

Lesson-13

DIRECTING

Introduction

If a teacher teaches in a classroom, in order to teach, a teacher has to guide his students to maintain discipline likewise managers have to guide people who work under them, inspire and lead them to achieve common objectives so Directing 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 organizational goals. It involves supervision, communication and providing leadership to the subordinates and motivating them to contribute to their best of capability.

Important points from the text:

1. Directing is concerned with instructing, guiding and inspiring people in the organization to achieve its objectives. Its important components are communication, supervision, motivation and leadership.
2. 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.
3. When communication is made between people who are neither in the same department nor at the same level of organizational hierarchy, it is called **diagonal communication**. Communication may be in the form of oral or written or even non-verbal like gestural.



4. 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.

4. Motivation helps managers in getting things done more efficiently by the employees. If the employees are motivated, they will fully utilize the production facilities and put in their best efforts in performing the job.

5. 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.
6. **Characteristic of good leader:**



7. 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.

Learn new points:

1. Physiological needs are the basic needs which must be satisfied before all other needs are satisfied.
2. Safety needs can be satisfied by giving job security, pension, insurance etc. • Social needs include need for love, affection, association etc.
3. Esteem needs include need for self confidence, self-respect etc.
4. Self actualisation need refers to need to grow and self-fulfillment.

Evaluate yourself

1. Motivation is an important factor to improve productivity and to create positive environment. Explain by giving examples
2. Communication process has certain barriers , if yes then explain.

Maximize your marks

- Read the chapter carefully and go through the learning points