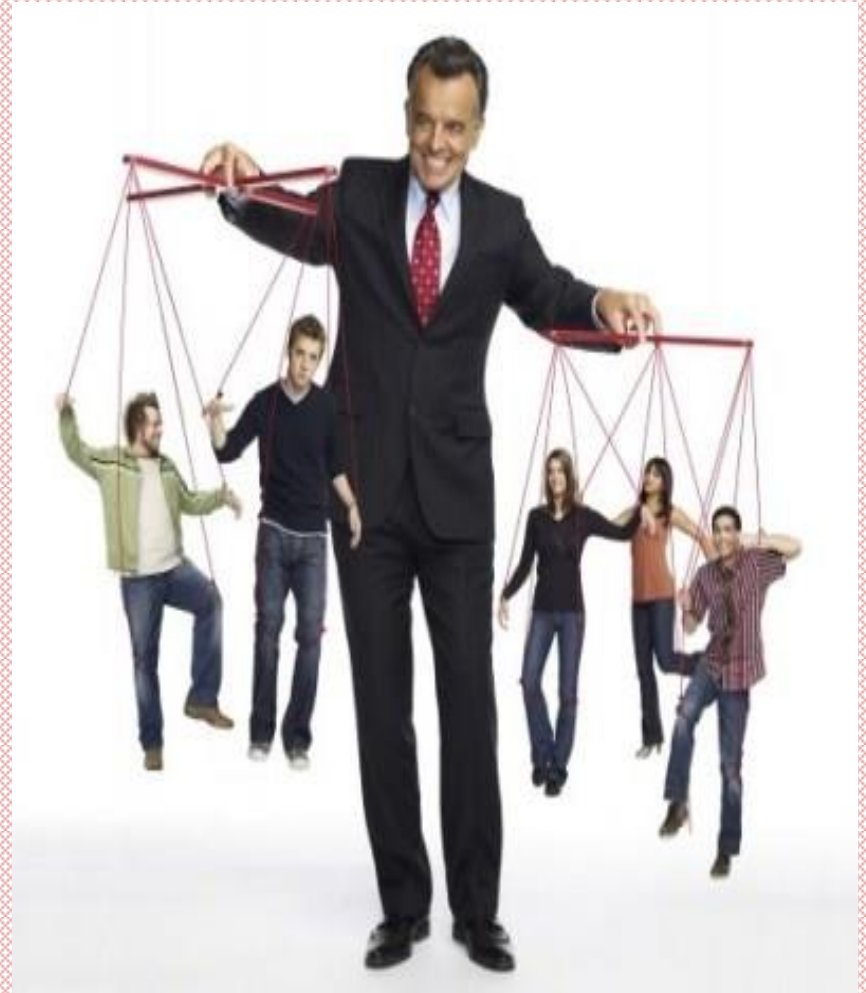


Directing and Controlling



Contents

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- Techniques of Directing
- Characteristics of Directing
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- Budget Process
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- Control Techniques

Learning Outcomes

Meaning of Directing

Concept of Directing

Importance of Directing in Management function

How leadership, Supervision, motivation and communication helps in directing

Concept of Directing

- Directing is said to be a process in which the managers instruct, guide and oversee the performance of the workers to achieve predetermined goals.
- Directing is said to be the heart of management process. Planning, organizing, staffing have got no importance if direction function does not take place.
- In field of management, direction is said to be all those activities which are designed to encourage the subordinates to work effectively and efficiently.

Definitions of Directing

- Directing is telling people what to do and seeing that they do it to the best of their ability. It includes making assignments, corresponding procedures, seeing that mistakes are corrected, providing on-the-job instruction, and of course issuing orders.—Earnest Dale
- Directing deals with the steps a manager takes to get subordinates and others to carry out plans.—William Newman and Kirby Warren
- “Directing consists of process or technique by which instruction can be issued and operations can be carried out as originally planned”
Therefore, Directing is the function of guiding, inspiring, overseeing and instructing people towards accomplishment of organizational goals.

Nature of Direction

i)Function of Management

- Direction being an important management function helps in attaining synchronization amongst multiple processes of the company.

ii)Generality of Direction

- Direction function must be performed by every manager across the levels of the organization.
- Example: CEO of an organization delegates authority to the managers across the organization structure and provides direction to achieve the objectives and policies of the organization.
- The manager then instructs other managers and subordinates beneath him guiding them at every step to attain the goals.

Nature of Direction

iii) Ongoing Process

- Directing is a continuous activity where the manager must incessantly administer the instructions given to the subordinates by him and also motivate his subordinates.
- For example, the CEO of a manufacturing company has to direct the top management to continuously adapt to modern manufacturing industry best practices such as agile and lean manufacturing, ISO 9000 and ISO 14000, process analysis and simulation, supply chain management, statistical process control, and statistical quality control in order to be at par with market competitors.

Importance of Direction

- Initiates Action
- Effective Utilization of Resources
- Motivation
- Helps to Achieve Organizational Objectives
- Responding to Change
- Organizational Stability

Elements of Directing



Leadership



Supervision



Motivation



Communication

Elements of Directing

- Leadership- Leadership is a trait which an individual possesses to influence the behaviour of his/her employees or team mates to work eagerly for accomplishing goals and objectives set by the organization or the team.
- Supervision- Supervision implies to the process of overseeing the work of subordinates. It is the responsibility of every superior to supervise his subordinates to ensure that they perform their tasks as desired.
- Motivation- Motivation means to inspire subordinates to work willingly and more efficiently towards the organizational goals. Motivation is a complex process that depends on motive and motivating.
- Communication- Communication is the process by which individuals exchange their ideas and information for mutual understanding.

Principles of Directing

- Following are the principles that could prove to be useful for the manager while directing:
 - Principles Relating to the Purpose of Directing
 - Principle of Maximum Individual Contribution
 - Principle of Harmony of Objectives
 - Principle of Efficiency of Direction
 - Principles Relating to the Process of Directing
 - Principle of Comprehension
 - Principle of Unity of Command
 - Principle of Communication
 - Principle of Appropriateness of Direction Technique
 - Principle of Follow-through
 - Principle of Effective Leadership

Principles Relating to the Purpose of Directing

1) Principle of Maximum Individual Contribution

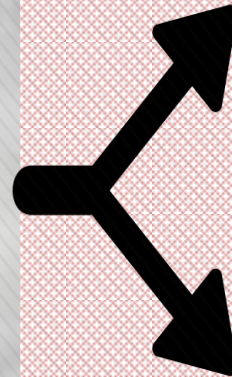




Principle of Harmony of Objectives



Principle of Efficiency of Direction



The Passion for Work

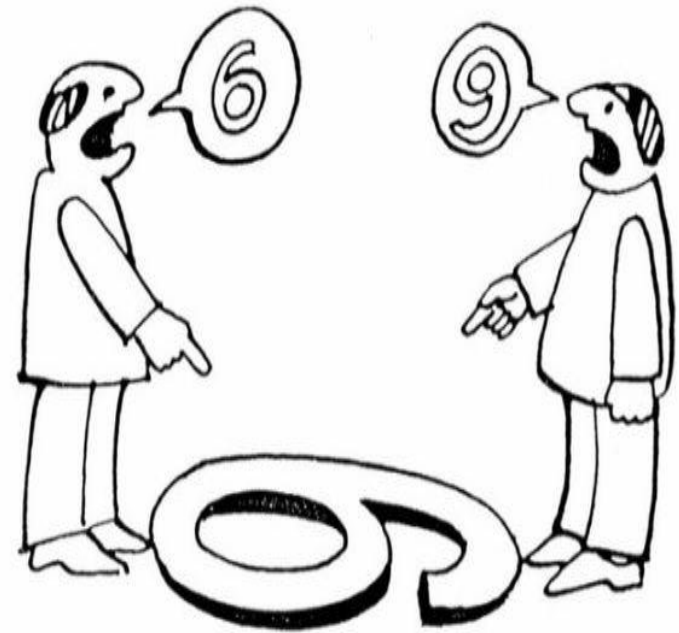
You could never succeed in any field of your career, unless you have the passion and commitment towards it.



Principles Relating to the Process of Directing

Principle of Comprehension

**What it is to done and
the way in which it should
be done**



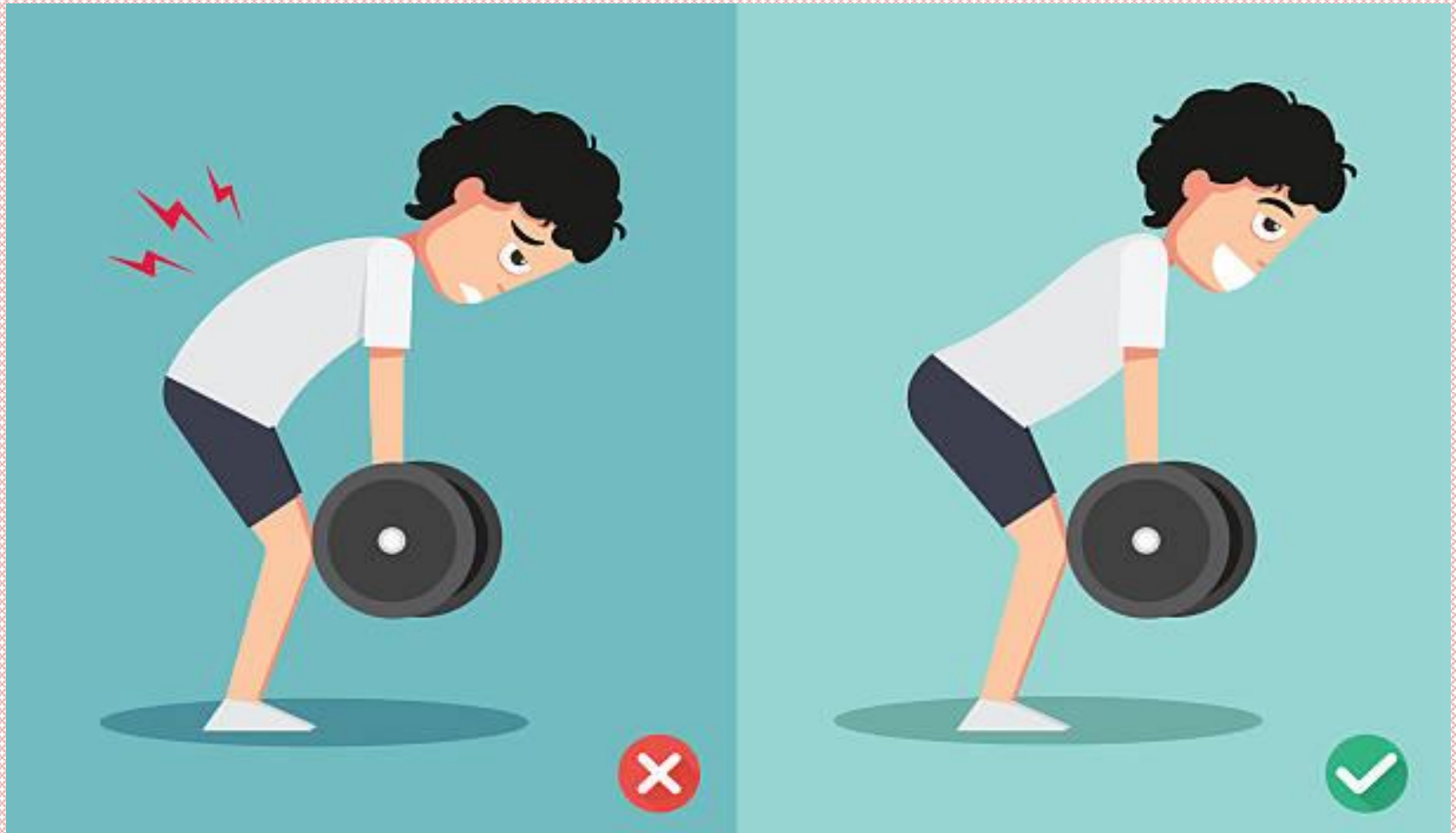
Principle of Unity of Command



Principle of Communication



Principle of Appropriateness of Direction Technique



Principle of Follow-through



Principle of Effective Leadership



Techniques of Directing

- **Autocratic Technique:**
- **Consultative Technique:**
- **Free-rein Technique:**

Autocratic Technique

In this technique, the superior issues order to his subordinates without prior discussion with his subordinates



Consultative Techniques

- This technique implies that the instructions are issued after consulting the subordinates. It does not conclude that the superior is inefficient or incapable. The success of this technique lies in the co-operation of the subordinates. Increased employee morale is the outcome of this technique.



Free-rein Technique

- This technique can be used when the subordinates are well qualified and efficient. It emphasizes on encouraging the employees to work independently once the task is assigned.



Characteristics of Directing

- Directing is required at all levels of management. Every superior provides guidance to his subordinate.
- It commands, motivates, communicates, and supervises the employees and controls the organization.
- Directing is not a one-time activity but a continuous process.
- Directing function unearths the complexity in human behaviour mainly the unpredictability, thus increasing its level of significance.
- It facilitates in securing co-operation of the subordinates for achieving goals of the organization.
- Direction function initiates action leading to converting of plans into performance.
- It also provides the necessary leadership in the business

MCQs

1. Directing the employees includes

- (a) Supervising employees
- (b) Leading employees
- (c) Motivating Employees
- (d) All of the above

2.Which of the following managerial functions involves coordination between different department to ensure maximum utilization of all resources including human resources?

- (a) Controlling
- (b) Planning
- (c) Leading
- (d) Directing

3. The management functions which involves influencing, motivating and directing human resources towards the achievement of organisational goals is known as :

- (a) Leading.
- (b) Controlling.
- (c) Planning.
- (d) Staffing

4. Making assignments, issuing orders and instructions, providing guidance and inspiration to subordinates for the achievement of organizational objective is called ____.

- A. Planning.
- B. Organizing.
- C. Directing.
- D. controlling.

News Room

Idea Cellular completes merger with Vodafone India after NCLT nod

India's Idea Cellular Ltd said in a BSE filing on Friday that it completed its merger with Vodafone India Ltd

Balesh Sharma has been appointed chief executive officer of the merged entity with effect from Aug 31

Kumar Birla to be chairman of merged Voda-Idea entity; Balesh Sharma CEO

Idea total customer= 202.06 million

Vodafone total Customer= 217.06



- Vodafone, the world's second biggest mobile operator, entered India in 2007 amid much fanfare but has struggled almost since its arrival due to the extremely low pricing and a long-running tax battle.
- The two groups announced the deal in March last year to create a player with a combined base of around 400 million customers, overtaking Bharti Airtel and accounting for about 40 percent of revenue in the market.
- The deal showed how India's mobile industry - the world's second biggest market by users after China - has been transformed by the launch of Reliance Jio Infocomm's 4G mobile broadband network.
- Built at a cost of more than \$20 billion by India's richest man, Mukesh Ambani, Jio has forced India's three biggest operators - Bharti, Vodafone and Idea - to slash prices and accept lower profits, and sparked a wave of consolidation.