

## Directing

### 1. Define directing.

Directing is that part of management process which ensures that the members of an organisation work effectively and efficiently for the attainment of desired objectives. It involves issuing orders and instructions to sub-ordinates, overseeing peoples at work and creating a work environment for employees to perform better. For example- Issuing order to employees to report by 9 am.

### 2. Explain the importance of directing.

The importance of directing are as follows-

- a. Initiates action- Directing is the life line of an organization that sets its functions into action. It makes the theoretical activities practical or gives them life. The employees are initiated to work towards the achievement of pre-determined goals of the organisation. They are guided towards the ways to carry on their work.
- b. Improves Efficiency- Every employee has their own potential. It is the work of the manager to identify it and utilize them. The manager can use it to initiate efficiency and helps in increasing the production. This is the leadership or motivating quality of a manager. It is through directing that managers get work done through others. Directing creates an environment of proper co-ordination in the organization.
- c. Ensures co-ordination- there are subordinates at all levels of management and they are cross checked or monitored by a superior most of the time known as team leader. They cross check the work of the sub-ordinate and influence their performance. Managers integrate their effort through directing. For example – a customers orders passes through a number of levels before a proper delivery.
- d. Facilities change – The business environment is dynamic in nature. The employees need to adjust according to the changes in the environment and work accordingly. The manager informs the employees about the changes and directs them to work accordingly. For example – Change in the legal structure of the country may lead to change in the work procedure. The manager makes the employees aware about it and directs them how to

change their work order. The manager also helps the employees in getting acquainted with the new work style.

- e. Balance - An individual joins an organization to satisfy his personal needs like financial, promotion etc. but the organization expects the employee to concentrate and contribute towards the achievement of its goals. The manager draws a balance through directing between these two and explains the employees how he can achieve his personal goal by achieving the goals of the organization.

### 3. Define Supervision.

Supervision refers to the immediate and direct guidance or control of the subordinates by the superior in the performance of their tasks. The objective of supervision is to ensure the employees are working in desired manner. For example – The Labour supervisor taking in charge of a team of labours engaged in production to make sure they are working properly.

### 4. Explain the functions of Supervisor.

The functions of supervision are as follows-

- a. Scheduling the work- The supervisor prepares the schedule or order in which different work has to be done for his team. This avoid duplication of work, confusion etc. it also saves time and makes co-ordination better. The objective is to ensure that work is completed on time.
- b. Issuing order and instructions - Instructions informs the workers the procedure to carry on a work. A new worker is oriented or introduced to the work even by the supervisor. Supervisor also provides Job training as and when required by the subordinates. The supervisor issues order on carrying on the work or to halt the work. He makes sure that the work is in motion and co-ordinates at every stage until it is completed.
- c. Guiding Subordinates- the supervisor explains the expectation of the management and the objectives of the organization. He guides them in their work and explain them any technical work if they have. The problems faced by employees relating to work environment, inter-relation, technical etc. are also solved by the supervisor.

- d. Motivation – The supervisor is a leader for his team. His duty is to keep the positivity boom in the organization and his team. He has to keep the team spirit high by providing incentives and appreciation for work.
- e. Maintaining Discipline – The supervisor takes strict care that the team follows the organizational goals. He ensures that the workers are working under prescribed rules.

5. Explain span of control.

Span of control means the number of subordinates that report directly to one manager. It is appropriate to decide a proper span of control. If the number of subordinates under a single supervisor is too many then the control may become ineffective.

Contradictorily if the number of subordinates under a superior is too few then controlling may become too tight. In both the cases the work environment will be spilled. So a proper span of control is a must.

It is a person to person concept. Where it has been seen one superior can handle 100 subordinated another can manage only 20. So the allocation of team should be made after studying the capacity.

The factors to be considered while deciding span of control are –

- a. Nature of work
- b. Capability of supervisor
- c. Clarity of work
- d. Staff assistance
- e. Control techniques etc.

For example – The finance manager has a team of 40 subordinates under him in Emphasis Ltd in Gurgaon branch.