When subordinates have accepted the goal of organisation.

### **3. Free-rein or Laissez Faire leadership:**

- (a) A free rein leader does not believe in the use of power unless it is absolutely essential.
- (b) In this style, followers are given a high degree of independence to formulate their own objectives and way to achieve them.
- (c) Group members work as a team and resolve all issues themselves.
- (d) The free rein leader is there only to support his team and supply them the required information to complete the task.

#### **Advantages**

- (i) Positive effect on the job satisfaction and morale of subordinates
- (ii) Maximum scope for development of subordinates
- (iii) Full utilisation of potential and capacity of employees

#### **Disadvantages**

- (i) Subordinates do not get the guidance and support of the leader.
- (ii) It ignores the contribution of leader.
- (iii) Subordinates may work in different direction and result in chaos.

#### **Suitability**

This style is suitable when:

- (i) Subordinates are well trained and highly knowledgeable.
- (ii) Subordinates are self-motivated and are ready to assume responsibility.

#### **Communication**

Communication can be defined as transmission or exchange of ideas, views, message, information or instructions between two or more persons by different means to create common understanding.

The common means and ways for transmission of ideas are:

- (a) Spoken words
- (b) Written words
- (c) Diagrams, pictures or graphs
- (d) Gestures

#### **Communication Process/Elements of Communication Process**

**1. Sender:** Sender is the person who conveys the message. The communication process begins immediately when the idea comes in the mind of sender. Sender represent source of communication.

**2. Message:** The contents of ideas or message or suggestion which sender wants to share with receiver is called message.

**3. Encoding:** Receiver cannot read the mind of sender. So, sender converts the idea into a language or other communication symbols such as pictures, gestures, etc. This is known as encoding.

**4. Media:** It is the way or means through which encoded message has to be transmitted to receiver. The common ways of transmission are phone, letter, internet, message, face to face conversation etc.

**5. Decoding:** Decoding refers to converting the encoded message into language and understanding the message.

**6. Receiver:** Receiver is the person who receives the communication and understands the message.

**7. Feedback:** After understanding the message the receiver sends his response on that idea or message to sender. When response reaches the sender then only communication process ends.

**Noise:** Noise is any element which results in disturbance, distraction or interruption in the flow of information. Due to noise the message is not conveyed to receiver and receiver is not able to decode the message in the same manner as expected by the sender. Some examples of noise are:

- (a) Ambiguous symbols
- (b) Poor telephone connection
- (c) An inattentive receiver
- (d) Faulty decoding (attaching wrong meanings to message)
- (e) Prejudices obstructing the poor understanding of message
- (1) Gestures and postures that may distort the message

### Forms of Organisational Communication

There are two forms of organisational communication:

- 1. Formal communication
- 2. Informal communication

### Formal Communication

"Formal communication refers to official communication at official place between the people who are officially related to each other."

Formal communication refers to official communication taking place in the organisation.

### Features of Formal Communication

- 1. Goal oriented:** Formal communication focuses on achievement of organisational goal.
- 2. Systematic:** Formal communication is very systematic as it ensures orderly flow of information through scalar chain only.
- 3. Source of Information:** Under formal communication, it is easy to fix responsibility as there is proof of information communicated.



**4. Impersonal:** Under formal communication, information is passed in impersonal manner.

**5. Delay in Information:** As scalar chain is followed in passing of information so generally, information is delayed.

### Types of Communication

#### 1. Vertical Communication:

**(a) Downward Communication:** The flow of information from the top level or from the superiors to lower level or subordinates is known as downward communication. In this communication the manager passes instructions to his subordinates and the success of downward communication depends upon communication skill of the managers.

**(b) Upward Communication:** When the subordinates inform or pass any information to superiors then it is known as upward communication. This communication flows from subordinates to superiors. Upward communication generally consists of work performance, opinion, grievances or problems of the employees.

**2. Horizontal Communication:** Horizontal communication is the communication between the two or more persons working at the same level of authority. Generally different departmental heads discuss the policy of their department with each other. That will be considered as the horizontal communication. Discussion between two managers of same rank is also a horizontal communication.

### Informal Communication

Informal communication between different members of organisation who are not officially attached to each other is known as informal communication. Generally, the social interactions, friendly talks and non-official matters are discussed in the informal communication.

### Features of Informal Communication

**1. Focus on Psychological satisfaction:** Through informal communication employees can develop friendly relationship and get social satisfaction.

**2. Fast:** The information travels very fast as it cuts across the scalar chain.

**3. Spreading Rumours:** Sometimes, the informal communication results in spreading rumours as it is not possible to find the source of information.

**4. Get Distorted:** The information travels in a very unsystematic manner and gets distorted, while passing through various channels.

**5. Leakage of Confidential Information:** The confidential information may get leaked under informal communication as it is not possible to fix the responsibilities.

### Strategic use of Informal Communication:

1. The managers can fill up communication gap if there is any information through informal communication.

2. Informal communication travels very fast. So, urgent matters can be communicated informally. \

3. The managers can get true and accurate response of subordinates on various policy matters.

4. Informal communication provides emotional relief to employees and results in reducing union and management problems.

### Barriers to Effective Communication

Sometimes, the message sent by sender does not reach the receiver in the same manner as expected by the sender. This filtration, misrepresentation of communication may cause misunderstanding. Therefore, it is important for a manager to identify these barriers and take measures to overcome these.

The barriers can be grouped in following categories:

1. Semantic barriers
2. Psychological barriers
3. Organisational barriers
4. Personal barriers

**1. Semantic Barriers:** Sometimes, the same words and sentences can be understood differently by different people in the organisation which means difference in the understanding levels of employees. Semantic barriers are concerned with problems and obstruction of encoding and decoding of message into words or impressions.

**Main causes for semantic problem can be:**

**(i) Badly expressed message:** Sometimes, due to lack of vocabulary, manager may use wrong words, omission of needed words. Due to this the manager may fail to convey the same meaning to his subordinates.

**(ii) Symbols with different meanings:** Sometimes, a word may have different meanings. Receiver may understand the other meaning. For example: Price, Prize, Principle, Principal, Right, Write, etc.

**(iii) Faulty translations:** Sometimes, the workers do not understand the language which is used by manager. So workers get it translated. If translator is not efficient, he may make mistake in translation. Due to wrong translation there may be transfer of wrong message.

**(iv) Unclear assumptions:** Sometimes, the worker may misinterpret the assumptions. For example, boss may instruct the subordinate to "take care of goods." He may mean that takes care of quality of goods whereas workers may understand that he is instructing to keep the goods safely.

**(v) Technical jargon:** While explaining to subordinates many specialised experts use technical words which may not be understood by the workers.

Example: Finance manager announces EBIT is 20 crore which means earning before interest and tax.

**(vi) Body language and gesture decoding:** Along with verbal communication another important mode of communication is body language and gestures shown by person who is talking. If the verbal communication is not matching with the body language, then workers may get confused and misunderstand the meaning. Example-If manager is telling a joke but there are signs of anger on his face then worker will get confused.

## 2. Psychological Barriers

Emotional or psychological factors also act as barriers to effective communication. The state of mind has great influence over the information and its reflection. As a frightened person may not communicate properly and similarly an angry person may not receive the communication effectively.

**Some of the psychological barriers to effective communication are:**

**(i) Premature evaluation:** It means deriving conclusions before completion of message. Sometimes, people evaluate the meaning of message before the sender completes the message. In such case, the receiver may not have an open mind. He may have some personal prejudice against the sender. He may resist change.

**(ii) Lack of attention:** It means when receiver does not pay complete attention to the message, as a result communication becomes ineffective. The reason can be preoccupied mind of receiver. For example, when worker is giving suggestion regarding method of production, the manager is preoccupied with an important file.

**(iii) Loss by transmission and poor retention:** When communication passes through various levels, this results in filtering or loss of information. Specially when it is oral information sometimes manager may not be able to retain all information for a longer time. Specially when they are inattentive or not interested.

**(iv) Distrust:** Distrust between communicator and receiver also acts as a barrier to effective communication. They may not understand each other's message in the original sense, secondly they do not give much importance to the information exchanged between them.

### 3. Organisational Barriers

Factors related to organisational structure, authority relationship, rules and regulations may act as barriers to effective communication.

Some of the organisational barriers are:

**(i) Organisational policy:** If organisational policy does not support free flow of information, it may result in barriers. For example, in centralised organisation, most of the information remain at top level only. People at lower level may not be able to communicate freely in centralised organisation.

**(ii) Rules and regulations:** Rigid rules and regulations may also create barriers. Similarly, communications through prescribed channel may result in delay.

**(iii) Status difference:** Sometimes, the people working at higher level do not believe in the information supplied by the lower level employees. A status conscious manager may not allow his subordinate to communicate freely.

**(iv) Complexity in organisation structure:** When the information passes through various levels, then there can be screening or filtering of information at different levels.

**(v) Organisational facilities:** If facilities for smooth communication are not available then communication 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.

### 4. Personal Barriers

Certain personal factors of sender and receiver may influence the free flow of information.

Some of the personal barriers are:

**(i) Lack of confidence of superior in his subordinates:** If superiors have no confidence in their subordinates, then they pay no attention to their advice, opinion or suggestions.

**(ii) Lack of proper incentives:** If there is no incentive for communication then subordinates may not take initiatives to give suggestions.

**(iii) Fear of challenge to authority:** Sometimes, superiors conceal and hide information if they have fear of losing their authority over the subordinates.

**(iv) Unwillingness to communicate:** Sometimes, employees are unwilling to communicate with superiors if they feel it may negatively affect their own interest.

### Improving Communication Effectiveness

**1. Clarify the idea before communication:** In the first place, we must be clear about what we want to communicate. The message can be conveyed properly only if it is clearly formulated in the mind of the communicator. The message should be encoded in direct and simple language so that the receiver is able to understand it without much difficulty.

**2. Communication according to the need of the receiver:** Whenever we communicate, we must keep in mind the needs of the receiver of the message or it should be our effort to see that whatever message or information we send across must be of value to receiver. This will make receiver more receptive.

**3. Consult others before communicating:** Before communicating the message, it is advisable to consult others. Effective communication is the responsibility of all persons in the organisation as all have to work towards a common goal. If plans are developed with consultation and involvement of subordinates, they will accept it with full cooperation.

**4. Use of proper language, tone and contents of message:** For an effective communication, the words, tone and symbols used in message must be selected very carefully. The language used should not offend the sentiments of listener. The symbols used in message must be known to the listener.

**5. Proper feedback:** Feedback helps to know the effect or success of communication given by sender. Communication is complete only when the message is understood by the receiver. We can never know whether receiver has understood the message or not unless we get the feedback. Feedback also provides opportunity for suggestions and criticism.

**6. Communication for the present as well as for future:** Communication must meet the need of present organisation as well as for future organisation. There must be consistency in the past, present and future communication.

**7. Follow-up communication:** There should be proper follow up of the information given by manager to subordinate. This follow up helps to remove hurdles, misunderstanding of instructions given by manager to subordinates.

**8. Convey things of help and value to listeners:** While conveying message to others, it is better to know the interest and need of the people with whom you are communicating. If message relate to need and interest of receiver, it will evoke good response from receiver.

**9. Good listener:** The sender must listen to receiver's words alternatively; on the other hand receiver also must listen with due attention. Patient and attentive listening solves many problems.

1. Gitanjali Makan is a successful business leader. She believes that if jobs are made interesting by including greater variety of work content and providing a meaningful work experience, the jobs themselves become a source of motivation to individuals.

The non-financial incentive that has been discussed in the above case is:

- (a) Employee Participation
- (b) Job Enrichment
- (c) Career Advancement Opportunity
- (d) Job Security

2. Keshav Bannerjee is the Chief Executive Officer (CEO) of 'Das Networking Ltd.', a leading IT company in Bengaluru. He believes that if needs of employees are taken care of, the employees take good care of the customers. In this company various benefits are provided to the employees to help them meet their medical and housing needs etc., while in job. It is also providing benefits like gratuity at the time of their retirement. The employees are provided various opportunities to attend skill development programmes to improve their skills and be promoted to the higher level jobs.

Identify and state the three incentives offered by the company in the above para to improve the performance of its employees.



3. Mr Bhuvan is the marketing manager of the company manufacturing designer clothes. One day in the morning while leaving home, he had a quarrel with the person in the neighbourhood. That person abused his family and threatened to harm the family. Mr. Bhuvan got very upset and worried. On the same day a meeting was organised in the office to finalise the design according to market demand and taste and fashion of the customers. Mr Bhuvan could not pay attention to the discussion as he was thinking about the quarrel only.

(a) Identify the type of barrier to communication mentioned in the above para.

(b) State any other two barriers of same category.

4. Nitya is a student of class XII of a well-known school. She has a preconceived notion that her teacher always finds fault in her work. One day while checking the project work of class XII, her teacher wanted to appreciate Nitya for her hard work and good performance, but before she could complete her sentence, Nitya left the room without listening to her teacher.

(a) Identify the 'barrier to communication' and also the type/category of barrier to which it is related.

(b) Explain two other communication barriers of the type/category identified in (a) above.

5. Balvinder is the Production Manager of 'Pramod Tea Company' in Guwahati. He gives orders to his subordinates and expects that they obey those orders. He does not consult them nor encourage them to participate in decision making.

(a) Identify and state the leadership style adopted by Balvinder.

(b) When can this style be effectively used by a manager? State.



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