

CHAPTER -7 DIRECTING

CONCEPT SUMMARY

- **Meaning of Directing:** It refers to instructing, guiding, communicating and inspiring people in the organization.
- **Importance of Directing:**
 - 1) It initiates action
 - 2) It integrates employees' efforts.
 - 3) It is the means of motivation.
 - 4) It facilitates implementing changes.
 - 5) It creates balance in the organization.
- **Functions of a supervisor:**
 - 1) Facilitates control
 - 2) Optimum utilization of resources
 - 3) Maintenance of discipline
 - 4) Feedback
 - 5) Improves communication
 - 6) Improves motivation
- **Motivation – Motivation** process of stimulating people to accomplish desired goals. It depends up on satisfying the needs of people.
- **Maslow's Hierarchy of Needs:-**According to Maslow, man does every work to satisfy his need. A man has various needs and their order can be determined. The needs of a human being serve as a motivation for him. On the basis of priority human needs can be divided into five parts
 - 1) Physiological needs
 - 2) Safety needs
 - 3) Affiliation or social needs
 - 4) Esteem needs
 - 5) Self- actualization needs.
- **Financial or Monetary Incentives:** financial incentives are those incentives which are evaluated in terms of money. These are helpful to satisfy physiological and safety evaluated in terms of money. These are helpful to satisfy physiological and safety need. It includes the following
 - 1) Pay and allowances
 - 2) Productivity-linked wage incentive
 - 3) Bonus

- 4) Profit sharing
 - 5) Co-partnership
 - 6) Suggestions
 - 7) Retirement benefits
 - 8) Perquisites
- **Non- financial or Non- monetary Incentives:** Non-financial are not directly related with money. These incentives help in the satisfaction of top hierarchy needs like social, esteem and self- actualization. It includes the following
 - 1) Status
 - 2) Organizational climate
 - 3) Career advancement opportunity
 - 4) Job enrichment
 - 5) Employee recognition Programmes
 - 6) Job security
 - 7) Employee participation
 - 8) Employee empowerment.
 - **Meaning of leadership:** It refers to influence others in a manner to do what the leader wants them to do.

Leadership Styles:

1. Autocratic Leadership style:-

(a) Meaning: - It refers to that leadership style in which the leader tends to run the show all by him-self.

(b) Characteristics:

- Centralized Authority
- Single – man Decision
- Wrong belief
- Regarding Employee
- Only Downward communications.

(c) Advantages:

- Quick and clear Decision
- Satisfactory work
- Necessary for less Educated Employees

(d) Disadvantages:

- lack of motivation
- agitation by Employees
- possibility of partiality

2. Democratic Leadership Style:-

- **Meaning:** It refers to that leadership style in which the leader consults with his sub ordinates before making any final decisions.
- **Characteristics :-**(i) cooperative Relations, (ii) Belief in Employee ,(iii)open communication.
- **Advantages:** (i) High Morale, (ii) creations of More Efficiency and productivity, (iii) Availability of sufficient Time for Constructive Work.
- **Disadvantages:** (i) Requirement of Educated Subordinates, (ii) Delay in Decisions, (iii) lack of Responsibility in Managers.

3. Laissez-faire or Free-rein Leadership Style:-

(a) Meaning: It refers to that leadership style in which the leader gives his sub ordinates complete freedom to make decisions.

(b) Characteristics

- Full faith in subordinates
- Independent Decision-making system
- Decentralization of Authority
- Self- Directed Supervisory and Controlled

(c) Advantages

- Development of self-confidence in sub ordinates
- High-level motivation
- Helpful in Development and Extension of the Enterprise

(d) Disadvantages

- Difficulty in Cooperation
- Lack of Importance of Managerial Post
- Suitable only for Highly Educated Employees.

Communication: Communication refers to process of exchange of ideas between or among person and creates understanding. Communication process involves the elements of source, encoding, channel, receiver, decoding and feedback.

Formal Communications Refers to all official communications in the form of orders, memos, appeal, notes, circular, agenda, minutes etc.

Informal Communications Are usually in the form of rumors, whispers etc. They are unofficial, spontaneous, unrecorded, spread very fast and usually distorted.

Barriers May exist for effective communications. Some of these barriers include- semantic barriers, organizational barriers, language barriers, transmission barriers, psychological barriers and personal barriers.

Manager should take appropriate measures to overcome these barriers and promote effective communication in the organization such as

Improving communication effectiveness:

- Clarify the ideas before communication
- Communicate according to the needs of receiver
- Consult others before communicating
- Be aware of language
- Convey things of help and value to listeners
- Ensure proper feedback
- Communicate for present as well as future
- Follow up communicate and
- Be a good listeners

VERY SHORT QUESTION ANSWERS.

Q.1 What do you mean by **Maximum Individual Contribution (MIC)**?

*Ans:- It means that every individual should contribute to this **maximum potential** in the organization.*

Q.2 Give any two element of directing?

Ans:- (a) supervision.

(b) *Motivation.*

(c) *Leadership Communication.*

(d) *Communication*

Q.3 Define Motive.

Ans:- Motive is inner state that energizes , activates or move and direct behavior to towards goals.

Q.4 What role does motive play in the process in motivation?

Ans:- Motive energizes , activates and direct employers in an organization towards achievements of organizational goals.

Q.5 How does motivation helps organization in reducing of the cost of new recruitment and training?

Ans:- By providing suitable incentives to enhance internal promotion.

Q.6 which is the highest level of need in the Maslow's Theory of motivation?

Ans:- self Actualization need.

Q.7 Which factors are includes in esteem needs?

Ans:- self respect , autonomy status.

Q.8 Name the incentive scheme used to enrich and make jobs interesting?

Ans:- Job enrichment.

Q.9 Give meaning of 'Authoritative style' of leadership.

*Ans:- It is a one in Which a leader gives order and insists that they are obeyed .He determine the **policies for the group without consulting them.***

Q.10 Nitin, working in X Ltd. Centralizes the power with himself and takes all decisions without even consulting his subordinates .He commands and expect strict compliance from his subordinates. In case

of non-compliance he used to punish subordinates. and In case of accomplishment of task rewards them identified style on the basis of which Mr.Jitin leads them.

Ans:- Authoritative Leadership.

Q.11 Meet working in Y Ltd. Is participative in the sense he consult subordinates on proposed action and decision. He also delegates authority and allow subordinates to share on the basis of which Mr. Meet leads his subordinates.

Ans :- Participative Leadership.

Q12 How does communication helps in smooth working of an enterprises?

Ans:- By making organizational interaction possible.



Q13 what you mean by informal communication?

Ans:- Is the communication that takes place without following the formal lines of communication.

Q14 Why informal system of communication generally refused as the 'grapevine communication.

Ans:- It spread throughout the organization with its branches going out in all directions in utter disregard to the levels of authority.

Q15 what is Vertical communication.

Ans:- Upwards or downwards communication through formal channels is called Vertical communication.

Q16 why does the need for informal communication arise?

Ans:-They cannot do through formal channels hence need for informal communication.

Q17 Define 'Gossip Network'.

Ans:- Communication on non-selective basis among one another is called gossip Network.

Q18 what is the advantages of informal communications.

Ans:- It can transmit reactions of subordinates to superiors.

Q.19. Give examples of barriers of communication.

Ans:- Semantic barriers, psychological barrier, organizational barrier.

20. Name the four elements of directing.

1. Supervision
2. Motivation
3. Leadership
4. Communication

SHORT ANSWERS.

Q1. How does the directing function ingrate employees' efforts'?

Ans. At all level of management there are subordinates. The work entrusted to these individuals is interrelated. The performance of each individuals affects the performance of others. Thus individual efforts need to be integrated, so that the organization achieves its goods. Directing integrates the activities of subordinates through guidance and counseling.

Q2.Explain in brief the concept of motivation, leadership and communication.

Ans. **Motivation** is process of stimulating people to action to accomplish desired goals. Motivation depends upon satisfying needs of people

Leadership is an art or process of influence the behavior of people so that they will strive willingly enthusiastically towards the achievement of organization goals.

Communication is a process by which people create and share information with another to reach common understanding.

Q4.Explain any four point, how supervision is an important element of directing.

- Ans. (i) Maintain day to day contact
 (ii) Link between workers and management
 (iii) Ensures perform of work
 (iv) Builds efficient team of workers

LONG QUESTION ANSWERS.

1. Define motivation and explain its main features.

Ans.Motivation is the driving force that inspire people to put their efforts willingly foe the achievement of organizational goals.

It is the inner state within individual that automatically drives him towards goal oriented activity

It is a psychological phenomenon which energizes activates and stimulates with the internal feeling of you employees to accomplish desired goal. Such arousal of internal feeling in the mind of an individual drives him automatically to accomplish the desired goals of an organization. It cannot be forced on employees.

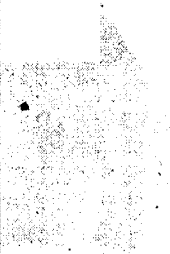
It comes automatically from the employees as it is the volunteer willingness to do the work.

2. Motivation is a continuous process. Explain

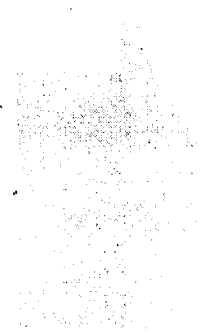
Ans. Human needs give rises to the process of motivation. A need of individual give rises to tension which further inspire him to drive i.e. to take action .These action lead to search behavior to fulfill such needs.

At last when the needs are satisfied, the person gets rid of the tension. After satisfaction of present need. He again determinès future needs.

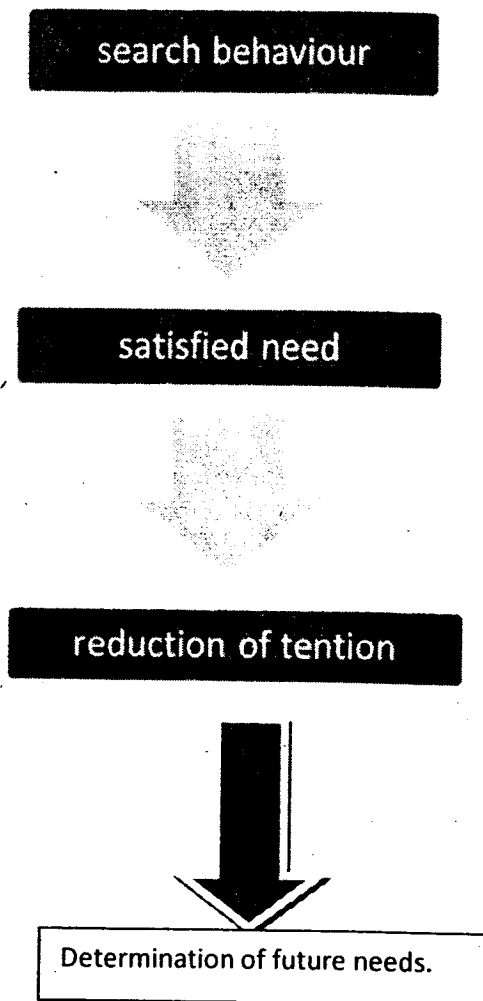
unsatisfied need



tension



drive



3. How does motivation improve the efficiency of the worker in an organization ?give any three points.

Ans. Motivation improves the efficiency by following ways :

- (I)It stimulates the willingness among worker to put in their best efforts.
- (II)It bridges the between ability and willingness to work.
- (III)It makes the place of a work a source of joy and thus helps in reduction of absenteeism.

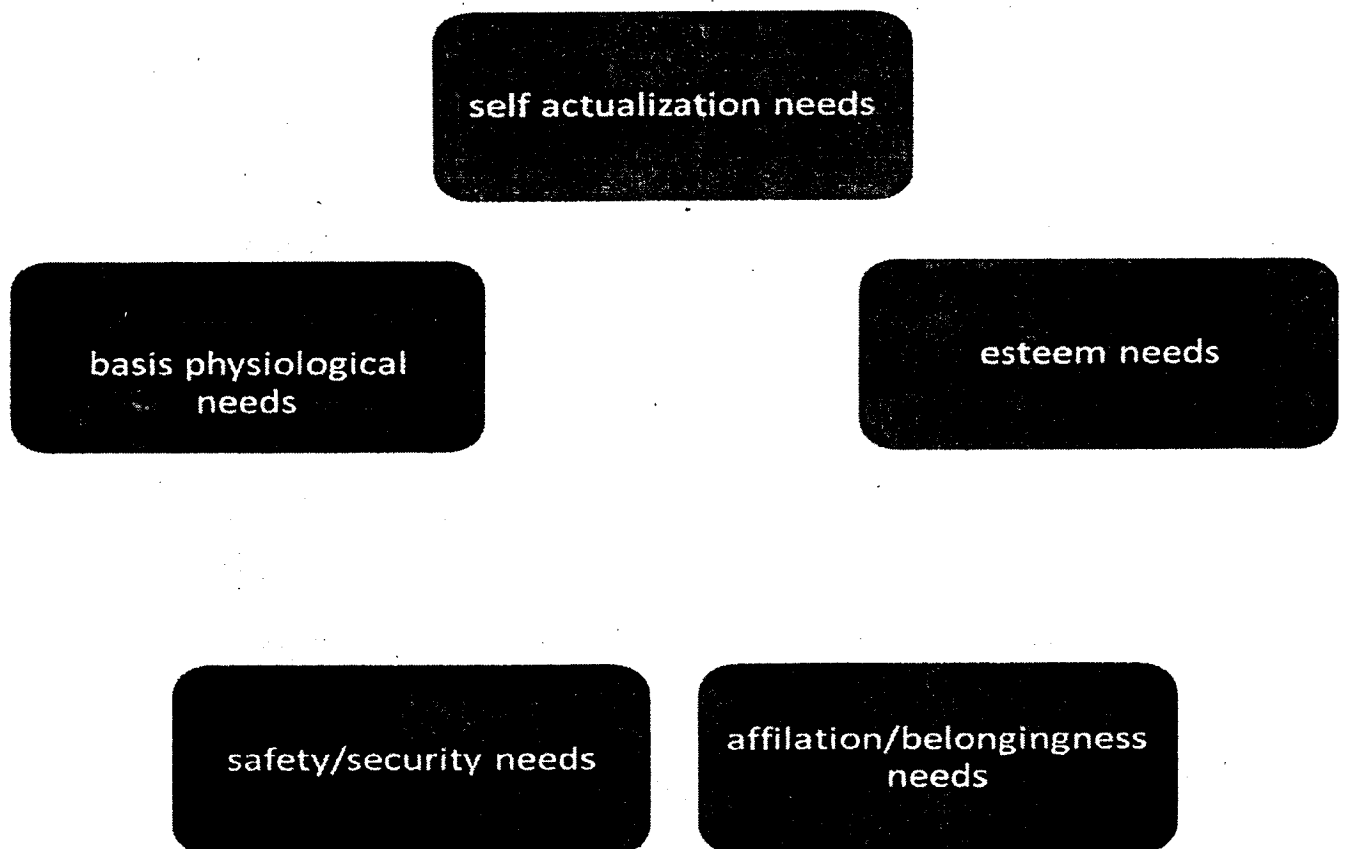
4. Explain the concept of motivation and Maslow need hierarchy theory of motivation?

Ans. Motivation is the process of stimulating people to action to accomplish desired goal.

Maslow need hierarchy in motivation: mellows theory of motivation was based on needs. He felt that within every human being, there exists a hierarchy of five needs.

Needs are those desire, wants or urges of motivates an individual to take steps for its fulfillment.

- (A) Basic physiological needs- hunger, thirst, shelter, sleeps.
- (B) Safety needs- protection against dangers, safety of property, etc.
- (C) Affiliation/ belongingness needs- affection, acceptance, sense of belongingness, etc.
- (D) Esteem needs- self-respect, autonomy, status, etc.
- (E) Self-actualization needs- growth and self-fulfillment.



Q5. Explain five financial incentives.

Ans. Financial incentives are as under :

Pay and allowance: salary is the basic monetary incentive for any employee. Besides basic salary, it also include dearness allowance, travelling allowance and other allowance.

Productivity linked wage incentives some time wages incentive plans are linked with productivity to increase latter.

Bonus: it is the incentive which is given bin additional to the salary or wages of the employees.

Retirement benefits: various retirement benefits such as provident fund, pension and gratuity act as great motivators for an employee when he/she is in service.

Perquisites: various perquisites and fringe benefits such as car allowance for the children house rent allowance etc are provided by the companies in addition to the salary.

Q6. " Leadership is considered as the most important element of the directing function of management." In the light of this statement, explain the importance of leadership.

Ans. Yes, I agree with the above statement. Leadership is a key factor in making any organization successful it (Any four) :

Leadership aims at influencing subordinates to achieve organizational goals. The importance of leadership can be discussed as follows:

Influences the behavior of people

Leadership involves influencing the behavior of the people and making them contribute their full efforts for the good of the organization

Handles conflicts

A good leader helps in solving the conflicts among his followers and also removes their negative feelings

Maintains coordination

A leader always maintains good relations with his followers and provides them the required confidence, support and encouragement. He thus helps in creating a healthy working environment

Introduces change

A good leader helps in solving the problem of "resistance to change" by inspiring and persuading them to accept the change without any discontentment.

Q7. What do you mean by authoritative style of leadership? Give advantage and disadvantage of authoritative style leadership. Also suggest the situation where it is suitable.

Ans. Authoritative style of leadership is called the Autocratic leadership.

An authoritative leader keeps the power with him. He takes all the decisions on his own and does not consult his subordinates.

Such a leader is command in nature and expects his subordinates to follow his order without questioning

Him. He believes in threatening and punishing the juniors for not following instructions .

such a leader keeps full control over his subordinates while supervising them. He thinks that money is basic need that makes people work besides security.

Advantages

This style of leadership helps in quick decision making as employees are not consulted while taking decisions.

Autocratic leadership is crucial in getting high productivity when needed especially in case of emergency.

Disadvantages

Autocratic leadership leads to irritation, conflict and low morale among employees.

Subordinates do not appreciate the leader as decisions are imposed on them and they do not get a chance for development.

Q8. What do you mean by democratic style of leadership? Give advantages and disadvantages of democratic style of leadership.

Ans. Democratic style of leadership is also called participative leadership.

Democratic leader consult his employee in participative decision making discusses the proposed action with, his staff and follows by majority decision.

Participative leader allows freedom of thinking and expression. He welcomes the suggestion and view of his subordinate and listens to their grievances.

Such a leader delegates his authority and permits the subordinates to share the power he enjoys.

Advantages

Such a style of leadership enhances the job satisfaction, motivating and morale of the employees.

It enhances acceptance to change as against resistance to change.

Disadvantages

It is time consuming and result in delay in decision making.

In case Subordinate incomplete and want to avoid interaction with the leader, then such leadership style in appropriate.

Q9. Explain any six common barriers to effective communication.

Ans. Barriers to effective communication are also follows

Bad expression of message: badly expressed message, wrong due to wrong usage of words, grammar, omission of important details, lack of clarity etc.

Loss by transmission & poor retention: by a time a message reaches the final recipient, the information contained in it is lost partially or completely when it has pass through various level.

Status: communication among people belonging to different status and position is rather difficult.



Unclarified assumption: sometimes a message is not precise and has implicit assumptions. If the Sender does not take care to clarify their meaning explicitly.

Premature evaluation: it seen that some people have a tendency to display "I know all" approach by interrupting the sender & yet claiming that they have got what they have in mind.

Unwillingness to communicate : best of communicators cannot communicate with those who are just not open to same . Some are simply not keen to communicate much anyway.

Q10 Suggest certain measures for improving communication effectiveness.

Ans. Any issue to be communicated to a subordinate should be clearly and completely studied and analyzed by superior.

Moreover, it should be started in such a manner that can help a subordinate easily understand it in the same sense in which the superior wants him to receive it.

Communicate according to the needs of receiver

The level of understanding and education of the receiver must be very clear to the sender.

Sender should be try to communicate according to the level of the receiver.

Ensure the feedback

Proper feedback helps in improving the communication process.

The sender should ask appropriate regarding message conveyed by him and the receiver should be encouraged to respond to same.

Follow up communications

Regular follow up and review of the instruction given to subordinate help in removing difficulties in implementing the instruction.

Q11 Explain the process of communication.

Ans. It contain following steps

- 1 .the sender formulates the message than he wants to convey to the receiver.
2. He selects an appropriate channel or medium through the message is to be transmitted.
- 3 .The message is received by the receiver.
- 4 . Received message is decoded by the receiver can draw the meaning of the message.
5. The receiver sends his response to the sender. In case any confusion, the same conveyed and necessary clarification sought.

12 Explain any four psychological barriers to effective communication.

Ans. Premature evaluation

It refers to evaluation the message before the sender even completes. it this may lead to understanding and thus act as a barrier to effective communication.

Lack of attention

None listening to a message without giving proper attention, by the receiver because of preoccupied mind, act as great psychological barriers.

Rules

Rigid rules and regulations may place may difficulties' in the way constructive communication.

Status

Communication among people belonging to different status and position is rather difficult. They don't feel to communication with one another.

HOTS

Q.1. How does motivation help in the negative attitude of employers to positive attitudes?

Ans. According to William G. scout, "motivation means a process of stimulating people to action to accomplish desired goals".

If a worker is not rewarded properly, he may develop negative attitude towards his work.

.However, by giving **suitable reward, encouragement and praise**, his negative attitude can be changed to positive one.

.In general, **motivation makes a person realize** that in spite of his dissatisfaction he still needs to give his best as an employee in his own interest.

.hence, it **changes the negative attitude** of employees to positive attitude.

Q.2. "leadership is required only for less efficient subordinates". Do you agree? Explain any four reasons in support of your answer.

Ans. No I don't agree. Leadership is required not only for less efficient subordinates but for **all subordinates** because of the following reasons: (any four)

Leadership- **(a)** Guides and inspires employees/influences the behavior.

(b) Creates confidence.

(c) Facilitates change.....

(d) Provides training.

(e) Handles conflicts.

(f) Improves efficiency.

(g)Enhances group cohesion

Q.3. In ABC Ltd. All the employees take things easy and are free to approach anyone for minor queries and problems. And problems. This has resulted in everyone talking to one another causing thereby inefficiency in the office. It has also resulted in loss of secret and confidential information. What system do you think the manager of ABC LTD.? Should adopt to improve communication? Give reasons.

Ans. In my point of view, the ABC Ltd. should adopt **formal communication system** to improve its state of affairs. Reasons for same are:

(i) It ensures **maintaining secrecy** of confidential matters.

- (ii) It provides **support to the authority** of a superior over subordinates because it flows through official channels designed in the organizational chart.
- (iii) Such communication is **systematic** and ensures orderly flow of information and ideas.
- (iv) The **source** of communication can be **easily located**. Hence, in case of any confusion, the matter can be easily clarified.

Q.4. Compare Authoritative Style, democratic Style and Laissez-Faire Style of leadership on the basis of (i) Decision making; (ii) motivation technique; (iii) Focus (iv) Delegation of authority; (v) initiative; (vi) Communication.

Ans. Leadership Style-A Comparison

Basis	Authoritative Style	Democratic Style	Laissez-fire Style
1. Decision making	Decision making is done by the leader alone. He is 'I' centric and does not consult subordinates.	Decision making is participative. Subordinates are consulted by leader on different issues and it is 'we' centric.	Decision making is done by subordinates. It is 'You' centric.
2. Motivation technique	Coercion (i.e. threatening and punishing employees) Leadership focuses on boss Absent	Employees are involved and involved and rewarded for work.	Employees are self-motivation and follow self-guidance and control.
3. Focus	Absent	Leadership focuses on group	Leadership focuses on subordinates
4. Delegation of Authority	Absent	Present	Full delegation of authority

5. Initiative	Highly strict role of leader who expects complete compliance of orders.	Present	Fully present
6. Communication	Downward i.e. one way communication	Both down word and upward i.e. two way communication	Free flowing communication.

Value Based Questions.

Q1. Goodwill Tier manufacturing Co. appoints Mr. Ravi as supervisor of their production department. He is kind and guides his subordinates. He clarifies their doubts in performing the task. This helps the worker to achieve their targets. As a supervisor, what functions will you perform to cope with the situation? What positive values are exhibited by Mr. Ravi?

Help

Motivation

Compassion

Responsible

Q2. Mr. Vimal Nath, a sales manager, achieved his sales targets one month in advance. His achievement was displayed on the notice board and a certificate for the best performance was awarded to him by the CEO of the Co. Name the type of incentive offered to the employees. What values can be generated among the workers by adopting this incentive?

ANS.

. Recognition

. Motivation

. Sense of appreciation

. Encouragement

. Inspiration to other workers