

Chapter 7

Directing

Chapter 7 Directing

Very Short Questions

Q1) What is meant by Directing? Explain the importance of directing? (6M)

Ans: Directing is telling people what to do and seeing that they do it to the best of their ability. It includes making assignment, explaining procedures, seeing their mistakes are corrected, providing on the job instructions and issuing orders.

Importance of Directing: –

1. It initiates action. It integrates employees' efforts
3. It is the means of motivation
4. It facilitates implementing changes.
5. It creates balance in the organization

Q2) Mention the elements of directing? (1M)

Ans: 1) supervision 2) motivation 3) leadership 4) communication

Q3) Explain how directing is a pervasive function of management (1M)

Ans. Directing is a pervasive function as every manager from top executive to superior performs it.

Q4). 'Directing is the least important function of management.' Do you agree with this

statement? Give any two reasons in support of your answer. (4 M)

Ans: No, I don't agree with this statement.

Importance of direction: Direction may be regarded as the heart of the management process.

It is explained under the following parts:

- a).Initiates action: All organizational activates are initiated through direction.
- b).Integrates employees' efforts: At all levels of management the subordinates under the managers.

Managers integrate the work of subordinates.

- c).Means of motivation : Directing helps in motivating employees towards organizational goals.

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Q5).“The post of supervisor should be abolished in the hierarchy of managers”. Do you agree? Give any three reasons in support of your answer. (6M)

Ans.No, I don't agree, because a supervisor performs the following functions to achieve organization goals.

Functions of the supervisor:

- a).Planning the work. The supervisor has to determine work schedule for every job.
- b).Issuing orders: Supervisor issues orders to the workers for achieving coordination in his work.
- c).Providing guidance and leader ship: The supervisor leads the workers of his department.
- d).Explains the policies and programmes of the organization to his sub ordinates and provide guidance
- e).Make necessary arrangement for supply of materials and ensure they are efficiently utilized.
- f). Deviations from the target if any are to be rectified at the earliest.
- g). To help the personnel departments in recruitment and selection of workers.

Q6).What is meant by ‘Esteem needs’ and ‘Self-actualization needs’ in relation to motivation of the employees? (4M)

Ans. i. Esteem Needs: these needs are needs for self esteem and need for other esteem .For

Example: Self-respect, self-confidence etc.

ii. Self-actualization Needs: This is the needs to be what one is capable of becoming and includes needs for optimal development.

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Q7).It is through motivation that managers can inspire their subordinates to give their best to the organisation'. In the light of this statement, explain, in brief, the importance of motivation. (5/6M)

Ans. Importance of motivation:

- i. Motivation sets in motion the action of people: Motivation builds the will to work among employees and puts them into action.
- ii. Motivation includes the efficiency of work performance: Performance of employees dependence not only on individual abilities but also on his willingness.
- iii. Motivation ensures achievement of organizational goals: If employees are not motivated, no purpose can be served by planning organizing and staffing.
- iv. Motivation creates friendly relationships: Motivation creates friendly and supportive relationships between employer and employees.
- V .Motivation leads to stability in the employees: Motivation helps in reducing absenteeism and turnover.
- vi. Motivation helps to change negative / indifferent attitudes of an employee

Q8).“All managers are leaders, but all leaders are not managers.” Do you agree with this statement? Give any three reasons in support of your answer. (3/4 M)

Ans. Yes, I agree with this statement.

Difference between leadership and management :

Basis	Leadership	Management
Origin	Leadership originates out of individual influence	Management originates out of official power and rights.
Formal Rights	A leader has no formal rights	A manager has certain formal rights
Follower & subordinates	A leader has followers	A manager has subordinates

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Q9) Explain the various leadership styles?(6M)

Ans): Autocratic leadership style: This style is also known as leader centered style. The leader keeps all the authority and employees have to perform the work exactly as per his order. He does not decentralizes his authority. The responsibility of the success or the failure of the management remains with the manager. Democratic leadership: This style is also known as group centered leadership style. Managerial decisions are not taken by the manager in consultation with employees. This leadership style is based on decentralization. Managers respect the suggestions made by his sub ordinates. Laissez-faire leadership style: this style as leadership is also known as free brain leadership or individual centered style. The manger takes little interest in managerial functions and the sub ordinates are left on their own. Manager explain over all objectives; help sub- ordinates in determining their own objectives. They provide resources. They also advise the employees.

Q10) Mention the characteristics of autocratic leadership style.(3M)

Ans .1.Centralized authority 2.Single man decisions 3.Wrong belief regarding employees 4.Only downward communication.

Q11). Explain three advantages and three disadvantages of autocratic leadership style.

Ans . Advantages: 1.quick and clear decisions 2.Satisfactory work 3.Necessary for less educated employees Disadvantages: 1.lack of motivation 2.Agitation by employees 3.Possibilities of partiality. (6M)

Q12). Explain three advantages and three disadvantages of democratic leadership. (6m)

Ans. Advantages:1.Democratic leadership style advantages,2.Morale,3.Creation of more efficiency and productivbity,4.Availability of sufficient time for constructive work
2) Disadvantages:1.Requirement of educated sub ordinates 2.Delay in decisions
3.Lack of responsibility and managers

Q13). Mention features of democratic leadership style? (3M)

Ans.1) co operative relations 2).Relief in employees 3).Open communication

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Q14). Mention the characteristics of laissez-faire leadership style (3M)

Ans. Full faith in sub-ordinates

- 1).Independent decision making system
- 2).Decentralization of authority
- 3).Self directed

Q15). Mention three advantages and three disadvantages of laissez-faire(6M)

Ans. Advantages 1.Development of self confidence in subordinates, 2.High level motivation, 3.Help in development of extension and enterprise

Disadvantages: 1.Difficulty in co operation, 2.Lack of importance of managerial post, 3.Suitable only for highly educated employees

Q16). “Managerial functions cannot be carried out without an efficient system of communication.” Do you agree? Give any three reasons in support of your answer.(4M)

Ans. Yes, I agree with this statement.

Communication is important because of the following reasons.

- i. Communication facilitates planning in a number of ways
- ii. Communication helps management in arriving at vital decisions
- iii .Communication is necessary in creating unity of action of action

Q17). Mention one barrier to effective communication. (1M)

Ans. Poor listening skills of people.

Q18). Give any one measure to improve communication. (1M)

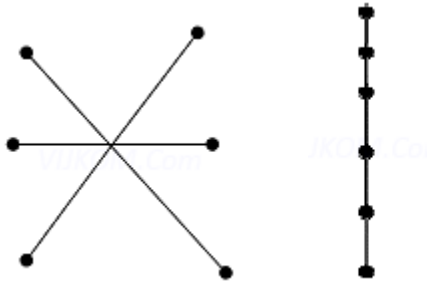
Ans. Communicate according to the needs of receiver.

Q19). What do you mean by grapevine? Explain two types of grapevine along with diagram.2

Ans. Grapevine: The network or pathway of informal communication is known as grape point communication.

Two types of grapevine communication

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Gossip



Single Strand

Q20). Explain any three measures to overcome the barriers to improve communications effectiveness.3

Ans. 1. Clarify the areas before communication: Before communicating to employees a manager should make an analysis of the subject matter.
2. Consult others before communication: A manager should encourage participation of subordinates which will ensure their support and cooperation.
3. Communicate according to the needs of receiver: The manager should make adjustments according to the needs of the receiver.

QUESTIONS WITH DIFFERENT DIFFICULTY LEVELS

1). It is concerned with instructing, guiding and inspiring people in the organization to achieve its objectives. Name it. (1M)

Ans. Directing

2) Every manager from top executive to superior performs the function of directing. Which characteristic of directing is referred here? (1M)

Ans. Directing takes place every level of management.

3) It means overseeing the subordinates at work. Which element of directing is referred to? 1

Ans. Supervision.

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4) Supervisor acts as a link between workers and management. How? (1M)

Ans. Supervisor conveys management ideas to the workers on one hand and workers problems to the management on the other.

5) It refers to the way in which urges, drives, desires, aspirations, strivings or needs

direct control and explain the behavior of human beings. Which element of directing is indicated here?

Ans. Motivation.

6) Motivation can be either positive or negative. Give two examples of negative motivation.

Ans. a) Stopping increments b) Treating

7).Which need in the hierarchy theory of motivation refers to affection, acceptance and friendship? (1M)

Ans. Belonging needs

8) It is an incentive offered over and above the wages/salary to the employees. Name the type of financial incentive referred here. (1M)

Ans. Bonus

9) Name the incentive which refers to ‘give more autonomy and powers to subordinates’ and how are people affected by this incentives? (1M)

Ans. Employee Empowerment : Due to this incentive people start feeling that their jobs are important and they contribute positively to use their skills and talent in the job performance.

10) It is defined as a process of influencing other people to work willingly for group objectives. Mention this element of directing. (1M)

Ans. Leadership

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11) It is process by which people create and share information with one another in order to reach common understanding. Which element of directing is referred here?

Ans. Communication.

12) Which element in communication process relates to the process of converting encoded symbols of the sender? (1M)

Ans. Decoding

13) In which kind of communication network, a subordinate is allowed to communicate with his immediate superior as well as his superior's superior? (1M)

Ans. Inverted V.

14) Amit and Mikki are working in the same organization but different departments.

One day at lunch time Mikki informed Amit that due to computerization many people are going to be retrenched soon from the organization. (4M)

Ans. It is an example of informal communication.

Limitations of informal communication:

Messages tend to be distorted.

It often carries rumors.

It is unsystematic.

15) There are some barriers in communication which are concerned with the state of mind of both the sender and the receiver. State any three such barriers. (3/4 M)

Ans. It refers to physiological barriers: i. premature evaluation ii. Loss by transmission and poor retention. iii .Lack of attention.

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Exercises

Very Short Questions

1. What is informal communication?

Informal communication is the type of communication that does not follow the formal path of communication. It is also known as grapevine. Under this mode of communication, information flows in all directions, irrespective of the level or authority. The social interactions among the employees in the form of a rumour or gossip spread throughout the whole organisation. The characteristic of informal communication is that the actual information might get distorted, and the information presented may be different from the original.

2. Which style of leadership does not believe in the use of power unless it is absolutely essential?

Laissez-Faire which is also known as the free reign leadership is the kind of leadership that believes that power should be used only when it is essential. In such a type of leadership, subordinates are given full authority. They are allowed to have maximum freedom to take decisions.

3. Which element in the communication process involves converting the message into words, symbols, gestures, etc.?

The element encoding in the communication process is used in converting messages to words, gestures and symbols. It is the process in which messages are converted into symbols that are to be made into symbols used for communication. It involves developing words, pictures and gestures that form the message.

4. 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 a sudden rise in demand, a firm wants to meet excess orders. The supervisor is finding it difficult to cope with the situation. State the element of directing that can help the supervisor in handling the problem.

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The employees in this situation should be provided motivation. Supervisors should proactively motivate the employees and help them in performing to the best of their abilities. The supervisor should also be able to understand the requirements and needs of the workers. Managers must be able to identify the reason behind the workers not showing the willingness to work and put all efforts into solving that issue. Managers can also provide monetary benefits in the form of incentives to workers to keep them motivated.

Short Questions

1. What are the semantic barriers to communication?

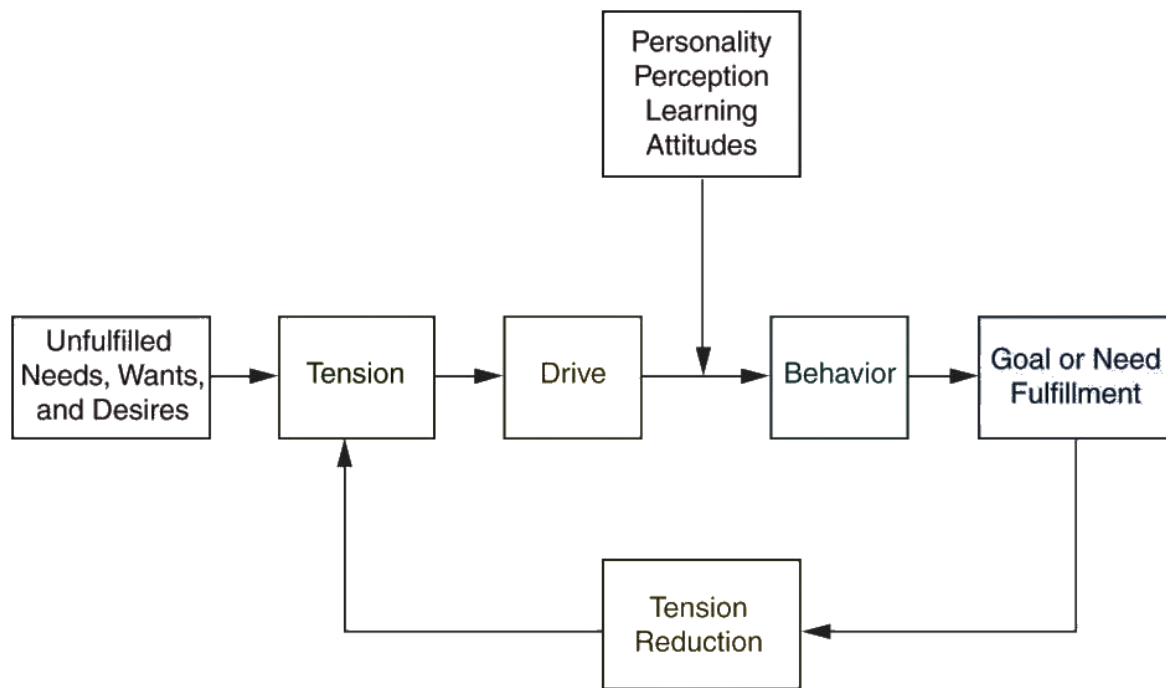
Semantic barriers are those barriers in communication that is related to using or understanding the language. It can happen that certain words, phrases or sentences can get misinterpreted at times, or they can be misunderstood. This obstructs effective communication. Such barriers in communication that are created due to difficulty in understanding words and sentences are known as semantic barriers.

The following can cause semantic barriers:

1. At times, due to the wrong use of words or choosing poor vocabulary, the information may not be expressed clearly.
2. A word can have more than one meaning, or it may happen that two words can have the same type of pronunciation. In these cases, the interpretation of words is ambiguous.
3. In certain cases, there might be variations in language among managers and workers. For such cases, it is helpful to translate the information into a language that is easy for workers to understand. During this process, some words or sentences may be misinterpreted, which leads to semantic barriers.
4. While giving instructions, the specialist may use technical vocabulary which the subordinates may find difficult to understand.

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2. Explain the process of motivation with the help of a diagram.



3. State the different networks of grapevine communication.

Grapevine communication is a type of informal communication that is a result of social interaction among employees. It does not follow a formal communication path. The following types of grapevine communication networks are present:

1. **Single Strand Network:** In such type of a network, the mode of communication and spread of information is from one individual to another. This forms a chain of communication with multiple individuals engaging in the communication.
2. **Gossip Network:** In this type of network, information is shared by one individual with many other individuals.
3. **Cluster Network:** Information sharing in this type of network is between two people who trust each other. Information is distributed between the trusted persons and therefore forms a network.

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4. Probability network: In this type of network, the individual shares the information randomly with people. It can be anybody who he chooses to share information with.

4. Explain any three principles of Directing.

Directing process is a critical function of management. These are certain principles that help in the directing process:

1. As per the principle of maximum individual contribution, the managers should use techniques of directing in such a way that makes the worker perform their best. These techniques should motivate an employee to work to achieve the goals of the organisation. It can be in the form of incentives or motivational sessions that help employees in contributing more to the organisation.

2. As per the principle of unity of command, the employees should receive instructions from only one superior. If multiple superiors are directing the worker, it creates confusion and causes delays in the work.

3. The principle of managerial communication states that managers should communicate clearly and in a way that workers can understand, and in a similar way, workers should also communicate with superiors without any hesitation. Two-way communication must take place between the managers and workers.

5. In an organisation, one of the departmental managers is inflexible, and once he takes a decision, he does not like to be contradicted. As a result, employees always feel they are under stress, and they take the least initiative and fear to express their opinions and problems before the manager. What is the problem with the way authority is being used by the manager?

In this situation, it can be seen that there is an obstruction in the free flow of communication. In an ideal situation, the manager should involve his subordinates in the decision-making process and also encourage the workers to provide suggestions and feedback. This will be beneficial for the organisation.

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6. A reputed hostel, GyanPradan, provides medical aid and free education to the children of its employees. Which incentive is being highlighted here? State its category and name any two more incentives of the same category.

The incentive that GyanPradan provides its employees in the form of medical aid and free education to children is called a Financial Incentive. Two other types of financial incentives are:

1. Bonus: This could be in the form of benefits that are apart from salary, and it can be provided in the form of a festival bonus or yearly bonus.
2. Retirement benefits: Employee benefits in the form of pensions, provident funds, gratuity, etc., can be offered to employees.

Long Questions

1. Explain the qualities of a good leader? Do the qualities alone ensure leadership success?

A successful leader should have some set of qualities. Here are some of the qualities that a good leader must possess so that success can be achieved.

1. A person with a good personality will be deemed attractive. A healthy person can work hard and be efficient, and therefore, such a person can also set an example for others. If this person is made a leader, they can guide their subordinates well.
2. A good leader should be honest. They should follow business ethics and values. The subordinates will follow a person who has such qualities.
3. Another quality that is sought after in a leader is intelligence. A person who is leader must be able to examine the problems and effectively solve them. The leader must be intelligent to take proper decisions taking into account the facts and logic.
4. A leader should inspire others and should lead from the front by showing exemplary work prowess while maintaining performance and organisation values. They must also bring a feeling among the workers to be more productive.

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5. Having confidence is a necessary quality of leaders. The confidence of a leader must be high in difficult situations. A confident leader is able to make the workers more confident.

6. A leader must have a high sense of responsibility for their own and for their group of workers. They should be responsible for the mistakes committed by their team members. A good leader puts their team first.

7. The ability to communicate effectively is one of the essential qualities of a leader. By expressing ideas and instructions clearly, the leader makes sure that workers understand what is being communicated. Communication helps in bridging the gap between workers, managers and management.

8. Decision-making ability is necessary for a leader, as situations will be there where a decision needs to be taken in order for a process to move forward. The decisions need to be taken by weighing the pros and cons and analysing the figures and facts.

9. The leader should have friendly behaviour with the workers. They should be supportive of the workers' decisions. By maintaining good social relationships with employees, a manager can ensure a good response from the workers.

10. A leader must be dynamic in nature. They should be able to take the initiative and be proactive in nature. These steps will benefit the organisation.

All these qualities are necessary for a leader, but the presence of all these factors in a leader is not sufficient to ensure success.

2. Discuss Maslow's Need Hierarchy theory of motivation.

Maslow's need hierarchy theory helps us understand the concept of motivation. As per Maslow, human needs can be categorised in a five-tiered pyramid structure in the form of a hierarchy. A manager who has an understanding of this theory will be in a better position to understand employee behaviour.

Maslow's need hierarchy is based on the following points:

1. Needs of people influence their behaviour.

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2. Individual needs can be arranged in the form of a hierarchy.
3. The shift to a higher level can only be achieved when an individual is satisfied at the lower level.
4. On satisfaction of a need, an individual is motivated to reach a higher level of need.

The theory can be described as follows:

1. **Physiological needs:** These are needs which are considered essential for sustaining human life. It is at the top of the needs. Fulfilling these needs is essential for every individual. Examples of such needs are food, shelter, etc.
2. **Safety needs:** It is the next level of needs. Once a person has fulfilled physiological needs, they then feel the necessity of safety and security. It is related to both economic and physical safety. Examples are job security, employment, law and order.
3. **Belongingness needs:** These needs arise once the first two levels of need are satisfied. It is related to the feelings of belongingness that an individual seeks. Examples are friendship, love, family, etc.
4. **Esteem needs:** It is the need to be respected by everyone and be respectful in one's own judgement. In this category of need, the person seeks reputation and respect from others. Examples are dignity, prestige, etc.
5. **Self-actualisation needs:** This need is all about the aims and aspirations that a person wants to achieve. It is regarded as the highest level in the need hierarchy. Examples of such a need can be work satisfaction, growth, etc.

The theory, as suggested by Maslow, helps a manager in providing a source of motivation to employees. Having a good understanding of the needs will help managers understand employees' behaviour in a better way.

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3. What are the common barriers to effective communication? Suggest measures to overcome them.

It happens that sometimes, the information is not received by a receiver in the manner that was sent by the sender. It causes misunderstandings as information is passed from sender to receiver. These cause the creation of barriers to communication. The main barriers to communication are as follows:

1. **Semantic Barriers:** These barriers are related to the use, or we can say understanding of the language. It happens that as sentences, paragraphs or certain phrases become difficult to understand, which makes it more likely to suffer from misinterpretation. Such barriers which are caused due to difficulty in understanding are called semantic barriers.
2. **Psychological barriers:** It can happen that sometimes certain factors such as fear, anger and frustration can cause obstruction in communication. These types of barriers are called physiological barriers.
3. **Personal Barriers:** Sometimes, personal factors can cause barriers in communication between a sender and the receiver. In a formal organisation, all information is not shared by superiors with subordinates which can cause barriers to communication. Such barriers are called personal barriers.
4. **Organisational Barriers:** In organisations, due to the structure of leadership, there arise barriers to communication which cause delays in the flow of information. It can also occur in a centralised organisation where power and authority rest with the top management.

In the following ways you can overcome barriers to communication:

1. Communication should take place according to the level of understanding and capabilities of the receiver. If the receiver is able to receive information clearly, then there will be no barriers.
2. In order to make information clear, it should be taken into consideration to have the language, content and tone in proper order. It makes communication easy to understand and reduces barriers.

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3. Proper feedback from the receivers should be taken in order for the information to be complete. It helps providing encouragement to the user in responding to the conversation.

4. The information must be complete in all respects, as it will leave no ambiguousness in the communication.

5. The idea of communication should be very clear between the sender and the receiver. The subject of the communication must be properly conveyed for easier understanding.

6. The person sending the information should be a good listener, which means that the person should be open to all communication from the side of the receiver.

4. Explain different financial and non-financial incentives used to motivate employees of a company.

The different financial and non-financial incentives used by a company to motivate employees are:

Financial incentives are those incentives that are monetary benefits that are awarded to employees for exemplary performance. Some type of financial incentives used in the organisation are:

1. Salary and allowances form the most basic form of financial incentive. An increase in salary or allowances provides employees motivation and helps in improving their performance.

2. Performance-based incentives are monetary benefits that are awarded to employees who are showing good performance among the employees in an organisation. Such an act will encourage other workers to be more productive.

3. Bonus offered to employees is a form of reward that is given over and above the salary.

4. Stock Option: This option grants employees stocks of the company at lower prices than the market; it will help bring the feeling of ownership, which will motivate them to work harder for the organisation.

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5. Profit Sharing: Under this system, there is a system of sharing profit with the employees. It helps in making the employee more active towards the growth of the organisation.

6. Retirement benefits: Some companies have a system of offering benefits to employees upon retirement, which includes offering pension, provident funds and gratuity. It offers security and stability for the employees.

7. Fringe benefits: The organisation offers certain additional benefits such as medical allowance, housing allowance, etc. These benefits are in addition to the salary provided.

Non-financial benefits are those benefits that focus on non-monetary aspects of the employee's needs, such as psychological and social needs. Here are certain types of non-financial benefits that are offered by organisations:

1. If an employee gets a rise in position, it leads to an increase in status, responsibility and authority, which provides motivation for the employees.
2. Certain characteristics, such as freedom of employees, rewards and recognition and appreciation for good work, play an important role in making the employee more motivated. They make employees work more for the organisation.
3. Work that involves challenges will lead to more interest for the employee. Any work which requires high degree of skills opens up ways of personal growth, thus motivating the individual to take the challenge and perform well.
4. If a company provides appropriate avenues for the growth of the employee by having a defined career path, it makes them more responsible and encourages them to perform better so as to achieve growth.
5. An employee must have a certain amount of job security with the job that they are doing. Lack of job security leads to demotivated employees and a high rate of attrition.
6. Organisations allowing the involvement of employees in matters concerning the company will see more productivity, as employees feel that they are a part of the organisation.

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5. In an organisation, 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 the loss of secrecy and confidential information being leaked out. What system do you think the manager should adopt to improve communication?

In the current situation, the system of communication that is followed is informal. The need of the company is to shift to a formal communication system. In such a system, the messages and facts will follow an officially designated channel. Therefore, the information flow would be systematic and in the correct order. It is easier to locate the original source of communication in such a method.

Multiple Choice Questions

1. Identify the style of leadership in which the superior uses file forces from within the groups in order to establish control.

- (a) Autocratic leadership
- (b) Democratic leadership
- (c) Laissez-faire leadership
- (d) Authoritarian leadership

Answer: (b) Democratic leadership

2. On the successful completion of two years in a company, Harsh received a letter confirming his job as a permanent employee. Identify the need of Harsh being fulfilled as per Maslow's Need Hierarchy Theory.

- (a) Esteem Needs
- (b) Security Needs
- (c) Self Actualisation Needs
- (d) Basic Physiological Needs

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Answer: (b) Security Needs

3. Which of the following ways help in improving communication effectiveness?

- (a) Ensuring proper feedback
- (b) Being a good listener
- (c) Ensuring follow up patience
- (d) All of the above

Answer: (d) All of the above

4. Identify the correct sequence of steps involved in the motivation process.

- (a) Tension, drives, search behaviour, unsatisfied need, satisfying behaviour, reduction of tension
- (b) Unsatisfied need, tension, drives, search behaviour, satisfied behaviour, reduction of tension
- (c) Drives, search behaviour, unsatisfied need, tension, satisfying behaviour, reduction of tension
- (d) Search behaviour, reduction of tension, unsatisfied need, tension, drives, satisfied behaviour

Answer: (b) Unsatisfied need, tension, drives, search behaviour, satisfied behaviour, reduction of tension

5. Which of the following is not a type of communication barrier?

- (a) Semantic barriers
- (b) Psychological barriers
- (c) Rational barriers
- (d) Organisational barriers

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Answer: (c) Rational barriers

6. Lateral communication takes place from _____.

- (a) First to the second division of the same organisation
- (b) Superior to subordinate
- (c) Subordinate to superior
- (d) All of the above

Answer: (a) First to the second division of the same organisation

7. Downward communications refer to the flow of communication from _____.

- (a) One departmental manager to another
- (b) Superior to subordinate
- (c) Subordinate to superior
- (d) All of the above

Answer: (b) Superior to subordinate

8. Identify the correct sequence of steps involved in the communication process.

- (a) Sender, Message, Encoding, Media, Decoding, Feedback, Receiver
- (b) Sender, Decoding, Receiver, Feedback, Message, Encoding, Media
- (c) Sender, Message, Encoding, Media, Decoding, Receiver, Feedback
- (d) Sender, Media, Decoding, Receiver, Message, Encoding, Feedback

Answer: (c) Sender, Message, Encoding, Media, Decoding, Receiver, Feedback

9. Which of the following is not a feature of leadership?

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- (a) It shows the ability of an individual to influence others
- (b) It leads to the achievement of organisational goals
- (c) Leadership is a one-time process
- (d) It leads to the desired change in the organisation

Answer: (c) Leadership is a one-time process.

10. _____ is the process of influencing the behaviour of people by making them strive voluntarily towards the achievement of organisational goals.

- (a) Supervision
- (b) Communication
- (c) Leadership
- (d) Motivation

Answer: (c) Leadership

11. Which of the following is not an example of a financial incentive?

- (a) Perquisites
- (b) Job Enrichment
- (c) Profit Sharing
- (d) Co-partnership

Answer: (b) Job Enrichment

12. Which of the following is not an example of a non-financial incentive?

- (a) Career Advancement Opportunity
- (b) Perquisites

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(c) Status

(d) Organisational Climate

Answer: (b) Perquisites

13. Which of the following is not an assumption of Maslow's theory?

(a) People's behaviour is not based on their needs

(b) Satisfaction of such needs influences their behaviour

(c) A satisfied need can no longer motivate a person; only the next higher level need can motivate him

(d) A person moves to the next higher level of the hierarchy only when the lower need is satisfied

Answer: (a) People's behaviour is not based on their needs

14. These needs are most basic in the hierarchy of motivation theory and correspond to primary needs.

(a) Self Actualisation Needs

(b) Basic Physiological Needs

(c) Security Needs

(d) Belonging Needs

Answer: (b) Basic Physiological Needs

15. While other functions prepare a setting for action, name the function that initiates the action in the organisation.

(a) Planning

(b) Organising

(c) Staffing

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(d) Directing

Answer: (d) Directing

Summary

Meaning:

Directing means giving instructions, guiding, counseling, motivating and leading the staff in an organization in doing work to achieve Organizational goals.

Directing is a key managerial function to be performed by the manager along with planning, organizing, staffing and controlling. From top executive to supervisor performs the function of directing and it takes place accordingly wherever superior – subordinate relations exist. Directing is a continuous process initiated at top level and flows to the bottom through organizational hierarchy.

Direction has got following characteristics:

1. Pervasive Function- Directing is required at all levels of organization. Every manager provides guidance and inspiration to his subordinates.
2. Continuous Activity- Direction is a continuous activity as it continuous throughout the life of organization.
3. Human Factor- Directing function is related to subordinates and therefore it is related to human factor. Since human factor is complex and behaviour is unpredictable, direction function becomes important.
4. Creative Activity- Direction function helps in converting plans into performance. Without this function, people become inactive and physical resources are meaningless.
5. Executive Function- Direction function is carried out by all managers and executives at all levels throughout the working of an enterprise, a subordinate receives instructions from his superior only.
6. Delegate Function- Direction is supposed to be a function dealing with human beings. Human behaviour is unpredictable by nature and conditioning the people's behaviour towards the goals of the enterprise is what the executive does in this function. Therefore, it is termed as having delicacy in it to tackle human behaviour.

Importance

1. Initiates Action: It helps to initiate action by the people in the organization towards attainment of desired objectives. The employees start working only when

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they get instructions and directions from their superiors. It is the directing function which starts actual work to convert plans into results.

2. Integrates Employee's Efforts: All the activities of the organization are interrelated so it is necessary to coordinate all the activities. It integrates the activities of subordinates by supervision, guidance and counselling.
3. Means of motivation: It motivates the subordinates to work efficiently and to contribute their maximum efforts towards the achievement of organizational goals.
4. Facilitates change: Employees often resist changes due to fear of adverse effects on their employment and promotion. Directing facilitates adjustment in the organization to cope with changes in the environment.
5. Stability and balance in the organization: Managers while performing directing function instruct, guide, supervise and inspire their subordinates in a manner that they are able to strike a balance between individual and organizational interests.

Principles of Effective Direction:

Effective direction leads to greater contribution of subordinates to organization goals. The directing function of management can be effective only when certain well accepted principles are followed.

The following are the basic principles of effective direction:

1. Harmony of Objectives:

It is an essential function of management to make the people realize the objectives of the group and direct their efforts towards the achievement of their objectives. The interest of the group must always prevail over individual interest. The principle implies harmony of personal interest and common interest..

2. Unity of Command:

This principle states that one person should receive orders from only one superior, in other words, one person should be accountable to only one boss. If one person is under more than one boss then there can be contradictory orders and the subordinate fails to understand whose order to be followed. In the absence of unity of command, the authority is undermined, discipline weakened, loyalty divided and confusion and delays are caused.

3. Unity of Direction:

To have effective direction, there should be one head and one plan for a group of activities having the same objectives. In other words, each group of activities having the same objectives must have one plan of action and must be under the

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control of one supervisor.

4. Direct Supervision:

The directing function of management becomes more effective if the superior maintains direct personal contact with his subordinates. Direct supervision infuses a sense of participation among subordinates that encourages them to put in their best to achieve the organizational goals and develop an effective system of feedback of information.

5. Participative or Democratic Management:

The function of directing becomes more effective if participative or democratic style of management is followed. According to this principle, the superior must act according to the mutual consent and the decisions reached after consulting the subordinates. It provides necessary motivation to the workers by ensuring their participation and acceptance of work methods.

6. Effective Communication:

To have effective direction, it is very essential to have an effective communication system which provides for free flow of ideas, information, suggestions, complaints and grievances.

7. Follow-up:

In order to make direction effective, a manager has to continuously direct, guide, motivate and lead his subordinates. A manager has not only to issue orders and instructions but also to follow-up the performance so as to ensure that work is being performed as desired. He should intelligently oversee his subordinates at work and correct them whenever they go wrong.

(i) Supervision- implies overseeing the work of subordinates by their superiors. It is the act of watching & directing work & workers.

(ii) Motivation- means inspiring, stimulating or encouraging the sub-ordinates with zeal to work. Positive, negative, monetary, non-monetary incentives may be used for this purpose.

(iii) Leadership- may be defined as a process by which manager guides and influences the work of subordinates in desired direction.

(iv) Communications- is the process of passing information, experience, opinion etc from one person to another. It is a bridge of understanding.

1. Supervision, as an element of directing:

process of guiding the efforts of employees and other resources to accomplish

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desired objectives.}

Overseeing people at work}

Involves instructing, observing, monitoring and guiding employees.}

Carried out at all levels but more important at the lower levels therefore the term 'Supervisor' is used at the operative level of management

I. Importance of Supervision/Role of a Supervisor/Functions

1. Link between workers and management because the supervisor explains management policies to workers and brings workers problems to the notice of the management.
2. Ensures issuing Instructions: To make sure that the instructions are communicated to each and every employee.
3. Facilities Control: Control means match between actual and planned output. It ensures checking on the methods in use and progress of work according to planned schedule.
4. Maintenance of discipline: The strict supervision and guidance of supervisor encourages the employees and workers to be more disciplined in the activities. Under the guidance of superior the workers follow a fixed or strict timetable and execute the plans in right directions.
5. Feedback: The supervisors are directly dealing with the subordinates. As a result, feedback in the form of suggestions, grievances keep coming to the management. It improves quality management decisions and revision of plans & policies.
6. Improved Motivation: A supervisor with good leadership qualities can build up high morale among workers. The relationship with the supervisor is a very good incentive to improve the motivation level of the employees while guiding the employees, the supervisors encourage the subordinates to perform to their best capacities.
7. Optimum utilization of resources: All the activities are under the observation of supervisor so less wastage and optimum utilization of resources is possible.

II. Motivation

Meaning:

- i. Incitement or inducement to act/move.
 - ii. Process of stimulating people to action to accomplish desired goals.
- Three key terms = motive, motivation, motivators

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Motive :inner state that energizes, activates and directs behaviour towards goals.}
Arises out of unsatisfied needs = causes restlessness.

Motivation : Process of stimulating people to action + Depend on satisfying needs of people.}

Motivators: Technique used to motivate people.Egs. = pay, bonus, promotion, recognition etc.}

Features

1. Psychological Phenomenon: Motivation is an internal feeling which means it cannot be forced on employees. The internal feeling such as need, desire, aspiration etc. influence human behaviour to behave in a particular manner.
2. Goal Directed Behaviour: It induces people to behave in such a manner so that they can achieve their goals. A motivated person works towards the achievement of desired goals.
3. Motivation can be either positive or Negative: Positive motivation means inspiring people to work better and appreciating a work that is well done e.g., pay increase promotion recognition. Negative motivation means forcing people to work by threatening or punishing them. e.g., issue of memo, demotion, stopping increments etc.
- 4.Complex Process: It is a complex and difficult process. Individuals differ in their needs and wants and moreover human needs change from time to time.
5. Continuous Process: Human needs are unlimited and so they keep on changing continuously, satisfaction of one need gives rise to another. As soon as one need is satisfied another need arises. So managers have to continuously perform the function of motivation.