

DIRECTING

Definition

- Activating plans through subordinates' actions
- The culmination of managerial actions after all preparations

Characteristics

- Integral part of management
- Continual process
- Ubiquitous across functions
- Creative and linking role
- Manages human factors

Scope

- Launches actions
- Ensures coordination
- Enhances efficiency
- Facilitates change
- Aids stability and growth

Elements

1. **Motivation**
 2. **Leadership**
 3. **Communication**
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CREATIVITY AND INNOVATION

Creativity vs. Innovation

- Creativity: Idea generation and problem identification
- Innovation: Selection, development, and implementation of ideas

Steps in Creativity

1. **Preparation**
 2. **Investigation**
 3. **Transformation**
 4. **Incubation**
 5. **Illumination**
 6. **Verification**
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MOTIVATION AND SATISFACTION

Motivation

- Forces triggering, channeling, and sustaining behavior

- Related to needs and goal-directed behavior
- Positive or negative in nature

Importance of Motivation

- Guides workforce direction
- Enhances efficiency and willingness to work
- Fosters good relations and change acceptance
- Facilitates resource utilization and sense of belonging

Satisfaction

- Employee happiness and fulfillment at work
 - Measured via surveys or verbal meetings
 - Factors include respect, recognition, empowerment, and management style
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JOB DESIGN

Definition

- Organizational effort to reduce job dissatisfaction and alienation
- Aims to elevate productivity through increased challenge and responsibility

Approaches

1. **Job Enlargement**
 2. **Job Rotation**
 3. **Job Enrichment**
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MOTIVATION TECHNIQUES

Positive Motivation

- Reward-based approach
- Includes praise, wages, appreciation, and delegation

Negative Motivation

- Fear-based approach
- Relies on punishment leading to frustration and unfavorable attitudes

MOTIVATION THEORIES

a) **McGregor's Theory X and Theory Y:**

- **Theory X:**
 - Employees inherently dislike work.
 - Coercion or threats needed for goal achievement.
 - Avoid responsibilities and need strict directives.
 - Prefer security over ambition.
- **Theory Y:**

- Work is as natural as rest or play.
- Self-control, self-direction, responsibility, creativity are inherent.
- Workers underutilize their capabilities.
- X leads to an authoritarian setup; Y promotes participative environments.

b) **Maslow's Hierarchy of Needs:**

- **Physiological:** Basic needs for survival.
- **Safety:** Protection from physical and emotional harm.
- **Social:** Need for acceptance and affiliation.
- **Esteem:** Desire for recognition and achievement.
- **Self-Actualization:** Fulfillment of one's potential.
- Needs in a hierarchy; higher needs motivate once lower needs are fulfilled.

c) **Herzberg's Motivation-Hygiene Theory:**

- **Hygiene Factors:** Associated with dissatisfaction.
- **Motivational Factors:** Linked to job satisfaction.
- Removing dissatisfying elements doesn't create satisfaction.
- Positive elements don't necessarily remove dissatisfaction.

d) **Vroom's Expectancy Theory:**

- Strength of action depends on expectations of outcomes.
- Motivation = Valence x Expectancy.
- Focuses on efforts, performance, rewards, and personal goals.

e) **Alderfer's ERG Theory:**

- Existence, Relatedness, Growth are core needs.
- More than one need can operate simultaneously.
- Frustration-regression dimension exists.

f) **McClelland's Theory of Needs:**

- **Need for Power:** Inclination toward control and influence.
- **Need for Affiliation:** Desire for social interaction.
- **Need for Achievement:** Thrive on challenge and success.
- Higher positions may diminish motivation by these needs.

g) **Adams' Equity Theory:**

- Motivation based on fairness of rewards relative to inputs.
- People compare their rewards to others; seek fairness.
- Unfair rewards lead to reduced work quality or migration.

h) **Skinner's Reinforcement Theory:**

- External environment shapes individual motivation.
- Punishment leads to frustration and de-motivation.
- Positive changes in the environment foster motivation.

Leadership and Leadership Styles

Definition: Leadership is the art of influencing people toward the achievement of group goals, involving the maximum utilization of their capabilities. Leaders instill values critical for success.

Importance of Leadership:

1. **Aid to Authority:** Provides direction and guidance.
2. **Motive Power:** Drives collective efforts toward goals.
3. **Basis for Cooperation:** Facilitates teamwork.
4. **Integration of Formal and Informal Organization:** Balances structures and informal networks.

Leadership Styles

a) Autocratic Style:

- **Characteristics:** Centralized power, minimal consultation, structured rewards, and punishments.
- **Advantages:** Reduced stress, productivity under direct supervision, faster decision-making.
- **Disadvantages:** Perceived poor leadership, increased workload, dependence on the leader.

b) Democratic Style:

- **Characteristics:** Shared responsibility, delegation, constant consultation.
- **Advantages:** Positive work environment, creativity, reduced turnover.
- **Disadvantages:** Time-consuming decisions, risk of pseudo participation, situational suitability.

c) Laissez-Faire Style:

- **Characteristics:** Hands-off approach, minimal interference, employee empowerment.
- **Advantages:** Empowers employees, opportunity for visionary work.
- **Disadvantages:** Employee insecurity, lack of feedback, managerial ambiguity.

LEADERSHIP THEORIES

Great Man Theory

- Assumptions:
 - Leaders are born, not made.
 - Great leaders emerge during critical needs.
- Description:
 - Studied aristocratic leaders, linked leadership to breeding.
 - Emphasized the appearance of exceptional leaders in crucial times.
- Discussion:
 - Primarily male-focused; gender bias wasn't considered.

Trait Theory

- Assumptions:
 - Leadership traits are inherited.
 - Specific traits suit leadership.
- Description:
 - Identified traits like emotional stability, interpersonal skills.

- Studied successful leaders to identify essential traits.

Behavioral Theory

- Assumptions:
 - Leadership is learned behavior, not inherent.
- Description:
 - Examined actions of leaders rather than inherited traits.
 - Focused on teachable actions for success.

Participative Leadership

- Assumptions:
 - Involvement in decisions enhances commitment and collaboration.
- Description:
 - Engages various stakeholders in the decision-making process.
 - Varies in levels of influence based on managerial preferences.

Situational Leadership

- Assumptions:
 - Effective leadership varies based on situational factors.
- Description:
 - Leader actions depend on follower motivation, capability, and situation.
 - Leader perception and stress modify their behavior.

Contingency Theory

- Assumptions:
 - No one-size-fits-all leadership; effectiveness depends on situations.
- Description:
 - Focuses on situational factors affecting leader capabilities and behaviors.
 - Acknowledges change in effectiveness with shifting circumstances.

Transactional Leadership

- Assumptions:
 - People motivated by rewards and punishment.
 - Clear hierarchy essential for effective social systems.
- Description:
 - Establishes clear structures, rewards, and punishments for compliance.
 - Associates personal responsibility for tasks' outcomes with subordinates.

Transformational Leadership

- Assumptions:
 - Inspiring leaders achieve exceptional goals.
- Description:
 - Driven by passion, vision, and enthusiasm.
 - Charismatic but differentiates from narcissistic leaders.
 - Seeks transformation; frustrated in stable environments.

COMMUNICATION

Definition and Importance:

- **Communication:**
 - Exchange of messages for shared meanings.
 - Connects individuals, coordinates activities, and reinforces interdependence.
- **Koontz and O'Donnell:**
 - "Intercourse by words, letters, symbols, or messages, sharing meaning."

The Communication Process:

- **Source:**
 - Initiates communication; sender of the message.
- **Encoding:**
 - Translates the message for receiver understanding.
 - Requires skills, attitudes, and knowledge for effective encoding.
- **Message:**
 - Contains thoughts and feelings intended for the receiver.
 - Content (ideas, symbols) and Affect (emotion) components.
- **Channel:**
 - Medium through which the message travels (oral, written, visual).
 - Choice of channel adds context to the message.
- **Decoding:**
 - Interpreting the message; subject to perception biases.
 - Dependent on similarities between sender and receiver backgrounds.
- **Receiver:**
 - Individual to whom the message is directed; perception influenced by past experiences.
- **Feedback:**
 - Reverse communication; helps verify message understanding.
 - Essential for effective two-way communication.

Guidelines for Effective Communication:

- **Clarity:**
 - Define message purpose and plan for intended outcomes.
- **Use Familiar Symbols:**
 - Encode and decode using shared symbols.
- **Consultation and Participation:**
 - Involve others in communication planning.
- **Consider Receiver Needs:**
 - Communicate value for short and long-term benefits.
- **Tone and Language:**
 - Tone, language choice, and congruence affect receiver reactions.
- **Feedback Loop:**
 - Verify message understanding through feedback.
- **Emotional Aspect:**
 - Address emotions to foster relationships.
- **Shared Responsibility:**
 - Effective communication involves both sender and receiver.

BARRIERS TO EFFECTIVE COMMUNICATION

a) Filtering:

- Sender manipulates info favorably for the receiver.
- Occurs in hierarchical structures with multiple levels.

b) Selective Perception:

- Seeing what one wants to see; interprets messages selectively.
- People filter information to align with personal beliefs or expectations.

c) Emotions:

- Receiver's emotions influence message interpretation.
- Strong emotions hinder clear communication and rational thinking.

d) Language:

- Different meanings of words to different individuals.
- Varying backgrounds and jargon cause communication gaps.
- Use simple, direct language and avoid jargon for clarity.

e) Stereotyping:

- Applying selective perception based on preconceived ideas.
- Hinders individualized interaction; reinforces biased opinions.

f) Status Difference:

- Hierarchy impedes upward communication.
- Supervisory approachability fosters open communication.

g) Conflicting Signals:

- Inconsistent messages cause confusion.
- Verbal and nonverbal cues may contradict each other.

h) Reluctance to Communicate:

- Doubts, dislike, or fear lead to withheld messages.
- Reluctance to deliver negative news hinders effective communication.

i) Projection:

- Assuming others' behavior mirrors one's motives.
- Defense mechanism deflects blame onto others.

j) The "Halo Effect":

- Forming opinions based on a single trait.
- Positive trait influences overall judgments, affecting evaluations.

CHANNELS OF COMMUNICATION

a) Formal Communication

- **Downward Communication:**

- Messages to lower hierarchy levels.
- Often directions or performance feedback.
- Follows the chain of command.

- **Upward Communication:**

- Messages to higher hierarchy levels.
- Includes progress reports, suggestions, complaints.
- Fosters participation in decisions and appeals.

- **Horizontal Communication:**

- Among same-level work groups or managers.
- Involves advice, coordination, problem-solving.
- Occurs between equivalent personnel.

b) Informal Communication or Grapevine

- **Nature:**

- Associated with interpersonal communication.
- Previously seen as a hindrance, now vital for effective work.

- **Grapevine:**

- Informal channel often conveying gossip or rumors.
- Quick spread of information but prone to inaccuracies.

- **Use and Context:**

- Emerges in times of change or restricted official communication.
- Arises when employees feel threatened or vulnerable.

ORGANIZATIONAL CULTURE

Elements of Organizational Culture (Johnson and Scholes):

- **Stories:** Past events and people shared inside and outside the company, reflecting values.
- **Rituals and Routines:** Daily behaviors signaling accepted norms and expectations.
- **Symbols:** Visual representations like logos, office setup, and dress codes.
- **Organizational Structure:** Official hierarchy and unwritten lines of power and influence.
- **Control Systems:** Ways the organization is managed, including financial and quality systems.
- **Power Structures:** Pockets of real influence within the organization.

Types of Organizational Culture (Deal and Kennedy):

- **Tough-Guy/Macho Culture:** Quick feedback, high risk, and high reward.
- **Work Hard/Play Hard:** Quick feedback, low risk, focuses on high-speed action.
- **Bet Your Company Culture:** Slow feedback, high risk, long-term focus.
- **Process Culture:** Slow feedback, low risk, focuses on details and process excellence.

Managing Cultural Diversity:

- **Setting a Good Example:** Small business owners can influence a healthy environment.

- **Communicate Policies:** Include anti-prejudice policies in manuals and company communications.
- **Training Programs:** Awareness and skill-building training for appreciation of diversity.
- **Recognize Individual Differences:** Acknowledge differences without assuming they're solely cultural.
- **Seek Input from Minority Groups:** Involving them reinforces their value within the organization.
- **Revamp Reward Systems:** Ensure minorities have career development opportunities.
- **Social Events and Flexible Work Environment:** Foster interaction and accommodate different work approaches.
- **Avoid Assuming Similar Values:** Don't assume others share the same values or opinions.
- **Continuous Monitoring:** Regularly assess employee needs and attitudes through surveys.

Cultural diversity presents challenges, but effectively managed, it leads to a pluralistic, integrated, and conflict-free environment where all can contribute optimally.