Principles of Management & Communication- KCA-103

UNIT-3 Directing & Controlling

1.Motivation—Meaning, Importance, need.

2. Theories of Motivation

3. Leadership—meaning, need and importance

 4. Leadership style,

5. Qualities of Effective leader

6. Principles of Directing

 7. Basic control process

 8. Different control Techniques.

1. Motivation—Meaning, Importance, need

a) Motivation, Meaning & Definition

The word "motivation" comes from the Latin word "movere", which means move.
Human motives are based on needs, whether consciously felt. Sonic are primary needs,
such as the physiological needs for water, air, food, sleep, and shelter.
Motivation" is a general term applying to the entire class of drives, desires, needs, wishes
and similar forces

Motivation is an important factor which encourages persons to give their best performance
and help in reaching enterprise goals.
A strong positive motivation will enable the increased output of employees but a negative
motivation will reduce their performance.
A key element in personnel management is motivation.

Motivation involves the biological, emotional, social, and cognitive forces that activate behavior.
In the work goal context the psychological factors stimulating the people's behaviour can be -

Desire for money   Recognition   Team work
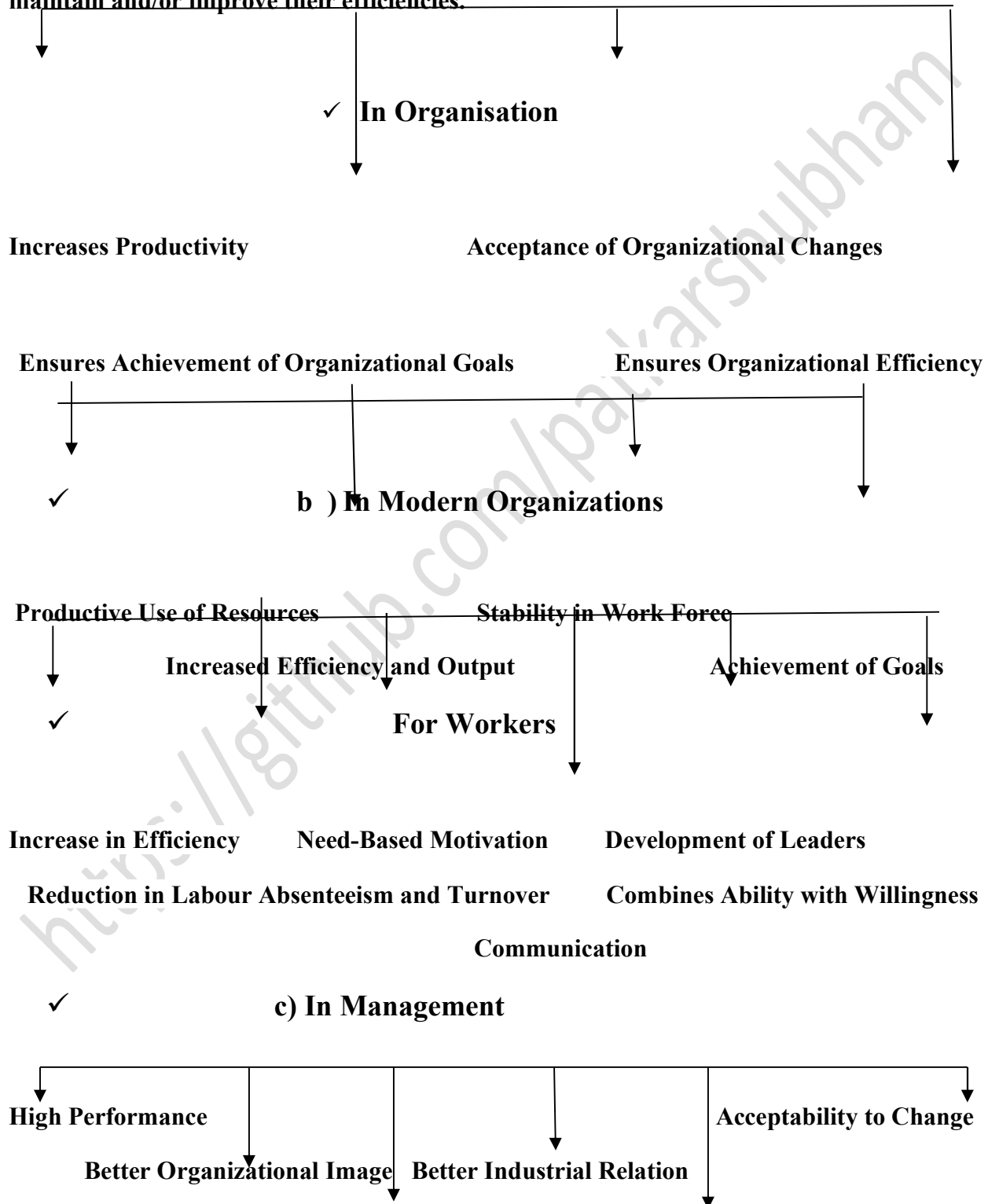
              Success   Job-satisfaction

Berelson and Steiner-"A motive is an inner state that energizes, activates, or moves and directs or channels behaviour goals."

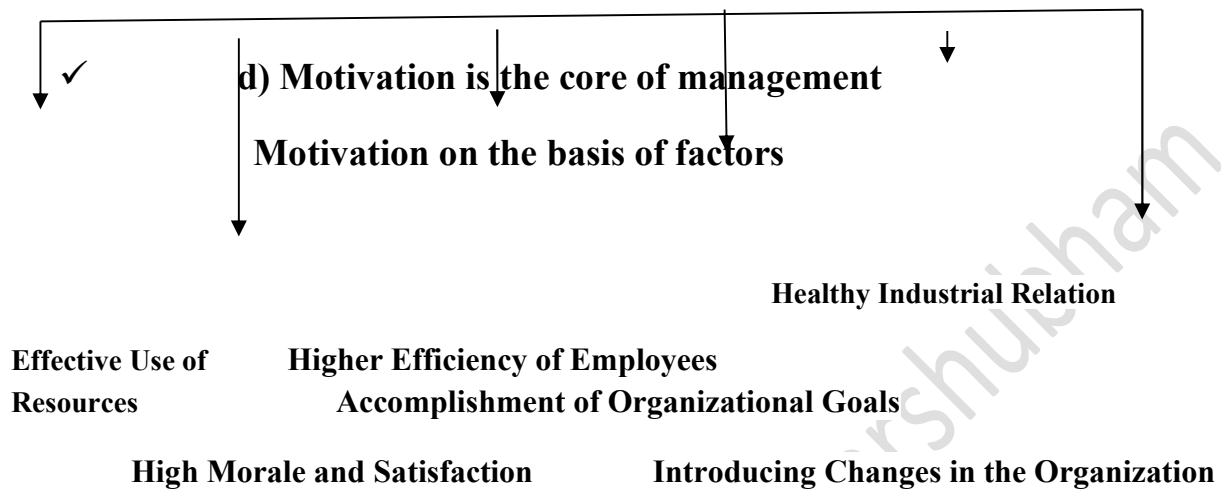Dubin- "Motivation is the complex of forces starting and keeping a person at work in an organization."

Vitiles "Motivation represents an unsatisfied need which creates a state of tension or disequilibrium, causing the individual to make in a goal-directed pattern towards restoring a state of equilibrium by satisfying the need."

2) Importance & Need

Motivation is an important part of managing that inspires subordinates/employees to maintain and/or improve their efficiencies.

✓ **In Organisation**

Increases Productivity

Acceptance of Organizational Changes

Ensures Achievement of Organizational Goals

Ensures Organizational Efficiency

✓ **b) In Modern Organizations**

Productive Use of Resources

Stability in Work Force

Increased Efficiency and Output

Achievement of Goals

✓ **For Workers**

Increase in Efficiency

Need-Based Motivation

Development of Leaders

Reduction in Labour Absenteeism and Turnover

Combines Ability with Willingness

Communication

✓ **c) In Management**

High Performance

Acceptability to Change

Better Organizational Image

Better Industrial Relation

Low Employee Turnover and Absenteeism   **Creates Supportive Work Environment**

✓   **d) Motivation is the core of management**

Motivation on the basis of factors

Healthy Industrial Relation

Effective Use of Resources   **Higher Efficiency of Employees**
Accomplishment of Organizational Goals

High Morale and Satisfaction   **Introducing Changes in the Organization**

c) Types

Introjected Motivation

Introjected motivation is similar to intrinsic motivation in that it is internalized. The distinctive aspect of this is that if it is not done, then the person feels the tension of guilt.

Identified Motivation
Identified motivation is where a person knows that something needs doing but has not yet decided to do anything about it.

Extrinsic Motivation

Extrinsic Motivation is when we are motivated to perform a behavior or engage in an activity because we want to earn a reward or avoid punishment.
One's engaging in behavior not because to enjoy but finding it satisfying, because it is expected to get something in return or avoid something unpleasant.

Intrinsic Motivation

Intrinsic Motivation is when you engage in a behavior because one fined it rewarding. It is performed in an activity for its own sake rather than from the desire for some external reward. The behavior itself is its own reward.

3) Theories of Motivation

a)Need-Based Theories of Motivation

Hierarchy of needs (Abraham Maslow)

Maslow stated that people are motivated to achieve certain needs and that some needs take precedence over others. Our most basic need is for physical survival, and this will be the first thing that motivates our behavior. Once that level is fulfilled the next level up is what motivates us, and so on. Abraham Maslow postulated that a person will be motivated when his needs are fulfilled. The need starts from the lowest level basic needs and keeps moving up as a lower level need is fulfilled. Maslow's idea was fully expressed in his 1954 book <u>Motivation and Personality</u>. The hierarchy remains a very popular framework in sociology research, management training and secondary and higher psychology instruction. Maslow's classification hierarchy has been revised over time.

The original hierarchy states that a lower level must be completely satisfied and fulfilled before moving onto a higher pursuit.

However, today scholars prefer to think of these levels as continuously overlapping each other. This means that the lower levels may take precedence back over the other levels at any point in time.
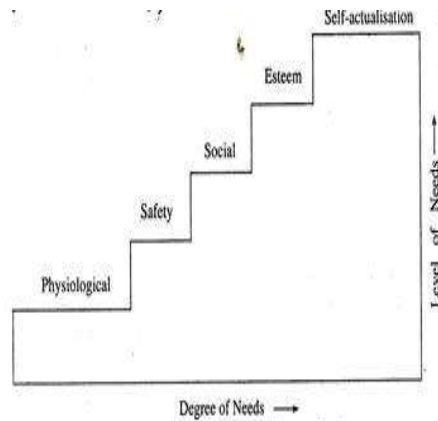
Fig. 5.1: Maslow's Hierarchy of Human Needs.

Below is the hierarchy of needs-

BASIC NEEDS

❖ **Physiological - Physical survival necessities such as food, water, and shelter.**

❖ **Safety- Protection from threats, deprivation, and other dangers.**

PSYCHOLOGICAL NEEDS

❖ **Social (belongingness and love) The need for association, affiliation, friendship, and so on.**

Self-esteem - The need for respect and recognition.

SELF-FULFILLMENT NEED

❖ **Self-actualization- The opportunity for personal development, learning, and fun/creative/challenging work. Self-actualization is the highest level need to which a human being can aspire.**

Characteristics of self-actualizers

❖ **They perceive reality efficiently and can tolerate uncertainty**

❖ **Accept themselves and others for what they are**

❖ **Spontaneous in thought and action**

❖ **Problem-centered (not self-centered)**

❖ **Unusual sense of humor**

❖ **Able to look at life objectively**

❖ **Highly creative**

❖ **Resistant to enculturation, but not purposely unconventional**

❖ **Concerned for the welfare of humanity**

❖ **Capable of deep appreciation of basic life-experience**

❖ **Establish deep satisfying interpersonal relationships with a few people**

❖ **Peak experiences**

❖ **Need for privacy**

❖ **Democratic attitudes**

❖ **Strong moral/ethical standards**.

The leader will have to understand the specific need of every individual in the team and accordingly work to help fulfill their needs.

. Advantages

- ❖ **Increased productivity**
- ❖ **Higher quality - higher customer satisfaction**
- ❖ **Lower labour turnover**
- ❖ **Lower recruitment and selection costs**
- ❖ **Better communication and teamwork with each other.**
- ❖ **Better customer service**

Disadvantages

- ❖ **Motivational rewards may become expected, so when employees achieve them it does not motivate them, and if they don't achieve them it can be de-motivating.**
- ❖ **May be de-motivating for other employees if they are not motivated as much as other employees.**
- ❖ **Financial motivation such as piece rate quality may suffer as they are trying to rush.**
- ❖ **Non-financial motivation such as job rotation lacks specialization and is time consuming to change between roles.**

   The Maslow motivation theory is one of the best known and most influential theories on workplace motivation. That is, that all humans act in a way which will address basic needs, before moving on to satisfy other, so-called higher level needs.

### b) Two Factors or Motivation-Hygiene Theory (Herzberg)

The Herzberg's Motivation-Hygiene Theory is given by Fredrick Herzberg and his associates, who studied the variables that are perceived to be desirable to achieve goals and the undesirable conditions to avoid.

In 1959, Frederick Herzberg, a behavioral scientist proposed a two-factor theory or the motivator-hygiene theory.

According to Herzberg, there are some job factors that result in satisfaction while there are other job factors that prevent dissatisfaction.

Herzberg advocated the opposite of "Satisfaction" is "No satisfaction" and the opposite of "Dissatisfaction" is "No Dissatisfaction".
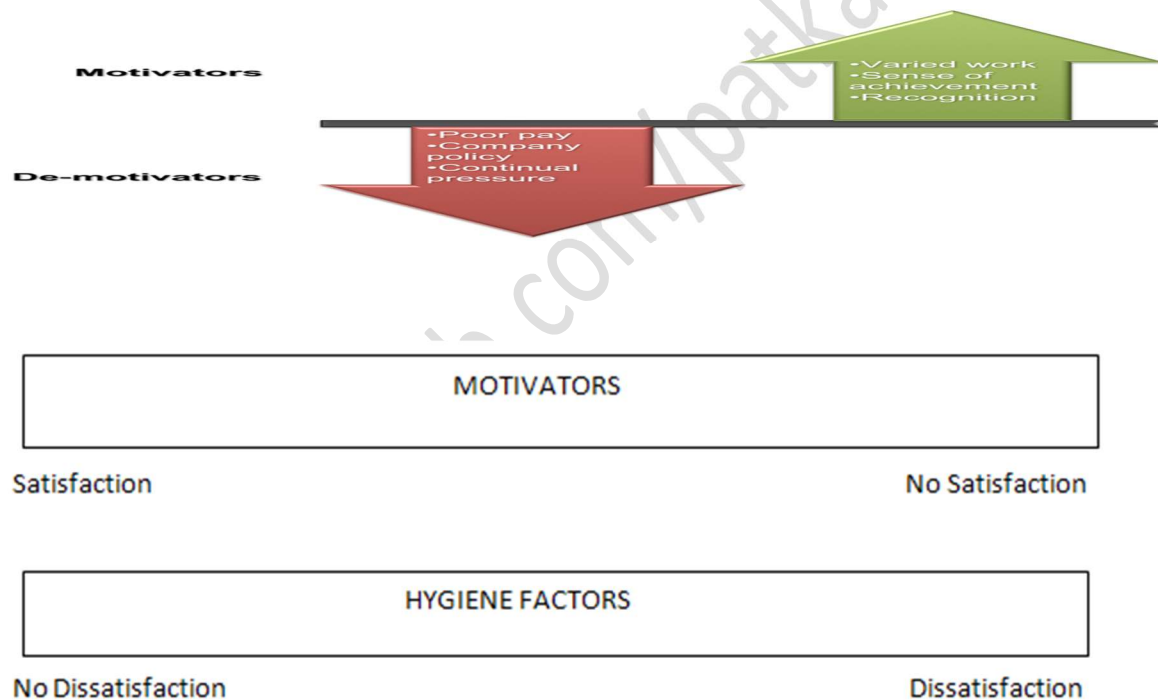
Herzberg classified these job factors into two categories-

Herzberg Theory with Hygiene and Motivation Factor
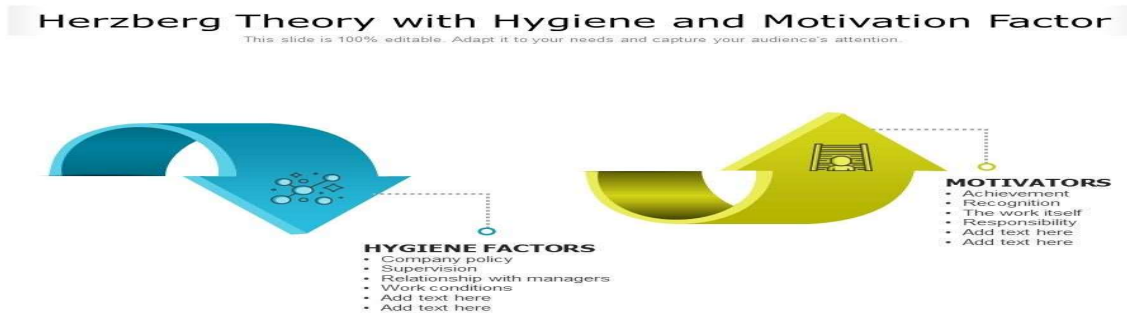
Hygiene factors

Hygiene factors are those job factors which are essential for existence of motivation at workplace.

These do not lead to positive satisfaction for long-term. But if these factors are absent / if these factors are non-existant at workplace, then they lead to dissatisfaction.

In other words, hygiene factors are those factors which when reasonable in a job, pacify the employees and do not make them dissatisfied.

These factors are extrinsic to work.

Hygiene factors are also called as maintenance factors as they are required to avoid dissatisfaction.

These factors describe the job environment/scenario. The hygiene factors symbolized the physiological needs which the individuals wanted and expected to be fulfilled.

- ✓ **Hygiene factors include**
- ❖ **Pay -** The pay or salary structure should be appropriate and reasonable. It must be equal and competitive to those in the same industry in the same domain.

- ❖ **Company Policies and administrative policies -** The company policies should not be too rigid. They should be fair and clear. It should include flexible working hours, dress code, breaks, vacation, etc.

- ❖ **Fringe benefits -** The employees should be offered health care plans (mediclaim), benefits for the family members, employee help programmes, etc.

- ❖ **Physical Working conditions -** The working conditions should be safe, clean and hygienic. The work equipments should be updated and well-maintained.

- ❖ **Status -** The employees' status within the organization should be familiar and retained.

❖ **Interpersonal relations** - The relationship of the employees with his peers, superiors and subordinates should be appropriate and acceptable. There should be no conflict or humiliation element present.

❖ **Job Security** - The organization must provide job security to the employees.

Motivational factors

According to Herzberg, the hygiene factors cannot be regarded as motivators.
The motivational factors yield positive satisfaction. These factors are inherent to work. These factors motivate the employees for a superior performance.
These factors are called satisfiers.
These are factors involved in performing the job.
Employees find these factors intrinsically rewarding.
The motivators symbolized the psychological needs that were perceived as an additional benefit.

✓ **Motivational factors include**

❖ **Recognition** - The employees should be praised and recognized for their accomplishments by the managers.

❖ **Sense of achievement** - The employees must have a sense of achievement. This depends on the job. There must be a fruit of some sort in the job.

❖ **Growth and promotional opportunities** - There must be growth and advancement opportunities in an organization to motivate the employees to perform well.

❖ **Responsibility** - The employees must hold themselves responsible for the work. The managers should give them ownership of the work. They should minimize control but retain accountability.

❖ **Meaningfulness of the work** - The work itself should be meaningful, interesting and challenging for the employee to perform and to get motivated.

✓ **The Two-Factor theory implies that the managers must stress upon guaranteeing the adequacy of the hygiene factors to avoid employee dissatisfaction.**
✓ **The managers must make sure that the work is stimulating and rewarding so that the employees are motivated to work and perform harder and better.**
✓ **This theory emphasize upon job-enrichment so as to motivate the employees.**
✓ **The job must utilize the employee's skills and competencies to the maximum.**
✓ **Focusing on the motivational factors can improve work-quality.**

Advantages-

❖ **Emphasis on Motivation from within not from external factors**

❖ **Companies can focus on the problem of employees & make company's environment friendly.**

❖ **Money is treated secondary, job promotion, recognition, relationships between employees are considered to be motivating factor.**

Disadvantages

❖ **Job Satisfaction and Job Productivity not directly related.**

❖ **It can be subjective**

❖ **It ignores external factors which in reality plays a big role can result in a problem in company**.

c) Theory X and Theory Y (Douglas McGregor)

The idea that a manager's attitude has an impact on employee motivation was originally proposed by Douglas McGregor, a management professor at the Massachusetts Institute of Technology during the 1950s and 1960s.
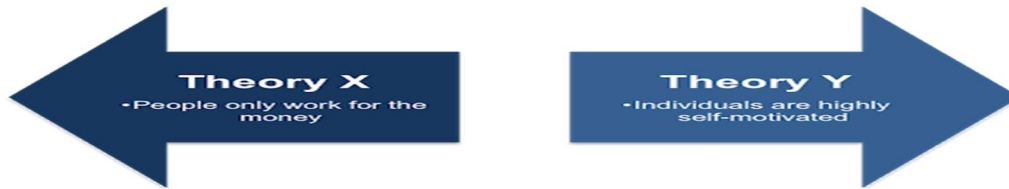
In his 1960 book, The Human Side of Enterprise, McGregor proposed two theories by which managers perceive and address employee motivation.

Douglas McGregor expressed his views of human nature in two sets of assumptions. They are popularly known as 'Theory X' and 'Theory Y'.

Theory X and Theory Y suggesting two aspects of human behaviour at work, or in other words, two different views of individuals (employees) one of which is negative, called as Theory X and the other is positive, so called as Theory Y.

Each assumes that the manager's role is to organize resources, including people, to best benefit the company.

However, beyond this commonality, the attitudes and assumptions they embody are quite different.

Theory X
-People only work for the money

Theory Y
-Individuals are highly self-motivated

McGregor X - Y Theories

Theory X	Theory Y
* people need close supervision	* people want independence in work
* will avoid work when possible	* people seek responsibility
* will avoid responsibility	* people are motivated by self-fulfilment
* that they desire only money	* people naturally want to work
* people must be pushed to perform	* people will drive themselves to perform

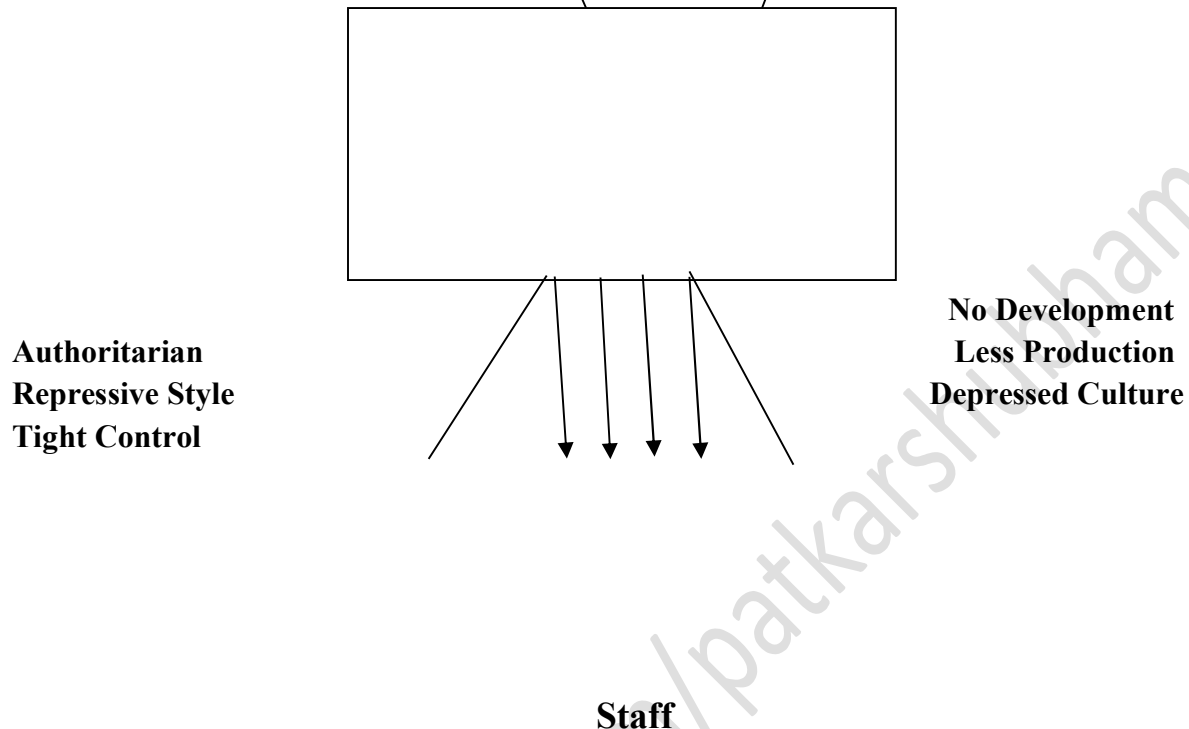## According to McGregor, Theory X management assumes the following.

❖ Work is inherently distasteful to most people, and they will attempt to avoid work whenever possible.
❖ Most people are not ambitious, have little desire for responsibility, and prefer to be directed.
❖ Most people have little aptitude for creativity in solving organizational problems.
❖ Motivation occurs only at the physiological and security levels of Maslow's hierarchy of needs.
❖ Most people are self-centered. As a result, they must be closely controlled and often coerced to achieve organizational objectives.
❖ Most people resist change.
❖ Most people are gullible and unintelligent.

Theory X assumes that the primary source of employee motivation is monetary, with security as a strong second.
Theory X one can take a hard or soft approach to getting results.

❖ Employees inherently dislike work and, whenever possible, will attempt to avoid it.
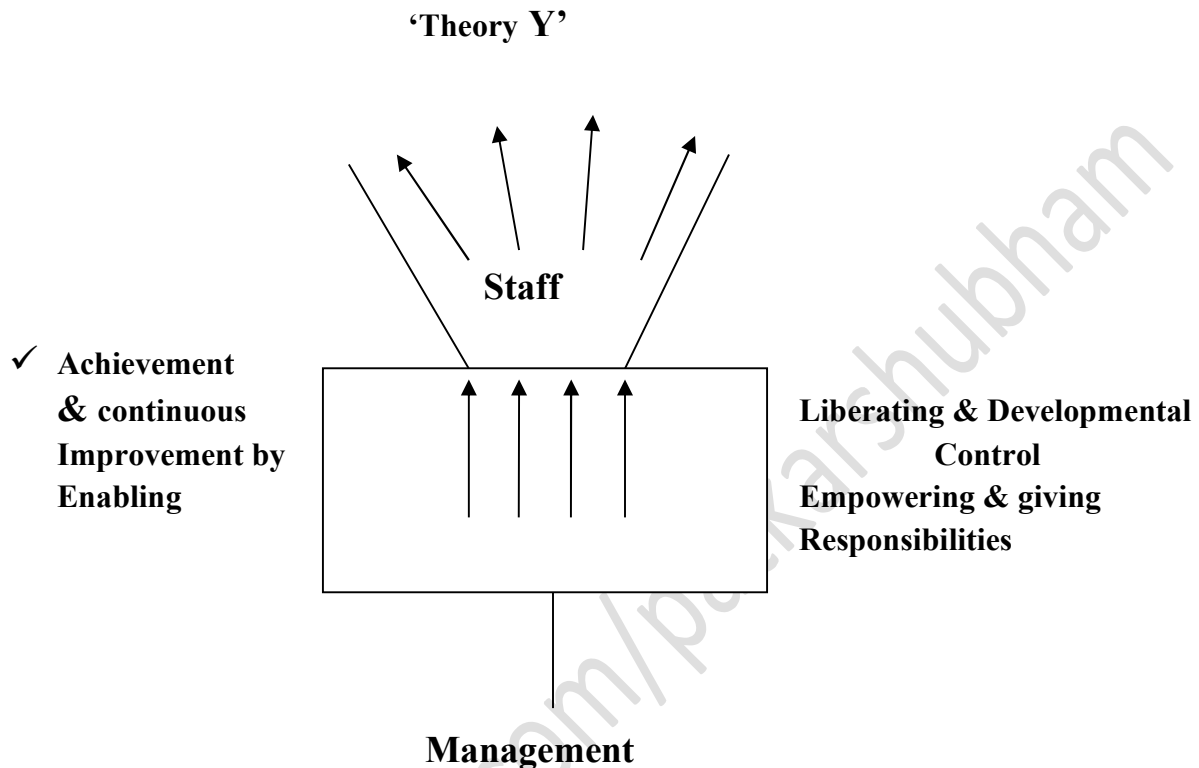❖ They dislike work, they must be coerced, controlled, or threatened with punishment.

❖ **Employees will avoid responsibilities and seek formal direction whenever possible.**
❖ **Most workers place security above all other factors and will display little ambition.**

Authoritarian
Repressive Style
Tight Control

No Development
Less Production
Depressed Culture

Staff

According to McGregor, Theory Y management assumes the following

❖ **The higher-level needs of esteem and self-actualization are ongoing needs that, for most people, are never completely satisfied.**
❖ **It is these higher-level needs through which employees can best be motivated.**
❖ **Work can be as natural as play if the conditions are favorable.**
❖ **People will be self-directed and creative to meet their work and organizational objectives if they are committed to them.**
❖ **People will be committed to their quality and productivity objectives if rewards are in place that addresses higher needs such as self-fulfillment.**
❖ **The capacity for creativity spreads throughout organizations.**
❖ **Most people can handle responsibility because creativity and ingenuity are common in the population.**
❖ **Under these conditions, people will seek responsibility.**
❖ **Under these assumptions, there is an opportunity to align personal goals with organizational goals by using the employee's own need for fulfillment as the motivator.**
❖ **McGregor stressed that Theory Y management does not imply a soft approach.**

❖ **McGregor recognized that some people may not have reached the level of maturity assumed by Theory Y and may initially need tighter controls that can be relaxed as the employee develops.**

<div align="center">

'Theory Y'

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Staff

✓ **Achievement & continuous Improvement by Enabling**

Liberating & Developmental Control Empowering & giving Responsibilities

<div align="center">

Management

</div>

Positive Factors of Y theory

❖ **Employees can view work as being as natural as rest or play.**
❖ **People will exercise self-direction and self-control if they are committed to the objectives.**
❖ ~~**The average person can learn to accept, even seek, responsibility.**~~
❖ **The ability to make innovative decisions is widely dispersed throughout the population.**

 To improve employee motivation an organization can apply these principles of scientific management in favour of theory 'Y'.

           Job enlargement   **Performance appraisals**
Decentralization and Delegation   **Participative management**

         iv) Leadership—meaning, need and importance, leadership style

a) Leadership, Meaning, Introduction

Leadership is the ability to build up confidence and zeal among people and to create an urge in them to be led.
To be a successful leader, a manager must possess the qualities of foresight, drive, initiative, self-confidence and personal integrity.

Leadership is the potential to influence behaviour of others. It is also defined as the capacity to influence a group towards the realization of a goal.
Leaders are required to develop future visions, and to motivate the organizational members to want to achieve the visions.

According to Keith Davis, "Leadership is the ability to persuade others to seek defined objectives enthusiastically. It is the human factor which binds a group together and motivates it towards goals."

b) Need &Importance of Leadership

❖ Motive Power to Group Efforts

Managements, for getting the work done by others, is to supply leadership in the organisation. As group efforts and teamwork are essential for realizing organizational goals, leadership, becomes vital for the execution of work.

❖ Aid to Authority

Managers exercise authority in managing people of the organization and their task becomes easy wherever they are aided by leadership. Authority alone can never generate the initiative and resourcefulness required in many jobs. Leadership contains all the

essential ingredients of direction for inspiring people and providing the will-to-do for successful work accomplishments.
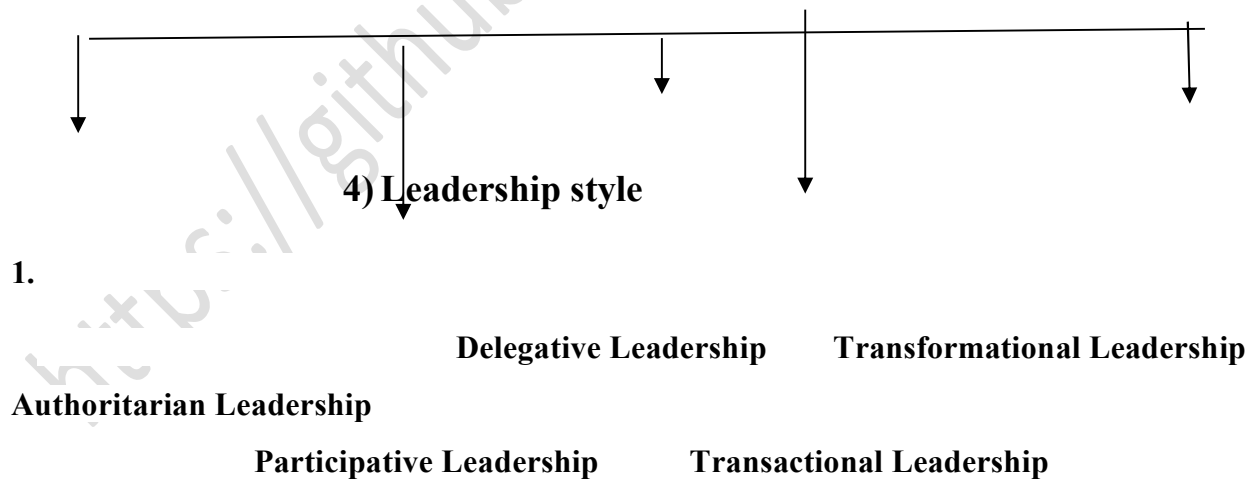
❖ **Emphasis on Human Performance**

Effective leadership is needed at different levels of management from top management down process through its leadership action. It is the social skill of leadership that accomplishes objectives by mobilization and utilization of people.

❖ **Integration of Formal & Informal Organizations**

Leadership is the natural accompaniment of all associations of human beings. For their personal and social contentment, workers are performed to rely mostly on informal leadership if management cannot provide effective leadership. Competent leadership can, integrate informal organizations with formal organization and utilize them constructively for achieving company objectives.

❖ **Basis for Cooperation**

Leadership provides the basis for cooperation in several ways. Good two-way communication, man-to-man personal relationship, use of participation and creation of opportunity for need satisfaction are meant for increasing understanding between the leader and his subordinates of their mutual viewpoints.

4) Leadership style

1.

Delegative Leadership   **Transformational Leadership**

Authoritarian Leadership

Participative Leadership   **Transactional Leadership**

2.

Bureaucratic Leadership   **Strategic Leadership**

Coach Style Leadership

a) Authoritarian Leadership (Rarely Effective)

Authoritarian leadership styles allow a leader to impose expectations and define outcomes.
A one-person show can turn out to be successful in situations when a leader is the most knowledgeable in the team.
Although this is an efficient strategy in time-constrained periods, creativity will be sacrificed since input from the team is limited.
The authoritarian leadership style is also used when team members need clear guidelines.

Advantages:

   Time spent on making crucial decisions can be reduced.

   Chain of command can be clearly emphasized.

   Mistakes in the implementation of plans can be reduced.

   Using authoritarian leadership style creates consistent results.

Disadvantages:

   A very strict leadership style can sometimes lead to employee rebellion.

   It kills employee creativity and innovation.

   It reduces group synergy & collaboration.

   Group input is reduced dramatically.

   Authoritarian leadership increases employee turnover rate.

b) Participative Leadership

Participative leadership styles are rooted in democratic theory.
The essence is to involve team members in the decision making process.
Team members thus feel included, engaged and motivated to contribute.
The leader will normally have the last word in the decision-making processes.
However, if there are disagreements within a group, it can be a time-consuming process to reach a consensus.

Advantages

It increases employee motivation and job satisfaction.

It encourages use of employee creativity.

A participative leadership style helps in the creation of a strong team.

High level of productivity can be achieved.

Disadvantages

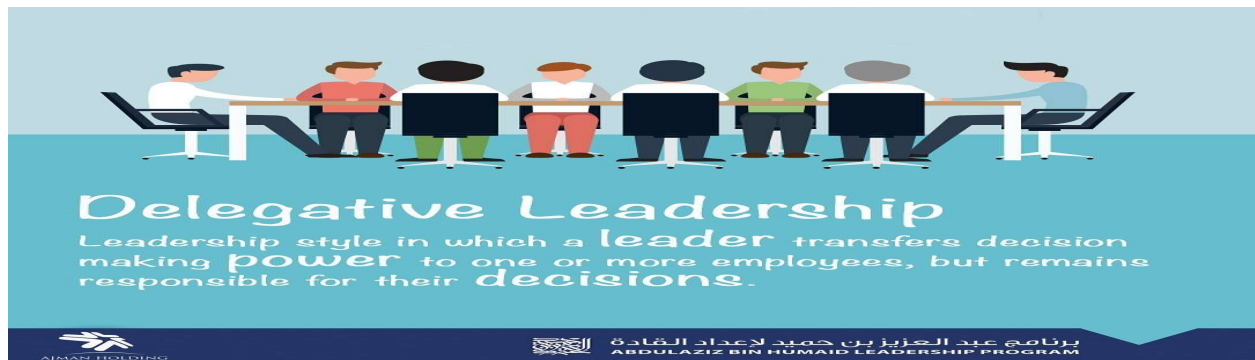Decision-making processes become time-consuming.

Leaders have a high probability of being apologetic to employees.

Communication failures can sometimes happen.

Security issues can arise because of transparency in information sharing.

Poor decisions can be made if the employees are unskilled.

c) Delegative leadership

Also known as "laissez-faire leadership", a delegative leadership style focuses on delegating initiative to team members.
This can be a successful strategy if team members are competent, take responsibility and prefer engaging in individual work.
However, disagreements among the members may split and divide a group, leading to poor motivation and low morale.

Advantages

Experienced employees can take advantage of their competence and experience.

Innovation & creativity is highly valued.

Delegative leadership creates a positive work environment.

Disadvantages

Command responsibility is not properly defined.

Delegative leadership creates difficulty in adapting to change.

d)Transactional leadership(Sometimes Effective)

Transactional leadership styles use "transactions" between a leader and his or her followers - rewards, punishments and other exchanges - to get the job done.
The leader sets clear goals, and team members know how they'll be rewarded for their compliance.
This "give and take" leadership style is more concerned with following established routines and procedures in an efficient manner, than with making any transformational changes to an organization.

Advantages
Leaders create specific, measurable and time-bound goals that are achievable for employees.

Employee motivation and productivity is increased.

Transactional leadership eliminates or minimizes confusion in the chain of command.

It creates a system that is easy to implement for leaders and easy to follow by employees.

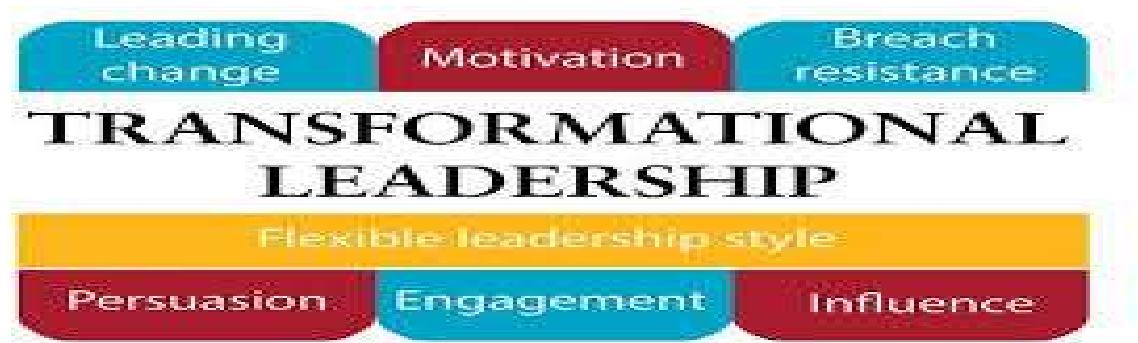Employees can choose reward systems.

Disadvantages
Innovation & creativity is minimized.

Empathy is not valued.

Transactional leadership creates more followers than leaders among employees.

e) Transformational Leadership

In transformational leadership styles, the leader inspires his or her followers with a vision and then encourages and empowers them to achieve it.
The leader also serves as a role model for the vision.

Advantages

It leads to a lower employee turnover rate.

Transformational leadership places high value on corporate vision.

High morale of employees is often experienced.

It uses motivation and inspiration to gain the support of employees.

It is not a coercive approach to leadership.

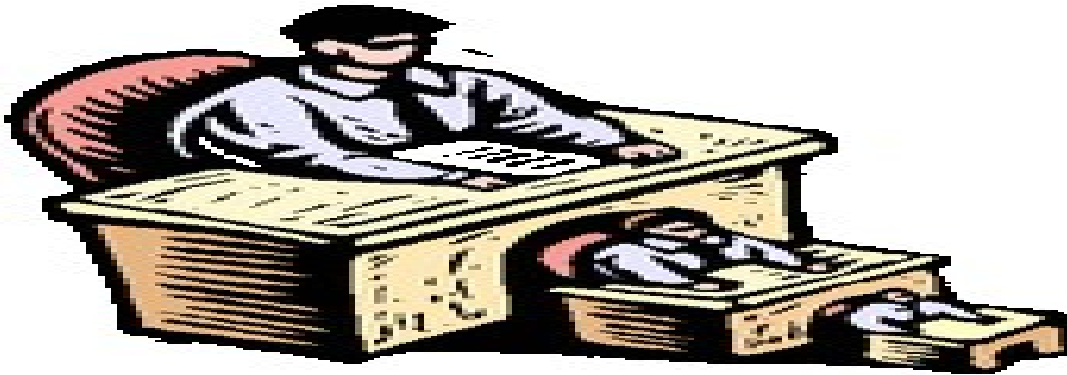It places high value on relationships.

Disadvantages

Leaders can deceive employees.

Consistent motivation and constant feedback may be required.

Tasks can't be pushed through without the agreement of employees.

Transformational leadership can sometimes lead to the deviation of protocols and regulations.

f)Bureaucratic Leadership (Rarely Effective*)*

Bureaucratic Leadership. Bureaucratic leadership refers to
organizational leadership through a highly formalized set of processes, procedures, and structures.
Here, rules, policies, and hierarchies form a clear set of expectations as well as an explicit chain of command.
Bureaucratic leadership is leadership based upon fixed official duties under a hierarchy of authority, applying a system of rules for management and decision-making.

Advantages

- ❖ The structure of a bureaucracy creates more job security than other forms of oversight.
- ❖ Centralized power with rules allows managers to supervise production with confidence because each action has been defined.
- ❖ It encourages specialization; which naturally promotes problem-solving and cost efficiencies at the same time and best people get put into the best jobs.
- ❖ Rules and regulations allow for multiple workers to function in the same way, which increases productivity further.

Disadvantages

- ❖ There is no emphasis on creating additional competencies.
- ❖ It fosters a structure that doesn't create true productivity.
- ❖ It is a battery for boredom.
- ❖ It is difficult to maintain high morale within a bureaucracy.

g) Coach Style Leadership

Coaching leadership is a style that involves and facilitates the engagement of people, as well as drawing out and understanding and empathizing with their specific and individual motivations.

It is characterized by partnership and collaboration.

A coaching leader must not be confused with a coach, but does have coaching skills.

The leader has these skills when he is able to develop and improve the performance and competences of his employees

Advantages

❖ This leadership style produces a positive workplace environment.
❖ It increases the skill set available to the individual worker.
❖ The coaching leadership style can create competitive advantages.
❖ Coaching turns weaknesses into strengths.

Disadvantages

❖ It takes time for the coaching leadership style to be effective.
❖ Coaching leaders must be skilled in leadership.
❖ It requires specific coaches for each situation.
❖ Mentoring is not always the right approach.

h) Strategic Leadership

Strategic leadership refers to a manager's potential to express a strategic vision for the organization, or a part of the organization, and to motivate and persuade others to acquire that vision.

Strategic leadership can also be defined as utilizing strategy in the management of employees.

Strategic leadership is a practice in which executives, using different styles of management, develop a vision for their organization that enables it to adapt to or remain competitive in a changing economic and technological climate.

Strategic leaders are able to use this vision to motivate employees and departments, fostering among them a sense of unity and direction in order to implement change within their organization.

Qualities of Strategic Leader

Advantages

❖ **They develops structured and organized pathway for decision making which makes target more visible and clear.**

Disadvantages
❖ **Forecasting may leads to inaccurate result.**
❖ **Flexible is difficult due to structured plans and strategies.**

5. Qualities of effective leader

❖ **Effective Communicators - Leaders are excellent communicators, able to clearly and concisely explain problems and solutions. Leaders know when to talk and when to listen.**

❖ **Long-term Thinkers - Leaders are visionaries. This is evidenced by the leadership trait of being able to plan for the future through concrete and quantifiable goals.**

❖ **Self-motivated - Leaders are self-motivated and are able to keep going and attain goals despite setbacks. Good leaders try their best to exceed, not just meet, expectations.**

❖ **Confident -Virtually all good leaders share the leadership trait of confidence. They are able to make tough decisions and lead with authority.**

❖ **People-oriented- Leaders are typically people-oriented and team players. By being people-oriented, leaders are able to energize and motivate others.**

❖ **Emotionally Stable- Leaders exercise good control and regulation over their own behavior and are able to tolerate frustration and stress.**

6. Principles of Directing
a) Introduction

Directing is the heart of management function. All other functions of management such as planning, organizing, and staffing have no importance without directing. Leadership, motivation, supervision, communication are various aspects of directing.
Directing refers to a process or technique of instructing, guiding, inspiring, counseling, overseeing and leading people towards the accomplishment of organizational goals.

It is a continuous managerial process that goes on throughout the life of the organization.

b) Features of Directing

❖ **Initiates Action**

Each and every action in an organization is initiated only through directing. The managers direct the subordinates about what to do, how to do when to do and also see to it that their instructions are properly followed.

❖ **Motivates Employees**

A manager identifies the potential and abilities of its subordinates and helps them to give their best. He also motivates them by offering them financial and non-financial incentives to improve their performance.

❖ **Provides Stability**

Stability is significant in the growth of any organization. Effective directing develops co-operation and commitment among the employees and creates a balance among various departments and groups.

❖ **Effective Utilization of Resources**

It involves defining the duties and responsibilities of every subordinate clearly thereby avoiding wastages, duplication of efforts, etc. and utilizing the resources of men, machine, materials, and money in the maximum possible way. It helps in reducing costs and increasing profits.

c) Principles of Directing

❖ **Maximum Individual Contribution**

One of the main principles of directing is the contribution of individuals. Management should adopt such directing policies that motivate the employees to contribute their maximum potential for the attainment of organizational goals.

❖ **Harmony of Objectives**

Sometimes there is a conflict between the organizational objectives and individual objectives. Directing has an important role to play in establishing harmony and coordination between the objectives of both the parties.

❖ **Unity of Command**

This principle states that a subordinate should receive instructions from only one superior at a time. If he receives instructions from more than one superior at the same time, it will create confusion, conflict, and disorder in the organization and also he will not be able to prioritize his work.

❖ **Managerial Communication**

> According to this principle, it should be seen that the instructions are clearly conveyed to the employees and it should be ensured that they have understood the same meaning as was intended to be communicated.

❖ **Leadership**

> Managers should possess a good leadership quality to influence the subordinates and make them work according to their wish. It is one of the important principles of directing.
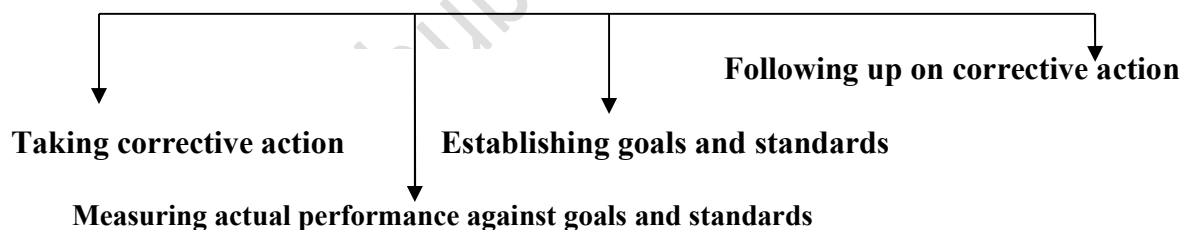
❖ **Use of Informal Organization**

> Within every formal organization, there exists an informal group or organization. The manager should identify those groups and use them to communicate information. There should be a free flow of information among the seniors and the subordinates as an effective exchange of information are really important for the growth of an organization.

7. Basic Control Process Elements

a) Introduction Basic Control Process

Controlled processes are defined as a process that is under the flexible,
intentional control of the individual that he or she is consciously aware of, and that are
effortful and constrained by the amount of attentional resources available at the moment.

b) Basic Control Process Elements

Following up on corrective action

Taking corrective action   **Establishing goals and standards**

Measuring actual performance against goals and standards

c) Characteristics

❖ **Control is a Managerial Process**

> Management process comprises of five functions, viz., planning, organizing, staffing,
>
> directing and controlling.

❖ **Control exists at each level of Organization**

> Anyone who is a manager, has to involve into control – may be Chairman, Managing Director, CEO, Departmental head, or first line manager. At every level the control differs – top management would be involved in strategic control, middle management into tactical control and lower level into operational control.

❖ **Control is a Continuous Process**

> Control is not a one-time activity, but a continuous process. The process of setting the standards needs constant analysis and revision depending upon external forces, plans, and internal performance.

❖ **Control is closely linked with Planning**

> Planning and controlling are closely linked. The two are rightly called as 'Siamese twins' of management. "Every objective, every goal, every policy, every procedure and every budget become standard against which actual performance is compared.
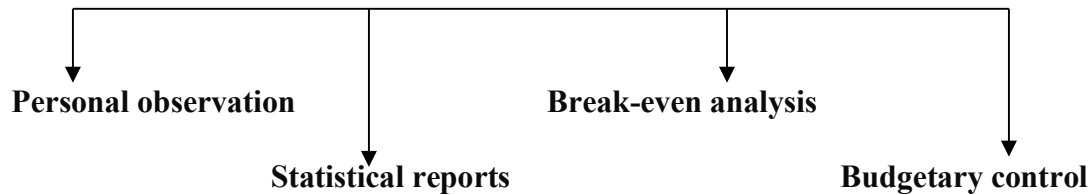
❖ **Control is forward looking**

> Whatever has happened has happened, and the manager can take corrective action only of the future operations. Past is relevant to suggest what has gone wrong and how to correct the future.
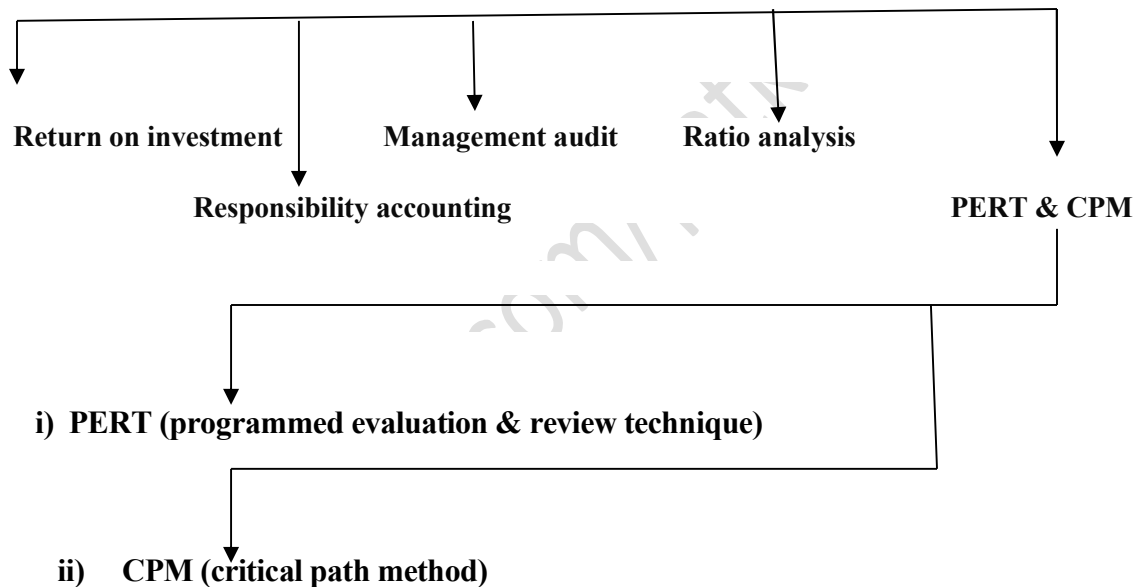
8. Different control Techniques

Traditional Techniques   **Modern Techniques**
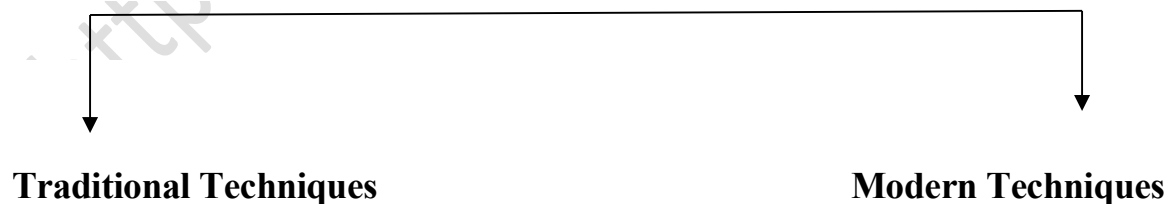
❖ **Traditional Techniques**

   Traditional techniques are those which have been used by the companies for a long time now.

Personal observation   **Break-even analysis**

        Statistical reports   **Budgetary control**

❖ **Modern Techniques**

Modern techniques of controlling are those which are of recent origin & are comparatively new in management literature. These techniques provide a refreshingly new thinking on the ways in which various aspects of an organization can be controlled.

Return on investment   **Management audit**   **Ratio analysis**

        Responsibility accounting   **PERT & CPM**

   i) PERT (programmed evaluation & review technique)

   ii)   CPM (critical path method)

❖ **Both are important network techniques useful in planning & controlling.**
❖ **These techniques, therefore, help in performing various functions of management like planning; scheduling & implementing time-bound projects involving the performance of a variety of complex, diverse & interrelated activities.**