

**Directing:** Directing refers to the process of instructing, guiding, counseling, motivating and leading people in the organisation to achieve its objective.

### **Characteristics of Directing:**

The main characteristics of directing are discussed below:

- (i) **Directing initiates actions:** Directing is a key managerial function. A manager has to perform this function along with planning, organising, staffing and controlling while discharging his duties in the organisation.
- (ii) **Directing takes place at every level of management:** Every manager from top executive to supervisor performs the function of directing. The directing takes place wherever superior – subordinates relations exists.
- (iii) **Directing to a continuous process:** Directing is a continuous activity. It takes place throughout the life of the organisation irrespective of people occupying managerial positions. We can observe that in organisation like Infosys, Tata, BHEL, HLL and the managers may change but the directing process continues because without direction the organisational activities can not continue further.
- (iv) **Directing flows from top to bottom:** Directing is first initiated at top level and flows to the bottom through organisational hierarchy.

### **Importance of Directing:**

- (i) **Initiates Action:** Directing helps to initiate action by people in the organisation towards attainment of desired objectives. For example, If a supervisor guides his subordinates and clarifies their doubts in performing a task. It will help the worker to achieve work targets given to him.
- (ii) **Helps in achieving organisational goal:** Directing integrates employees-efforts in the organisation in such a way that every individual effort contributes to the organisational performance. Thus, it ensures that the individuals work for organisational goals.
- (iii) **Helps in motivation:** Directing guides employees to fully realise their potential and capabilities by motivating and providing effective leadership. A good leader can always identify the potential of his employees and motivate them to extract work up to their full potential.
- (iv) **Reduces Resistance to Change:** Directing facilitates introduction of needed change in the organisation. Generally, people have a tendency to resist changes in the organisation. Effective directing through motivation, communication and leadership helps to reduce such resistance and developed required cooperation in introducing changes in the organisation.
- (v) **Brings stability and balance in the organisation:** Effective directing helps to bring stability and balance in the organisation since it fosters cooperation since it fosters cooperation and commitment among the people and helps to achieve balance among various groups, activities and the departments.

### **Principles of Directing:**

- (i) **Maximum Individual Contribution:** This principle emphasises that directing technique must help every individual in the organisation to contribute to his maximum potential for achievement of organisational objectives. 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 as he or she may feel that their efforts will bring them suitable rewards.
- (ii) **Harmony of objectives:** Very often, we find that individual objectives of employees and the organisational objectives as understood are conflicting to each other. For example, an employee may expect attractive salary and monetary benefits to fulfill his personnel 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.
- (iii) **Unity of command:** This principle insists that a person in the organisation should receive instructions from one superior only. If instruction from more than one, it creates confusion, conflict and disorder in the organisation.

- (iv) **Appropriateness of direction technique:** 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.
- (v) **Managerial Communication:** Effective managerial communication across all the levels in the organisation makes direction effective. Directing should convey clear instructions to create total understanding to subordinates. This principal emphasis that there should be harmony between individual and organisational objectives.
- (vi) **Use of informal organisation:** A manger should realise that informal groups or organisations exist within every formal organisation. He should spot and make use of such organisations for effective directing.
- (vii) **Leadership:** While directing the subordinates, managers should exercise good leadership as it can influence the subordinates positively without causing dissatisfaction among them,

**Elements of Directing:** The process of directing involves guiding, coaching, instructing, motivating and leading the people in an organisation to achieve organisational objectives.

The elements of directing are:

- (i) Supervision
- (ii) Motivation
- (iii) Leadership
- (iv) Communication

### **Supervision:**

**Definition:** It is defined as an overseeing and observing the activities of subordinates. ... It can be defined as the function of leading, coordinating, directing the work that supports to achieve the pre determined goals.

### **Importance/ Functions of supervision:**

- (i) Supervisor maintains day-to-day contact and maintains friendly relations with workers.
- (ii) Supervisor acts as a link between workers and management. He conveys management ideas to the workers problems to the management on the other.
- (iii) Supervisor plays a key role in maintaining group unity among worker placed under his control.
- (iv) Supervisor ensures performance of work according to the targets set. He takes responsibility for task achievement and motivates his workers effectively.
- (v) Supervisor provides good on-the-job training to the workers and employees.
- (vi) Supervisory leadership plays a key role in influencing the workers in the organisations.

**Motivation:** Motivation means incitements 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.

### **Features of Motivation:**

- (i) Motivation is an internal feeling. The urge, drives, desires, aspirations, striving or needs of human being. Which are internal, influence human behaviour.
- (ii) Motivation produces goal directed behaviour. For example, the promotion in the job may be given to employee with the objective of improving his performance. If the employee is inserted in promotion, it helps to produce a behaviour to improve performance.
- (iii) Motivation can be either positive or negative. Positive motivation provides positive rewards like increase in pay, Promotion, recognition etc., negative motivation uses negative means like punishment, stopping increments, threatening etc. which also may induce a person to act in the desired way.
- (iv) Motivation is a complex process as the individuals are heterogeneous in their expectations, perceptions and reactions. Any type of motivation may not have uniform effect on all the members.

**Motivation Process:** Motivation process is based on human needs. A simple model to explain motivation process is presented below. An unsatisfied need of an individual creates tension which stimulates his or her drives. These drives generate a search behaviour to satisfy such need. If such need is satisfied, the individual is relieved of tensions.

**Importance of Motivation:**

- (i) Motivation helps to improve performance levels of employees as well as the organisation.
- (ii) Motivation helps to change negative or indifferent attitudes of employee to positive attitudes so as to achieve organisational goals.
- (iii) Motivation helps to reduce employee turnover and thereby saves the cost of new recruitment and training.
- (iv) Motivation helps to reduce absenteeism in the organisation. Some important reasons for absenteeism are-bad working conditions, inadequate rewards, lack of recognition, poor relations with supervision and colleagues etc. Through sound motivational system, all these deficiencies can be covered.
- (v) Motivation helps managers to introduce changes smoothly without much resistance from people. Normally, for any change introduced in the organisation. There may be resistance for changes.

**Maslow's Need Hierarchy Theory of Motivation:** Abraham Maslow's, 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 begins, there exists a hierarchy of five needs.

- (i) **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.
- (ii) **Safety/Security Needs:** These needs provide security and protection from physical and emotional harm. Examples: Job security, stability of income, pensions plans etc.,
- (iii) **Affiliation/Belonging Needs:** These needs refer to affection, sense of belongingness, acceptances and friendship.
- (iv) **Esteem Needs:** These include factors such as self-respect, autonomy status, recognition and attention.
- (v) **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.

**Constructon of Maslow's Hierarchy\***

**Assumptions of Maslow's Theory:**

- (i) People's behaviour is based on their needs. Satisfaction of such needs influences their behaviour.
- (ii) People's needs are in hierarchical order, starting from basic needs to other higher level needs.
- (iii) A person move to the next higher level of the hierarchy only when the lower need is satisfied.

**Financial and Non-Financial Incentives:** Incentives means all measures which are used to motivate people to improve performance. These incentives may be broadly classified as financial and non financial.

**Financial Incentives:** Financial incentives refers to incentives which are in direct monetary form or measurable in monetary term and serve to motivate people for better performance.

- (i) **Pay and Allowances:** For every employee, salary is the basic monetary incentive. It includes basic pay, dearness allowances and other allowances.
- (ii) **Productivity linked wage incentives:** Several wage incentive plans aims at linking payment of wages to increase in productivity at individual or group level.
- (iii) **Bonus:** Bonus is an incentive offered over and above the wages/salary to the employees.
- (iv) **Profit Sharing:** Profit sharing 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.

- (v) **Co-Partnership/ Stock option:** Under this incentive schemes employees are offered company shares at a set price which is lower than market price.
- (vi) **Retirement Benefits:** Several retirement benefits such as provident fund, pension and gratuity provide financial security to employees after their retirement.
- (vii) **Perquisites:** In many companies perquisites and fringe benefits are offered such as car allowances, housing, medical aid and education to the children etc., over and above the salary. These measures help to provide motivation to the employees/managers.

**Non-Financial Incentives:** All the needs of individuals are not satisfied by money alone. Psychological, social and emotional factors also play important role in providing motivation.

Some of the important non-financial incentives are:

- (i) **Status:** Status 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.
- (ii) **Organisational Climate:** Organisational climate indicates the characteristics influence the behaviour of individuals in the organisation.
- (iii) **Career advancement opportunity:** Every individual wants to grow to the higher level in the organisation. Managers should provide opportunity to employees to improve the higher levels jobs. Promotion works as a tonic and encourages employees to exhibit improved performance.
- (iv) **Job Enrichment:** Job enrichment is concerned with designing jobs that include greater variety of work content, require higher level of knowledge and skills. If Jobs are enriched and made interesting, the job itself becomes a source of motivation to the individual.
- (v) **Employee Recognition Programmes:** Recognition means acknowledgement with a show of appreciation. Some examples of employee recognition are:
  - Congratulating the employee for good performance.
  - Installing awards or certificate for best performance.
  - Rewarding an employee for giving valuable suggestions.
- (vi) **Job Security:** 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.

**Leadership:** 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 objective.

### **Features of Leadership:**

- (i) Leadership indicates ability of an individual to influence other.
- (ii) Leadership tries to bring change in the behaviour of others.
- (iii) Leadership indicates interpersonal relations between leaders and followers.
- (iv) Leadership is exercised to achieve common goals of the organisation.
- (v) Leadership is a continuous process.

### **Importance of Leadership:**

- (i) **Create Confidence:** Leadership influences the behaviour of people and makes them to positively contribute their energies for the benefit of the organisation.
- (ii) **Overcome Resistance problem:** A leader maintains personal relations and helps followers in fulfilling their needs.
- (iii) **Inspire Team Spirits:** Leader plays a key role in introducing required changes in the organisation.
- (iv) **Improves Productivity:** A leader handles conflicts effectively and does not allow adverse effects resulting from the conflicts.
- (v) Leader provides training to their subordinates.

**Quality of Good Leader:**

- (i) **Physical Features:** Physical features like height, weight, health, appearance determine the physical personality of an individual. It is believed that good physical features attract people. Health and endurance help a leader to work hard which inspires other to work with same tempo.
- (ii) **Knowledge:** A good leader should have required knowledge and competence. Only such person can instruct subordinates correctly and influence them.
- (iii) **Integrity:** A leader should possess high level of integrity and honesty. He should be a role model to others regarding the ethics and values.
- (iv) **Initiative:** A leader should have courage and initiative. He should not wait for opportunities come to his ways, rather he should grab the opportunity and use it to the advantage of organisation.
- (v) **Communication Skills:** A leader should be good communicator. He should be not only good speaker but a good listener, teacher, counselor and persuader.
- (vi) **Motivation Skills:** A leader should be an effective motivator. He should understand the needs of people and motivate them through satisfying their needs.
- (vii) **Self Confidence:** A leader should have high level of self confidence.

**Leadership Style:** Depending on the use of authority, there are three basic styles of leadership:

- (i) Autocratic                      (ii) Democratic                      (iii) Laissez-faire

- (i) **Autocratic or Authoritarian leader:** An autocratic leader gives orders and expects his subordinates to obey those orders. 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. Under this leadership the leader is dogmatic. 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 has to ensure labour productivity. Quick decision-making is also facilitated.
- (ii) **Democratic or Participative leader:** A democratic leader will develop actions plans and makes decision in consultation with his subordinates. This kind of leadership style is more common now-a-days, since also recognize that people performs best if they have set their own objectives.
- (iii) **Laissez-faire or Free-rein leader:** Such a leader does not believe in the use of power unless it is absolutely essential. The followers given a high degree of independence to formulate their own objectives and ways to achieve them. The group members work on their own tasks resolving issues themselves. The manager is their only to support them and supply them the required information to complete the task assigned.

**Communication:** The word communication has been derived from the Latin word 'communis' which means 'common' which consequently implies common understanding. Communication is defined in different ways. Generally communication is understood as a process of exchange of ideas, views, facts, feelings etc.,. Between or among people create common understanding.

**Elements of Communication:** The elements involved in communication process are explained below:

- (i) **Sender:** Sender means person who conveys his thoughts or idea to the receiver.
- (ii) **Message:** It is the content of ideas, feelings, suggestions, order etc., intended to be communicated.
- (iii) **Encoding:** It is the process of converting the message into communication symbols such as words, pictures and gestures etc.,
- (iv) **Media:** It is the path through which encoded message is transmitted to receiver. The channel may be in written form, face to face, phone to call, internet etc.,
- (v) **Decoding:** It is the process of converting encoded symbols of the sender.
- (vi) **Receiver:** The person who receives communication of the sender.

- (vii) **Feedback:** It includes all those actions of receiver indicating that he has received and understood message of sender.
- (viii) **Noise:** Noise means some obstruction or hindrance to communication.
  - (a) Ambiguous symbols that lead to faulty encoding
  - (b) A poor telephone connection.
  - (c) An inattentive receiver.
  - (d) Faulty decoding (attaching wrong meanings to message)
  - (e) Gestures and postures that may distort the message.

### ***Importance of Communication:***

- (i) **Acts as basis of coordination:** Communication acts as basis of coordination. 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.
- (ii) **Helps in Smooth Working of an Enterprise:** Communication makes possible for the smooth and unrestricted working of the enterprise. All organisational interaction depends on communications. The job of a manager is to coordinate the human and physical elements of an efficient and active working until that achieves common objectives.
- (iii) **Acts as Basis of Decision Making:** 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 decisions.
- (iv) **Increase Managerial Efficiency:** 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. Thus, communication lubricates the entire organisation and keeps the organisation at work with efficiency.
- (v) **Promotes Cooperation and Industrial Peace:** 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.
- (vi) **Establishes Effective Leadership:** Communication is the basis of leadership. Effective communication helps to influence subordinates. While influencing people, leader should possess good communication skills.
- (vii) **Boosts Morale and Provides Motivation:** An efficient system of communication enables management to motivate, influence and satisfy the subordinates. Good communication assists the worker in their adjustment with the physical and social aspect of work. It improves good human relation in industry.

### ***Formal and Informal Communication:***

**Formal Communication:** Formal communication flows through official channels designed in the organisation chart. Formal communication flows vertically i.e. upwards or downwards through formal channels.

Upward communication refers to flow of communications from subordinates to superior whereas downward communication from a superior to subordinate. The examples of upward communication are – application for grant of leave. The examples of downward communication include – sending notice to employees to attend a meeting.

Horizontal 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.

### **Communication Network of Formal Communication:**

- (i) **Single Chain** (ii) **Wheel** (iii) **Circular** (iv) **Free Flow** (v) **Inverted V**
- Construction and Explanation of Formal communication methods\***

**Informal Communication:** Communication that takes place without following the formal lines of communication is said to be informal communication. Informal system of communication is generally referred to as the 'grapevine' because it spreads throughout the organisation with its branches going out in all directions in utter disregard to the levels of authority.

The informal communication arise out of needs of employees to exchange their views, which cannot be done through formal channels.

**Grapevine Network:** Example of grapevine communication:

1. **Single strand network**, each person communicates to the other in sequence.
2. **Gossip network**, each person communicates with all on non-selective basis.
3. **Probability network**, the individual communicates randomly with other individual.
4. **Cluster network**, the individual communicates with only those people whom he trusts. Cluster is the most popular in organisations.

**Barriers to Communication:** The barriers to communication in the organisations can be broadly grouped as: semantic barriers, psychological barriers, organisational barriers and personnel barriers.

**Semantic Barriers:** Semantic is the branch of linguistics dealing with the meaning of words and sentences. Semantic barriers are concerned with problems and obstructions in the process of encoding and decoding of message into words or impressions.

- (i) **Badly Expressed Message:** Some times 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.
- (ii) **Symbols with Different Meanings:** A word may have several meanings. Receiver has to perceive one such meaning for the word used by communicator. Wrong perception leads to communication problem.
- (iii) **Faculty Translation:** 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.
- (iv) **Unclear Assumptions:** Some communication may have certain assumptions which are subject to different interpretations. The guest suffers due to these unclarified assumptions.
- (v) **Technical Jargon:** 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.
- (vi) **Body language and gesture decoding:** Every movement of body communicates some meaning. The body movement and gesture of communicator matters so much in conveying the message.

**Psychological Barriers:** Emotional or psychological factors acts as barriers to communicators. The state of mind of both sender and receiver of communication reflects in the effective communication.

- (i) **Premature Evaluation:** Some times 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.
- (ii) **Lack of Attention:** The pre-occupied mind of receiver and the resultant non-listening of message acts as a major psychological barrier.
- (iii) **Loss by Transmission and Poor Retention:** When communication passes through various levels, successive transmissions of the message results in loss of, or transmission of inaccurate information. Poor retention is another problem.
- (iv) **Distrust:** Distrust between communicator and communicate acts as a barrier. If the parties do not believe each other, they cannot understand each others message in its original sense.

**Organisational Barriers:**

- (i) **Organisational Policy:** If the organisational policy, explicit or implicit, is not supportive to free flow of communication, it may hamper effectiveness of communications.

- (ii) **Rules and Regulations:** Rigid rules and cumbersome procedures may be a hurdle to communication. Similarly, communications through prescribed channel may result in delays.
- (iii) **Status:** 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 feeling freely.
- (iv) **Complexity in organisation structure:** In an organisation where there are number of managerial levels, communication gets delayed and distorted as number of filtering points are more.
- (v) **Organisational Facilities:** If facilities for smooth, clear and timely communications are not provided 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.

**Personal Barriers:** The personal factors of both sender and receiver may exert influence on effective communication.

- (i) **Fear of Challenge to Authority:** If a superior perceives that a particular communication may adversely affect his authority, he or she may withhold or suppress such communication.
- (ii) **Lack of Confidence of Superior on his Subordinates:** If superiors do not have confidence on the competency of their subordinates, they may not seek their advice or options.
- (iii) **Unwillingness to Communicate:** Sometimes, subordinates may not be prepared to communicate with their superiors, if they perceive that it may adversely affect their interests.
- (iv) **Lack of Proper Incentives:** If there is no motivation or incentive for communication, subordinates may not take initiative to communicate.

**Improving Communication Effectiveness:** The barriers to effective communication exists in all organisation to a greater or lesser degree. Organisations keen on developing effective communication should adopt suitable measures to overcome the barriers and improve communication effectiveness.

- (i) **Clarify the Ideas Before Communication:** The problem to be communicated to subordinates should be clear in all its perspective to the executive himself.
- (ii) **Communicate according to the needs of receiver:** 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.
- (iii) **Consult Others Before Communicating:** Before actually communicating the message, it is better to involve others in developing a plan for communication.
- (iv) **Be Aware of languages, tone and content of message:** The contents of the message, tone, language used, manner in which the message is to be communicated are the important aspects of effective communication.
- (v) **Convey Things of Help and Value of Listeners:** While conveying message to others, it is better to know the interests and needs of the people with whom you are communicating.
- (vi) **Ensure Proper Feedback:** The communicator may ensure the success of communication by asking questions regarding the message conveyed.
- (vii) **Communicate for Present as well as Future:** Generally, communication is needed to meet the existing commitments to maintain consistency, the communication should aim at future goals of the enterprise also.
- (viii) **Follow up Communications:** There should be regular follow up and review on the instruction given to subordinates. Such follow up measures help in removing hurdles if any in implementing the instructions.
- (ix) **Be a Good Listener:** Manager should be a good listener. Patient and attentive listening solves half of the problems.

## Case Study Of Directing

Q.1 The workers always try to show their inability when any new work is given to them. They are always unwilling to take up any kind of work. Due to sudden rise in demand a firm wants to meet excess orders. The supervisor is finding it difficult to cope up with the situation.

Suggest ways for the supervisor to handle the problem.

Q.2 In an organization all the employees take things easy and are free to approach anyone for minor queries and problems. This has resulted in everyone talking to each other and thus resulting in inefficiency in the office. It has also resulted in loss of secrecy and confidential information being leaked out.

What system do you think the manager should adopt to improve communication.

Q.3 'Aysha Ltd.' Assured their employees that inspite of recession no worker will be retrenched from the job.

(a) Name and explain the type of incentive offered to the employees.

(b) Explain one more incentive of the same category.

Q.4 Aarav was working as a supervisor with 'Neer Purifier Ltd.' Which was producing water purifiers. The target of the company was to produce 200 water purifiers. His job was to make sure that work goes on smoothly and there is no interruption in production. To achieve this, he always gives orders and insists that they are obeyed. He believed that reward or punishment both can be given depending upon the performance.

Identify and describe the leadership style beng adopted by Aarav.

Q.5 Neeraj, a sales representative of 'Omida Ltd' has changed seven jobs in the last one year. He is a hard working person but is not able to finalise deals with the customers due to his inadequate vocabulary and omission of needed words. Sometimes he uses wrong words because of which intended meaning is not conveyed. All this created a misunderstanding between him and his clients.

(a) Identify the communication barrier discussed above.

(b) State the category of this communication barrier.

(c) Explain any other communication barrier of the same category.

Q.6 KPM ltd. Is manufacturing breads and biscuits for many years. It has approximately 150 employees most of them are not happy with the working environment. Because of this the labour turnover rate is very high. Therefore, the company appoints a new HRM,Naveen, to analyse the situation. Naveen finds that there is no free flow of communication, and there is no suggestion box for the employees to voice their suggestions or grievances. The company arely organizes a social or cultural gathering, the employees just come, finish their work and leave the organization.

(a) Identify the communication barrier discussed above.

(b) State the category of this communication barrier.

(c) Explain any other communication barrier of the same category.

Q.7 Somya has been awarded the 'Employee of the month' award. Her name has been placed on the notice board.

Identify and explain the form of incentive is being referred here.

Q.8 A meeting of all supervisor is scheduled on 18<sup>th</sup> sept. 2017. This Notice board was placed in reception area of ABC ltd. The notice placed here did not mention clear specification regarding the time. This resulted in ambiguity of message.

(a) Identify the communication barrier discussed above.

- (b) State the category of this communication barrier.
- (c) Explain any other communication barrier of the same category.

Q.9 Identify the elements of directing function under which:

- (a) The superiors oversee the activities of their subordinates.
- (b) the superiors assure the subordinates that their needs will be taken care of.
- (c) the superior attempts to influence the behavior of people at work towards the realization of specified goals.
- (d) The superior share information with the subordinates in order to reach common understanding.