CHAPTER -7
DIRECTING

CONCEPT MAPPING:

- Concept and importance
- Elements of Directing
  - Supervision-concept, functions of a supervisor.
  - Leadership-concept, styles-authoritative, democratic and laissez faire.
  - Communication- concept, formal and informal communication; barriers to effective communication, how to overcome the barriers.

Key Concepts in Nutshell

- **Meaning of Directing**: It refers to instructing, guiding, communicating and inspiring people in the organisation.
- **Importance of Directing**: (1). It initiates action. (2). It integrates employees’ efforts. (3)It is the means of motivation. (4)It facilitates implementing changes. (5)It creates balance in the organization.
- **Elements of Directing**: (1)Supervision (2)Communication (3)Leadership (4)Motivation
- **Concept of Supervision**: Supervision refers to monitoring the progress of work of one’s subordinates and guiding them properly.
- **Functions of a Supervisor**: (1)Facilitates control (2)Optimum utilization of resources (3)Maintenance of discipline (4)Feedback (5)Improves communication (6)Improves motivation
- **Motivation**: Motivation process of stimulating people to accomplish desired goals. It depends up on satisfying the needs of people.
- **Maslow's Hierarchy of Needs**: - According to Maslow, man does every work to satisfy his need. A man has various needs and their order can be determined. The needs of a human being serve as a motivation for him. On the basis of priority human needs can be divided into five parts (i) Physiological needs, (ii) Safety needs, (iii)Affiliation or social needs, (iv) Esteem needs and (v) Self-actualization needs.
• **Financial or Monetary Incentives:** Financial incentives are those incentives which are evaluated in terms of money. These are helpful to satisfy Physiological and Safety Needs. It includes the following (i) Pay and allowances, (ii) Productivity-linked wage Incentives, (iii) Bonus, (iv) Profit sharing, (v) Co-partnership (iv) Suggestions, (vi) Retirement benefits, (vii) Perquisites.

• **Non-financial or Non-monetary Incentives:** Non-financial incentives are not directly related with money. These incentives help in the satisfaction of top hierarchy needs like social, esteem and self-actualization. It includes the following (i).Status (ii) Organizational climate (iii) Career advancement opportunity (iv) Job enrichment (v) Employee recognition programmes (vi) Job security (vii) Employee participation (viii) Employee empowerment.

• **Meaning of Leadership** : It refers to influence others in a manner to do what the leaders wants them to do.

**Leadership Styles:**

I. **Autocratic Leadership Style:**

(a). Meaning: It refers to that leadership style in which the leader tends to run the show all by him-self.


(d). Disadvantages: (i) Lack of Motivation, (ii) Agitation by Employees, (iii) Possibility of Partiality.

II. **Democratic Leadership Style** :

(a). Meaning: It refers to that leadership style in which the leader consult with his subordinates before making any final decisions.


III. **Laissez-faire or Free-rein Leadership Style:**
(a). Meaning : It refers to that leadership style in which the leader gives his subordinates complete freedom to make decisions.

(b) Characteristics (i) Full faith in subordinates, (ii) Independent Decision-making system, (iii) Decentralisation of Authority (iv) Self-Directed Supervisory and Controlled.


(d). Disadvantages. (i) Difficulty in Cooperation, (ii) Lack of Importance of Managerial Post, (iii) Suitable only for Highly Educated Employees.

**Communication:** Communication refers to process of exchange of ideas between or among persons and creates understanding. Communication process involves the elements of source, encoding, channel, receiver, decoding and feedback.

**Formal Communications** refers to all official communications in the form of orders, memos, appeal, notes, circular, agenda, minutes etc.

**Informal Communications** are usually in the form of rumours, whispers etc. They are unofficial, spontaneous, unrecorded, spread very fast and usually distorted.

**Barriers** may exist for effective communications. Some of these barriers include - semantic barriers, organizational barriers, language barriers, transmission barriers, psychological barriers and personal barriers.

**Manager** should take appropriate measures to overcome these barriers and promote effective communication in the organization such as

**Improving communication effectiveness:**

i. Clarify the ideas before communication  
ii. Communicate according to the needs of receiver.

iii. Consult others before communicating  
iv. Be aware of language  
v. Convey things of help and value to listeners  
vi. Ensure proper feedback  
vii. Communicate for present as well as future  
viii. Follow up communications and  
ix. Be a good listener.

**KEY CONCEPT QUESTIONS WITH ANSWERS**

**Q1) What is meant by Directing? Explain the importance of directing?**  
 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
2. 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?**

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

**Q3) Explain how directing is a pervasive function of management**

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.**

A: 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

**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.**

A). 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 leadership: The supervisor leads the workers of his department.

d). Explains the policies and programmes of the organization to his subordinates 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?  
A: 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.

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.  
A: 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.  
A: Yes, I agree with this statement.

Difference between leadership and management:

<table>
<thead>
<tr>
<th>Basis</th>
<th>Leadership</th>
<th>Management</th>
</tr>
</thead>
<tbody>
<tr>
<td>Origin</td>
<td>Leadership originates out of individual influence</td>
<td>Management originates out of official power and rights.</td>
</tr>
<tr>
<td>Formal Rights</td>
<td>A leader has no formal rights</td>
<td>A manager has certain formal rights</td>
</tr>
<tr>
<td>Follower &amp; subordinates</td>
<td>A leader has followers</td>
<td>A manager has subordinates</td>
</tr>
</tbody>
</table>
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 subordinates.

**Laissez-faire leadership style:** this style as leadership is also known as free brain leadership or individual centered style. The manager takes little interest in managerial functions and the subordinates are left on their own. Manager explain over all objectives; help subordinates in determining their own objectives. They provide resources. They also advise the employees.

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


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


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

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

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
Disadvantages: 1. Difficulty in cooperation, 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
A: 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
A: Poor listening skills of people.

Q18). Give any one measure to improve communication. 1M
A: Communicate according to the needs of receiver.

Q19). What do you mean by grapevine? Explain two types of grapevine along with diagram.
A: Grapevine: The network or pathway of informal communication is known as grade point communication.

Two types of grapevine communication

![Gossip and Single Strand Diagram]

Q20). Explain any three measures to overcome the barriers to improve communications effectiveness.
A: 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. 1 M
A: Directing

2) Every manager from top executive to superior performs the function of directing. Which characteristic of directing is referred here? 1 M
A) Directing takes place every level of management.

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

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

6) Motivation can be either positive or negative. Give two examples of negative motivation. 1 M
A) a) Stopping increments  b) Treating

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

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

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? 1 M
A) Communication.

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

13) In which kind of communication network, a subordinate is allowed to communicate which his immediate superior as well as his superior’s superior? 1 M
A) 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. 4 M
A) 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
A) It refers to physiological barriers: i. premature evaluation ii. Loss by transmission and poor retention. iii. Lack of attention.