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DIRECTING

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The managerial function of directing is like the activities of a teacher in a classroom. In order to teach, a teacher has to guide his students, maintain discipline, inspire them and lead them to the desired goal. It is a very important function in the management of any enterprise. It helps the managers in ensuring quality performance of jobs by the employees and achievement of organisational goals. It involves supervision, communication and providing leadership to the subordinates and motivating them to contribute to their best of capability. In this lesson we shall learn about this function in detail.



OBJECTIVES

After studying this lesson, you will be able to:

- state the meaning and importance of directing function;
- identify the elements of directing;
- describe the meaning and importance of communication;
- state the different types of communication;
- explain the meaning, functions and importance of supervision;
- describe the meaning and importance of motivation;
- state the various ways of motivation;
- explain the meaning and importance of leadership and
- identify the qualities of a good leader.

13.1 MEANING OF DIRECTING

While managing an enterprise, managers have to get things done through people. In order to be able to do so, they have to undertake many activities, like guide the people

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who work under them, inspire and lead them to achieve common objectives. An office manager, for instance, has to supervise the activities of his subordinates, i.e., typists, office assistants, dispatchers, accounts clerks, etc. He has to issue instructions to them and describe and illustrate the work and related activities. He has to tell them what to do, and how to do it. The office manager can plan, organise and appoint people, but he can not get things done, unless he assigns specific duties to his subordinates and motivates them to perform well. All these activities of a manager constitute the directing function.

Thus, directing is concerned with instructing, guiding, supervising and inspiring people in the organisation to achieve its objectives. It is the process of telling people what to do and seeing that they do it in the best possible manner. The directing function thus, involves:

- telling people what is to be done and explaining to them how to do it;
- issuing instructions and orders to subordinates to carryout their assignments as scheduled;
- supervising their activities;
- inspiring them to meet the managers' expectations and contribute towards the achievement of organisational objectives; and
- providing leadership.

Managers plan and take decisions. They organise to define the work and create suitable positions in the enterprise. People are employed to perform the jobs, but the actual work of getting the job done comes under the directing function. Thus, directing is 'management in action'. It is through the exercise of this function that managers get things done through people.

13.1.1 Importance of Directing

Plans remain mere plans unless they are put into action. In the absence of direction, subordinates will have no idea as to what to do. They will probably not be inspired to complete the job satisfactorily. Implementation of plans is, thus, largely the concern of directing function. As a function of management, directing is useful in many ways.

- It guides and helps the subordinates to complete the given task properly and as per schedule.
- It provides the necessary motivation to subordinates to complete the work satisfactorily and strive to do them best.
- It helps in maintaining discipline and rewarding those who do well.
- Directing involves supervision, which is essential to make sure that work is performed according to the orders and instructions.

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- Different people perform different activities in the organisation. All the activities are interrelated. In order to co-ordinate the activities carried out in different parts and to ensure that they are performed well, directing is important. It thus, helps to integrate the various activities and so also the individual goals with organisational goals.
- Directing involves leadership that essentially helps in creating appropriate work environment and build up team spirit.

13.1.2 Elements in Directing

Communication, Supervision, Motivation and Leadership are the four essential elements of directing. In the subsequent sections we shall discuss about the nature and significance of each of these components.



INTEXT QUESTIONS 13.1

1. Define the term 'Directing'.
2. Complete the following incomplete words by taking clues from the statements given for each. Every blank represents one letter only.
 - (a) D _ _ E _ T _ _ G
 - (b) _ E A _ _ R _ _ I P
 - (c) M _ T _ V _ _ I O _
 - (d) S U _ _ R _ _ S _ O _

Clues:

- (a) It guides and helps the subordinates to complete the given task properly and as per schedule.
- (b) It helps in creating appropriate work environment and build up team spirit.
- (c) It makes sure that work is performed according to the orders and instructions.
- (d) It ensures that work is done according to orders and instructions.

13.2 COMMUNICATION

Communication is a basic organisational function, which refers to the process by which a person (known as sender) transmits information or messages to another person (known as receiver). The purpose of communication in organisations is to convey orders, instructions, or information so as to bring desired changes in the performance and or the attitude of employees. In an organisation, supervisors transmit information to

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subordinates. Proper communication results in clarity and securing the cooperation of subordinates. Faulty communication may create problems due to misunderstanding between the superior and subordinates. The subordinates must correctly understand the message conveyed to them.

Thus, in communication:

- there are two parties, one is known as the sender and the other is known as receiver;
- there is a message sent by the sender to the receiver; and
- the receiver receives the message and understands it.

Communication does not always flow from supervisor to subordinate. It can also be from a subordinate to a supervisor. For example, subordinates can pass information to the supervisor about the faults/problems at the assembly line. Thus, it is a two way process.

13.2.1 Importance of Communication

Communication in organisations is so important that it is said to be the lifeblood of the organisation. Success of direction largely depends on how effectively the manager can communicate with his subordinates. Proper communication in organisations at all levels and between all levels can improve both the quantity and quality of output. Some of the benefits of communication are as follows:

- Communication helps employees to understand their role clearly and perform effectively.
- It helps in achieving co-ordination and mutual understanding which in turn, leads to industrial harmony and increased productivity.
- Communication improves managerial efficiency and ensures cooperation of the staff.
- Effective communication helps in moulding attitudes and building up employees' morale.
- Communication is the means through which delegation and decentralisation of authority is successfully accomplished in an organisation.

13.2.2 Types of Communication

In an organisation communication can be made from supervisor to subordinate, from subordinate to supervisor and also between two supervisors at the same level. Communication can be done orally or in writing or even through gestures. Communication may be made through formal or informal channels. Thus, the various types of communication are as follows.



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<i>On the basis of channel used</i>	<i>On the basis of direction</i>	<i>On the basis of mode used</i>
(i) Formal	(i) Upward	(i) verbal - (a) oral, (b) written
(ii) Informal	(ii) Downward (iii) Horizontal (iv) Diagonal	(ii) Non-verbal (gestural)

Let us now discuss these briefly.

(a) Formal and Informal Communication

The path through which information flows is called channel of communication. In every organisation we have both formal and informal channels. The paths of communication which are based on relationship established formally by management are the formal channels. For example, the General Manager communicates a decision to the production manager who may then issue orders or instructions to the foremen. It may also be like a worker applying to his supervisor for a loan from the GPF account. He/she forwards it to the Manager Accounts who finally sends it to the General Manager (Finance) for approval.

Communication, which takes place on the basis of informal or social relations among staff, is called informal communication. For example, any sharing of information between a production supervisor and an accountant, as they happen to be friends or so. Mostly informal channels are used due to friendly interaction of members of an organisation. In fact, it may be purely personal or related to organisational matters.

(b) Upward, Downward, Horizontal and Diagonal Communication

On the basis of the flow or direction of communication in organisations, it can be classified as upward, downward, horizontal or diagonal. When employees make any request, appeal, report, suggest or communicate ideas to the superior, the flow of communication is **upward** i.e., from bottom to top. For instance, when a typist drops a suggestion in the suggestion box, or a foreman reports breakdown of machinery to the factory manager, the flow of communication is upward. Upward communication encourages employees to participate actively in the operations of their department. They get encouraged and their sense of responsibility increases when they are heard by their supervisors about problems affecting the jobs.

When communication is made from superiors down the hierarchy it is called a downward communication. For instance, when superiors issue orders and instructions to subordinates, it is known as downward communication. When the General Manager orders supervisors to work overtime, the flow of communication is downward i.e., from top to bottom. Similarly, communication of work assignments, notices, requests for performance, etc. through bulletin boards, memos, reports, speeches, meetings, etc. are all forms of downward communication.

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Communication can also be amongst members at the same level in the organisation. For instance, production manager may communicate the production plan to the sales manager. This is known as **horizontal flow of communication**. Here, the communication is among people of the same rank and status. Such communication facilitates coordination of activities that are interdependent.

When communication is made between people who are neither in the same department nor at the same level of organisational hierarchy, it is called **diagonal communication**. For example, cost accountant may request for reports from sales representatives not the sales manager for the purpose of distribution cost analysis. This type of communication does take place under special circumstances.

(c) Verbal and Non-verbal Communication

On the basis of the mode used, communication may be verbal or non-verbal. While communicating, managers may talk to their subordinates either face to face or on telephone or they may send letters, issue notices, or memos. These are all verbal communication. Thus, the verbal modes of communication may be oral and written. Face to face communication, as in interviews, meetings and seminars, are examples of oral communication. Issuing orders and instructions on telephone or through an inter-communication system is also oral communication. The written modes of communication include letters, circulars, notices and memos. Sometimes verbal communication is supported by non-verbal communication such as facial expressions and body gestures. For example – wave of hand, a smile or a frown etc. This is also termed as the gestural communication.

Barriers to Effective Communication

Barrier means the hindrance that adversely affect communication. These barriers have been discussed under the following categories :

A. Semantic Barriers

These barriers take place when the sender and the receiver of the message interpret the words, sentences, symbols etc. differently.

1. **Symbols with different meanings** : A word may have different meanings. For example minute (time & small).
2. **Badly Expressed Message** : Same time manager may use wrong words. Manager may omit needed words.
3. **Faulty translation** : A manager receives information from his superior and transfers it to its subordinates. Manager translates it for all the employees according to their levels of understanding. If the receiver of information makes a faulty translation, it can be a barrier in the communication.

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4. **Un clarified Assumptions :** Same times a sender takes it for granted that the receiver knows same basic things. So sender may communicate him only about the major subject matter. This may be a barrier in effective communication.

B. Psychological Barriers

Psychological barriers appear because of the state of mind.

1. **Lack of Attention :** When the receiver is engaged in some important work he does not listen to the message attentively. This lack of attention will be barriers to effective communication.
2. **Loss by Transmission and Poor Retention :** When communication passes through various levels, successive transmissions of the message may result in loss of information.
3. **Premature Evaluation :** Sometimes the receiver of information makes a judgment before listening to the entire message. This is a hindrance in the exchange of information.
4. **Distrust :** If the receiver and sender of information do not trust each other, they cannot understand each other's message in its original sense.

C. Organisational Barriers

Some organisational or physical barriers put difficulties in smooth communication. These are :

1. **Rules and Regulations :** Rigid rules may lead to red tapism, delay in action and delay in movement of information.
2. **Status :** Sometimes higher managers in the higher rank may not pass on all information to the managers of lower ranks.
3. **Organisational Policies :** Organisational policies determine the relationship among all the persons working in the organisation. For example in centralised organisation, all important information is retained at the top level officers only.
4. **Complexity in Organisational Structure :** In an organisation where there are number of managerial levels (complex structure), there will be delay in communication. Information gets changed before it reaches to receiver.

D. Personal Barriers

1. **Fear of Challenge of Authority :** Superiors try to cancel information if they fear of losing their authority over the subordinates.
2. **Lack of Confidence in Subordinates :** Top level officers do not have confidence on the competence of their subordinates. So they may not pay any attention to their advice.

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3. **Unwillingness to Communicate :** Subordinates may not be willing to communicate with their superiors if they believe that it may adversely affect their interests.
4. **Lack of Proper Incentive :** The lack of incentive to the subordinates can be of the fact that their suggestions are not given any importance.

How to Overcome the Barriers

Most of the barriers can be removed and the communication can be made more meaningful and effective if the following points are considered by the manager:

1. **Consult Others before Communicating :** If the subordinates are allowed to participate in the development of the message to be communicated, they will accept it and will have a commitment to implement it. Therefore, it is better to involve others in developing the message.
2. **Communicate According to the Needs of the Receiver :** The sender of message should know the level of understanding of the receiver. The content, language and tone of the message should be adjusted to suit the education and intelligence of the receiver.
3. **Clarify the Idea before Communicating :** The message to be conveyed should be analysed in depth by the communicator. Communicator should be clear of the message to be transmitted and try to pass the message in simple words.
4. **Good Listener :** Managers should attend and listen patiently to the employees. This helps the employees to mingle freely with the managers.
5. **Proper Feedback :** Communication is complete only when the message is understood by the receiver. The communicator can ensure the success of communication by asking questions about the message conveyed. The receiver should be encouraged to respond to the message. Thus communication becomes a two-way process.
6. **Follow up Communication :** Managers should review and follow-up instructions given to subordinates. This follow-up will help to remove misunderstanding of instructions.
7. **Use of Informal Channels :** A manager must make use to his grapevine to support the formal channels of communication.



INTEXT QUESTIONS 13.2

1. Name the parties involved in the process of communication.

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2. Classify the following into various types of communication on the basis of channel, direction and mode of communication.
 - (a) The General Manager seeking explanation from a supervisor for poor performance in his department.
 - (b) The supervisor sending an explanation to the General Manager stating the performance of his department.
 - (c) The sales assistants discussing with his friend regarding customers' behaviour.
 - (d) A typist informs his fellow typist during the lunch-break about the rude behaviour of her supervisor.
 - (e) A boss frowning at his subordinate for a job done wrongly.

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13.3 SUPERVISION

After the employees have been instructed regarding what they have to do and how to do, it is the duty of the manager to see that they perform the work as per instructions. This is known as **supervision**. Managers play the role of supervisors and ensure that the work is done as per the instructions and the plans. Supervisors clarify all instructions and guide employees to work as a team in co-operation with others. Supervisors solve most of the routine job-related problems of subordinates. Supervisor, thus, performs the following functions:

- clarifies orders and instructions issued to subordinates and ensures that they have understand and follow these fully;
- ensures that subordinates have the required facilities to perform their jobs;
- keeps a watch and guides the activities of subordinates in performing their jobs;
- broadens the horizon of his subordinates by making them aware of the wider aspects of their day-to-day work;
- coordinates the work of different subordinates under him; and
- detects errors and omissions and ensures their rectification.

Though supervision is required at all levels of management, it is of great importance at the operational level i.e., at the level of first line supervisor. Managers at this level devote maximum time in supervising the work of subordinates. Though the top or middle level managers also supervise the work of their subordinate managers, but it is the first line supervisors who are in direct and constant touch with operatives i.e., workers in the factory and clerical staff in the office. Thus, they are directly responsible for getting the work done through most of the employees in an organisation.

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From what has been said about supervision, it must be clear to you that supervision is of great significance in getting the work done as per plans and as scheduled. On the basis of the influence on the work at operational level and human approach to the problems of workers, the supervision can ensure workers cooperation and support in achieving organisational objectives.

Supervisors are the key people among managers at different levels. They are the link between the top and middle management and the workers. Take, for example, the foreman of the factory or the office superintendent in the office. Both of them are members of the management team, and are in direct contact with operatives in the workshop and clerical staff in the office. They are the mouthpiece of management for communicating its ideas, plans and policies to the workers and employees. At the same time, they have to play the role of principal spokesmen of their subordinates to communicate their feelings and grievances to the management. Thus, it is only the supervisor who, as a member of the management team, is capable of developing links to workers. Supervisors are expected to maintain the best and friendly relations with their seniors as well as with the workers and enjoy the trust and confidence of both management and operatives.

13.3.2 Functions of a Supervisor

A supervisor works at the lowest level of management like all other managers he performs the functions of planning, organising, directing and controlling with respect to his own subordinates and department. A major part of his time is devoted in directing and controlling the activities of his subordinates. He also coordinates the activities of his subordinates by integrating the same with the activities of other departments of the enterprise. Besides he performs certain special functions which have been described below :

1. **Link Between Top Management and Workers :** A supervisor works as a link between managers working at higher levels and workers. He conveys the decision of the higher level managers to the workers and also communicates the performance of the workers to the higher level management through different performance reports. He also communicates the grievances, feelings of demands etc. of the workers to the higher level management.
2. **Creating Ideal Atmosphere :** Being an important link between the operatives and the management a supervisor is expected to create an ideal atmosphere for work in the organisation by correctly communicating the ideas, wishes and decisions of the higher level management to the workers.

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3. **Guiding the Workers :** For obtaining best results the supervisor assigns jobs to the workers keeping in mind their ability and aptitude for work. He makes them available the necessary tools and equipments, raw materials etc. for proper execution of the jobs. He also guides the worker properly to ensure that the job is done with perfection and accuracy.
4. **Quality Output :** A supervisor has to ensure quality output through constant watch on the performance of workers. He ensures that the performance of the worker takes place as per the plans. This results into steady flow of output.
5. **Feedback :** A supervisor keeps on watching the performance of his subordinates and identifies their strengths and weaknesses. He gives the feedback about this to the workers with the object to further improve the performance of the workers in future.
6. **Suggest Training Programmes :** A supervisor identifies the areas in which the workers require training and accordingly suggests training programmes that should be organised for them.



INTEXT QUESTIONS 13.3

1. List any four activities that your friend is expected to do as a supervisor of a publishing house.
2. Answer the following questions.
 - (a) Who puts plans of the management into action?
 - (b) Who clarifies the instructions and guide employees in their work?
 - (c) The importance of supervision is very much felt at which levels of management.
 - (d) Who provides the necessary linkage between management and workers?
3. Give any three functions to be performed by Supervisor.

13.4 MOTIVATION

Motivation is one of the important elements of directing. Issuance of proper instructions or orders does not necessarily ensure that they will be properly carried out. It requires manager to inspire or induce the employees to act and get the expected results. This is called motivation. It is a force that inspire a person at work to intensify his willingness to use the best of his capability for achievement of specified objectives. It may be in the form of incentives like financial (such as bonus, commission etc.) or, non-financial (such as appreciation, growth etc.), or it could be positive or negative. Basically, motivation is directed towards goals and prompt people to act.

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13.4.1 Importance of Motivation

While performing a job, two things are required. The ability to work and the willingness to work. Without willingness to work, ability to work can not produce results. The importance of motivation lies in converting this ability to work into willingness to work. Performance depends on ability as well as willingness; and willingness depends on motivation. Thus, motivation is a key element in directing people to do the job. Some of the other benefits or importance of motivation are:

- with proper motivation there can be maximum utilisation of the factors of production like men, money, material etc.;
- if employees are motivated it will reduce employee turnover and absenteeism;
- motivation fosters a sense of belongingness among the employees towards the organisation and also improves their morale;
- motivation helps in reducing the number of complaints and grievances. The wastage and accident rate also come down and
- with proper motivational techniques, management can attract competent and best skilled employees.

13.4.2 How to Motivate

After learning about the importance of motivation in directing, you must be wondering as to what is normally done to motivate the employees. Actually, there is no hard and fast rule of motivating individuals in a specified way. Not all individuals are motivated in the same way. It varies from individual to individual. However, on the basis of a lot of research done in the field of motivation, the following must be kept in mind while motivating.

Each employee has some needs of his own that he wants to fulfill. While directing, it is essential to ensure that any of the unfulfilled need of the individual is being taken care of. Here we must understand what is a need. A need is a feeling of lack of something and every person tries to take care of that feeling by satisfying/fulfilling what he lacks. For example, when you are hungry, you eat food to satisfy the lack of food. So here hunger is your need. The needs of the individual differ from person to person. However, there are certain common needs which are known to exist in most cases. For instance, people have basic needs like the need for food, clothing and shelter. These are known as **Physiological needs**. People generally work so as to be able to earn money to satisfy such needs. Once the basic needs are satisfied, people wish to satisfy higher category of needs. They want safety and security and desire to be protected against loss of employment, sickness, accident etc. These are known as **Safety and Security needs**. Thereafter, people want to have a sense of belonging to the organisation and to

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be accepted by fellow workers. These are known as **social needs**. Similarly, there are people who wish to be considered important and expect that their opinions should be recognised by others. These needs are known as **ego needs**. Further, a person may wish to achieve what he thinks is due to him, i.e., he wants to realise his ambition fully. These needs are known as **self-actualisation needs**. This is called hierarchy of needs concept of motivation developed by Maslow.

Maslow's Hierarchy of Needs

According to Maslow, an individual has many needs and their order can be determined. If a person satisfies his first need, then he thinks about his next need. After satisfying the second need, he tries to satisfy third need and so on. So needs are the motivators.

Maslow has given hierarchy of needs in the following ways :

1. **Physiological Needs** : These needs include need for food, shelter and clothing.
2. **Safety and Security Needs** : Once physiological needs are fulfilled then the people start thinking about their safety. Safety needs include need for physical safety and economic safety. Physical safety means safety from accidents, disease etc. Economic safety refers to safety of livelihood.
3. **Social Needs** : Man is a social animal. He wants to live in the society honourably. Therefore, he wants friends and relatives with whom he can share his joys and sorrows. Social needs include need for love, affection, friendship etc.
4. **Esteem Needs** : These are the need for respect and recognition. Esteem needs are also known as Ego needs.
5. **Self Actualisation Needs** : Self actualisation needs are concerned with becoming what a person is capable of becoming. These needs include need for growth, self fulfillment etc.

Assumptions of Maslow's Need Hierarchy Theory

1. Behaviour of people depends upon their needs. Human behaviour can be changed by fulfilling their needs.
2. Generally the needs follow the hierarchy starting them physiological needs.

Financial and Non-financial Hierarchy Theory

Monetary / Financial incentives are directly related with money. Non-financial incentives are not directly related with money.

Following are the financial incentives :

1. **Pay and Allowances** : Salary is the basic monetary incentive of every employee. Salary includes basic pay, dearness allowance etc.

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2. **Bonus** : Bonus means the payment to employees in addition to their regular remuneration. Bonus is provided in the form of cash, free trips to resorts or foreign countries etc.
3. **Commission** : In sales department, sales persons get commission on the basis of their sales.
4. **Retirement Benefit** : Every employee is concerned about his future after retirement. Some retirement benefits are Provident fund, Pension, Gratuity etc.
5. **Perquisites** : Rent free accommodation, car allowance, facility of a servant etc. are called as perquisites.

Non-financial Incentives

Besides the financial incentives there are certain non financial incentive that motivate the employees. The important non-financial incentive are given below :

1. **Career Advancement Opportunity** : Appropriate skill development programmes will encourage employees to show improved performance.
2. **Status** : Status means the rank of a person in a organisation. The rank is linked with authority, responsibility and other extra benefits. Everybody has a wish to be in high rank. Therefore an employee can be motivated by placing him in higher rank.
3. **Employee Recognition Programmes** : Every employee wants to be considered as an important part of the organisation. Work of an organisation should be distributed in such a way that every employee feels that his work is yield and he is capable to do that work. This motivates the worker and he works hard and in a responsible manner.
4. **Employee Participation** : It means involving employee in decision making specially when decisions are related to workers.
5. **Organisation Climate** : It means the relationship between superior and subordinates. Employees can put their best if healthy climate exist in an organisation.

It is important to remember that the needs and desires of people change. Once their basic needs are satisfied, other needs arise. Managers have thus, to understand the needs and desires of subordinates and decide how to motivate them.

The knowledge of the different types of need enables a manager to adopt different ways to motivate individuals depending upon which need is unsatisfied for the individual. For example, a person whose physiological needs are not fulfilled may be motivated to work with a promise of increase in pay, whereas another person may be motivated if he is given a very challenging job to perform regardless of the pay.

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In fact many other approaches have been developed for motivation. But in simple terms as stated earlier it is usually in the form of incentives. Not only that, certain factors or job conditions that exist in organisations like recognition of work, advancement in career, challenging nature of the work, etc., also motivate the employees.



INTEXT QUESTIONS 13.4

- Mention any five benefits the management will get if the employees are properly motivated.
- Match the expressions in Column (I) with those in Column (II):

Column (I)

- Employee's needs for food, clothing and shelter
- The desire for protection against accident sickness and other future uncertainties
- The need for belonging and acceptance by fellow workers
- People's desire to be considered important
- Employees wish to realise their ambition fully

Column (II)

- Self-actualisation need
- Ego needs
- Physiological needs
- Safety and security needs
- Social needs

- Complete the paragraph given below by selecting the appropriate words given here.

(Physiological, security, appreciation, food, friends, recognition)

Govinda is without a job and without a source of income. He is without food. He is starving. In such circumstances, he wants nothing but some (a) _____. His other (b) _____ needs are air, water and sleep. Govinda is fortunate and finds a job. He gets his bread, but his work is dangerous and the job is temporary. He now seeks (c) _____. His management is sympathetic and assures him of permanent employment. But he is not happy for he feels lonely. Now he begins to look around for (d) _____. Even if surrounded by loving friends, he is unhappy from within. He now requires some measure of self-confidence and self-respect. He wants to assure himself that he can do difficult jobs and work independently. He now seeks (e) _____ and (f) _____ without which he feels uneasy. He now has much self-confidence and self-respect.

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13.5 LEADERSHIP

While motivation is the process through which employees are made to contribute voluntarily to work, leadership is the ability to persuade and motivate others to work in a desired way for achieving the goals. Thus, a person who is able to influence others and make them follow his instructions is called a leader. For example, in an organisation the management decides to install some new machines to which the workers are resisting. However, one of the workers takes the initiative, explains the fellow workers the benefits of working with the new machines and moulds them to accept the management's decision. Now he is said to be leader as he is able to influence a group of workers who followed him. In practice, the managers have to guide and lead their subordinates towards the achievement of goals, and so, to be an effective, a manager has to be a good leader.

Leadership is the process, which influences the people and inspires them to willingly accomplish the organisational objectives. The main purpose of managerial leadership is to get willing cooperation of the workgroup to achieve the goals.

13.5.1 Importance of Leadership

The objectives of any organisation can only be fulfilled if its employees are working towards accomplishment of such objectives. To make people work in the desired manner, proper instructions and guidance are necessary. And this direction process becomes effective when the persons who give such direction have leadership qualities. Leadership is essential in functioning of any organisation and its importance and benefits are varied. Some of these importances are:

- leadership improves the performance of the employees. Leaders can motivate the followers to work and thereby increase their performance level.
- with continuous support and guidance, leaders are able to build confidence among the followers, thereby increasing speed and accuracy and decreasing wastage.
- with friendly and cooperative efforts the leader is able to build employees' morale which in turn contribute to higher productivity.

13.5.2 Leadership Qualities

In order to be successful, a leader must possess certain qualities. A good leader should be professionally competent, intelligent, analytical and he/she should have a sense of fair play, including honesty, sincerity, integrity, and sense of responsibility. He must possess initiative, perseverance, be diligent and realistic in his outlook. He must also be able to communicate his subordinates effectively. Human relation skills are must for any leader. Earlier, it was believed that the success or effectiveness of a leader depends upon his personal traits or characteristics, like physical appearance, intelligence, self-confidence, alertness, and initiative. This is no longer regarded as a correct approach.

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It has been established on the basis of experiments that the success or effectiveness of a person as a leader depends upon his behaviour pattern or leadership style in relation to the followers.

To get things done, managers have to influence their subordinates and seek their voluntary co-operation. If their leadership is not based on suitable behaviour or style, they will not be successful. When leaders involve people in determining goals, and build up team spirit, chances are that people will follow them voluntarily.



INTEXT QUESTIONS 13.5

1. List atleast five important qualities of a good leader.
2. Following are certain statements about a good leader. Rectify if any statement is found to be wrong.
 - (a) He is empathetic and listens to others.
 - (b) He is competent thus, does everything alone.
 - (c) He has to be very good looking else people will not like him.
 - (d) He likes to generate team spirit and works with the people as a team.
3. Multiple Choice Questions
 - i. Need for food can be included under which class for need?

a) Physiological needs	b) Safety needs
c) Social needs	d) Ego needs
 - ii. Ram, a worker in a MNC wants promotion in his job. Which need he wants to satisfy?

a) Physiological needs	b) Safety needs
c) Self actualisation	d) Ego needs
 - iii. Balan is working in 'Reliance Company Ltd.' The company gave him and his family a free ticket to a resort in Thailand. State which of the following incentive is used by the company to motivate its worker.

a) Financial incentive	b) Non-financial incentive
c) Semantic incentive	d) None of the above

MODULE - 5

Functions of Management



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Directing

- iv. 'Maruti Sazuki' started training programme for all its officers. Identify the incentive through which the company tries to motivate the workers.
- | | |
|------------------------|----------------------------|
| a) Financial incentive | b) Non-financial incentive |
| c) Semantic incentive | d) None of the above |
- v. A notice circulated in English was poorly translated in Tamil. Name the type of barrier relating to this :
- | | |
|---------------------------|--------------------------|
| a) Semantic barrier | b) Psychological barrier |
| c) Organisational barrier | d) Personal barrier |



WHAT YOU HAVE LEARNT

To get things done, managers have to guide people who work under them, inspire and lead them to achieve common objectives. In order to be able to do so, the managers need to communicate job related orders and instructions, supervise subordinates at work, and motivate them. These activities of a manager are known as directing. Directing is thus concerned with instructing, guiding and inspiring people in the organisation to achieve its objectives. Its important components are communication, supervision, motivation and leadership.

- Communication is the process by which a person transmits information or message to another person. The process facilitates the task of issuing orders and instructions to convey the superiors' ideas about the work to be done by subordinates. It also helps in conveying policies, procedures and decisions to employees.
- The flow of communication can either be upward or downward. It can be formal as well as informal. When it takes place among managers of the same rank it is known as horizontal communication. When communication is made between people who are neither in the same department nor at the same level of organisational hierarchy, it is called **diagonal communication**. Communication may be in the form of oral or written or even non-verbal like gestural.
- Supervision involves seeing that subordinates perform the work as per instructions given. Supervisors clarify all instructions and guide people to work as a team in co-operation with each other.
- Though supervision is necessary at all levels of management, it is of great importance at the first level. It is at this level that supervisors are in direct contact with employees.
- Supervisors are in key positions in the hierarchy of management. They act as a link between higher level managers and the workers.

Directing

- Inspiring people to work is another important component of the directing function. This is known as motivation. Motivation requires the use of means to fulfill the needs and desires that may inspire individuals to apply their best abilities in work.
- Needs of people differ from individuals to individuals. But there are certain common needs felt by most people such as the physiological needs, need for safety and security, social needs, ego needs, and self-actualisation needs.
- There is no standard way of motivating all types of people. Motivation is need based. Manager has to find out the unsatisfied needs of the employees and accordingly decide to motivate them.
- Motivation helps managers in getting things done more efficiently by the employees. If the employees are motivated, they will fully utilise the production facilities and put in their best efforts in performing the job.
- In order to get things done, a manager has to be a good leader. Leadership is the ability to persuade others to work in a desired way. Thus, a person who persuades others and makes them follow his instructions willingly is called a leader.
- To be a good leader, a person must possess certain qualities like professional competence, intelligence, ability to analyse, honesty, sincerity, integrity etc.
- Supervisor helps in optimum utilisation of resources, creation of more disciplined workforce, control, good communication and proper feedback.
- A manager must understand needs and wants of people if he has to motivate them. Famous psychologist A.W.Maslow developed the following need Hierarchy theory which contains five types of needs like physiological, safety, social, ego and self-actualisation.
- Physiological needs are the basic needs which must be satisfied before all other needs are satisfied.
- Safety needs can be satisfied by giving job security, pension, insurance etc.
- Social needs include need for love, affection, association etc.
- Esteem needs include need for self confidence, self-respect etc.
- Self actualisation need refers to need to grow and self-fulfillment.
- Incentives are both financial and non-financial.
- Financial incentives include pay and allowances, bonus, commission, retirement benefit etc. Non-financial incentives are career advancement opportunity, status, employee participation and employee recognition programme.

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Directing



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KEY TERMS

Communication	Horizontal	Communication Safety and Security needs
Diagonal Communications	Informal Communication	Self-actualisation needs
Directing	Leadership	Social needs
Downward Communication	Motivation	Supervision
Ego needs	Non-verbal Communication	Upward Communication
Formal Communication	Physiological needs	Verbal Communication



TERMINAL EXERCISE

Very Short Answer Type Questions

1. What is meant by directing?
2. Name the different elements of directing.
3. Define motivation.
4. Who is a leader?
5. List any four qualities of a good leader.
6. State any two functions of a supervisor.
7. What is meant by financial incentive? Give any two examples of financial incentives.
8. Enumerate any two types of non-financial incentives.

Short Answer Type Questions

9. Explain in brief the importance of directing.
10. State the different types of communication on the basis of direction.
11. Explain the functions of a supervisor.

Directing

12. Describe the importance of motivation.
13. State the hierarchy of needs concept of motivation as developed by Maslow.
14. Enumerate any five barriers to effective communication.
15. What are semantic barriers of communication.
16. Explain in brief any three types of financial incentives.

Long Answer Type Questions

17. Describe the essential elements of the managerial function of directing.
18. What is communication? Explain how communication is an important element of directing function of management.
19. What is meant by the term supervision in management? Explain briefly the functions of a supervisor.
20. Explain the term leadership and state the qualities of a good leader.
21. "Leadership is considered as the most important element of the directing function of management". In the light of this statement, explain the importance of leadership.
22. What are the functions of a supervisor? Explain briefly.
23. Discuss in detail Maslow's need hierarchy theory of motivation.
24. What is meant by 'Monetary Incentives'? State any five types of monetary incentives. Which contribute to the performance of employees?
25. Explain briefly non-financial incentives used to motivate employees of a company.
26. There are some barriers in communication which are concerned with organisational structure and rules and regulations. State any three such barriers.
27. There are some barriers in communication which are concerned with the state of mind of both the sender and the receiver. State any four such barriers.



ANSWERS TO INTEXT QUESTIONS

- 13.1** 2. (a) DIRECTING (b) LEADERSHIP
(c) MOTIVATION (d) SUPERVISION
- 13.2** 1. (a) Sender (b) Receiver
2. (a) Formal, Downward, Verbal
(b) Formal, Upward, Verbal
(c) Informal, Horizontal, Verbal

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Directing



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- 13.3**
1. (d) Informal, Horizontal, Verbal
(e) Informal, Downward, Non-verbal
 2. (a) Clarify orders and instructions issued to subordinates
(b) Ensure required facilities for the subordinates
(c) Keep a watch and guides the activities of subordinates
(d) Coordinate the work of different subordinates under him
 2. (a) Supervisor (b) Supervisor (c) Operational Level
(e) Supervisor
 3. (a) Guiding the workers, (b) Provides feedback,
(c) Suggest Training Programmes.
- 13.4**
1. (a) Maximum utilisation of factors of production
(b) Employee turnover and absenteeism will reduce
(c) Develop the sense of belongingness
(d) Less complaint and grievances
(e) Attract competent and quality staff
 2. (a) – (iii), (b) – (iv), (c) – (v), (d) – (ii), (e) – (i)
 3. (a) Food (b) Physiological (c) Security
(d) love & affection (e) Appreciation (f) Recognition
- 13.5**
1. (a) Competent (b) Intelligent (c) Integrity
(d) Initiative (e) Perseverance
 2. (a) Correct
(b) He is competent but can not do things alone
(c) Need not necessarily be good looking
(d) Correct
 3. (i) a (ii) d (iii) a (iv) b (v) a



DO AND LEARN

Identify atleast 10 different people of your locality and ask them about their needs. Make note of atleast three needs of each individual and classify them in the category suggested by Maslow.

Directing



ROLE PLAY

Madan Mohan, the owner of a shoe factory visited his friend Gyan Prakash who also runs a factory of making kitchen appliances. He found Gyan Prakash sitting with floor workers and taking tea with them. When the workers left, the two friends sat together.

Madan Mohan : Having tea with floor workers!

Gyan Prakash : Yes, I do this exercise once in every fortnight to know their wants, needs and aspirations. I keep my labour force happy.

Madan Mohan : You may do anything, they will neither be happy nor work enthusiastically.

Gyan Prakash : No, on the contrary if you know how to motivate them to work in the required direction, then output will be more than the effort put in.

Madan Mohan : Motivation!

Gyan Prakash : Yes, all human have needs. They may vary from person to person. Fulfillment of these needs can stimulate people to work in the required direction.

(The two friends discussed further about motivation.)

Choose a role for yourself and one for your friend and continue the conversation.

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