

UNIT 4 DIRECTING

1. Discuss the Scope of Directing.

Directing may be defined as the process of instructing, guiding and inspiring human factors in the organization to achieve organization objectives. It is not only issuing orders and instruction by a superior to his subordinates but also including the process of guiding and inspiring them to work effectively. Directing includes the following elements:

- a) Leadership
- b) Motivation
- c) Communication

The characteristics of the directing are summarized as follows:

- 1. Directing is an important managerial function through which the management initiates actions in the organization.
- 2. It is performed at all levels of management. Every manager in the organization performs his duties both as superior and a subordinate.
- 3. It is a continuous process and it continues throughout the life of the organization on.
- 4. It has dual objectives. It aims at getting work done by the subordinates and on the other hand, to provide superiors opportunities for the same more important work which their subordinates cannot do.

It basically initiates at the top level of the organization and follows to bottom through the hierarchy. It emphasizes that a subordinate is to be directed by his own superior only.

Scope of Directing

The scope or importance of the directing in the organization lies in the fact that every action is initiated through direction. Directing informs the human beings in the organization what he should do, how he should do, and when he should do. The scope of the directing in the organization is summarized as follows are asked how the ideas could be combined or improved

- Directing conveys management perspective of the organization to the individuals and motivates them to function in the desired way to meet the organizational objective.
- Directing integrates the employee's individual efforts to make it effective to achieve organization objectives.
- Without having proper motivation, leadership and communication, individual's capability and potential may not be fully utilized.
- Any changes in the society, where the organization exists, will affect the organization structure and the individuals within it.

Directing with its elements provide stability in the organization and maintain balances in the different parts of the organization.

2. Explain different styles of leadership based on authority. (Nov'04 &Apr'05)

Definition of leadership

Leadership is defined as influence, the art or process of influencing people so that they will strive willingly and enthusiastically toward the achievement of group goals.

Nature of leadership

- LEADERSHIP is a relationship between two or more people in which influenced in power.
- A leader must have followers.
- Leadership exists both in formal and informal organizations
- It is a continuous process of influencing behavior.
- It is complex and multi-dimensional in character.

Importance of Leadership

- Motivating employees
- Leader develops team work.

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- Creating confidence to followers.
- Directing group activities.
- Building morale.
- Maintaining Discipline.

Types of leadership style

- Autocratic or Dictatorial leadership
- Participative or Democratic leadership
- Laissez-faire or Free rein leadership

Autocratic or Dictatorial

- Decision should be taken by himself without consulting subordinates.
- Full authority is held himself alone.
- He loves power and never delegates authority.
- Subordinates have to follow his directions without any questions.
- He uses threats and punishments to get work from the subordinates

TYPES OF AUTOCRATIC LEADERS

STRICT AUTOCRAT

- The leader follows autocratic styles in a very strict sense. He follows negative motivation for getting work from subordinates.

ENEVOLENT AUTOCRAT

- This leader is also taking decisions himself but his motivation styles is positive.

INCOMPETENT AUTOCRAT:

- Sometimes, leader adopts autocratic leadership style just hide their inabilities. I.e. incompetence. But this cannot be used for a long time.

Autocratic leadership style is appropriate where:

- The subordinates lack their knowledge of company goals.
- The subordinates are inexperienced or lack in training.
- The leader prefers to be active and dominant in decision-making.

Advantages:

- It facilitates quick decision-making.
- It provides strong motivation and satisfaction to the leader who decides terms.
- Highest productivity.
- Less competent subordinates are needed at lower levels.
- It can yield positive outcome under conditions of stress.

Limitations

Employee morale will be low.

1. Absence of leader will affect the output heavily.
2. Dissatisfaction will develop among employees.
3. Employee turnover will be more.
4. Full potential of subordinates and their creative ideas are not utilized.
5. One way' communication without feedback leads to misunderstanding and communications breakdown.

Participative or Democratic leadership

The subordinates are consulted and their feedback is taken into decision making process.

- Decisions are taken after group discussions. There, the authority is decentralized.
- The participative leader attaches high importance to both work and people He provides freedom of thinking and expression.

Participative leadership is best suited where:

- The leadership truly desires to hear the ideas of his employees before making decisions.
- The organization has communicated its goals and objectives to the subordinates and the subordinates have accepted them.
- The workers are reasonably knowledge and experienced.
- The time for task completion allows for the participation.
- The subordinates desire active and true involvement in matters that affect them.

Advantages:

- The subordinates are motivated by participation in decision making process. This will also increase job satisfaction.
- Absence of leader does not affect output.
- Labor absenteeism and turn-over will be minimum.
- The quality of decision is improved.
- The leader multiplies his abilities through the contribution of his followers.

Limitations:

- It is time consuming and may result in delays in decision-making.
- If subordinates are lazy and avoid work, then controlling them is difficult.
- It cannot be successfully applied at lower level of management and in production activity.
- Some leaders may be uncomfortable with this approach because they feel that there is a reduction of power and control over labor.
- The leader requires considerable communicating and persuasive skill.

Laissez-faire or free rein leadership:

- In this type complete freedom is given to the subordinates so that they plan, motivate, control and otherwise be responsible for their own actions.
- Leader does not take part in decision making process.
The authority is completely decentralized.

This type of leadership is highly effective when:

- The leader is interested in delegating decision-making fully.
- The subordinates are highly intelligent and are fully aware of their roles and responsibilities and have the knowledge and skills to accomplish these tasks without supervisor.

Advantages:

- Positive effect on job satisfaction and morale of subordinates.
- It creates an environment of freedom, individuality as well as the team spirit.
- Full utilization of the potential of subordinates

Limitations

- Lack of discipline.
- Lowest productivity.
- No control and co-ordination. Hence, tense situation will be prevailed.
- Some members may put their own interests above the group and team interests.

3. What are the barriers to effective communication? And suggest measures how communication be made effective? (Nov'04)

The message sent by the sender to the receiver which may not be effectively understood by the receiver in the same sense. It is due to several reasons. Some problems may arise in its encoding and decoding or communication channel. So, the barriers to effective communications in an organization may

be broadly classified into following groups.

- a) Physical Barriers.
- b) Personal Barriers
- c) Organizational Barriers
- d) Semantic Barriers
- e) Mechanical Barriers

Rules for effective communication

The information should be simple and clear.

- The information should be in known language to the receiver.
- The sender should use correct communicating channel. For recording purpose, it should be in written and oral method for fast communication.
- In written communication, principle of line authority should be followed.
- The information should contain adequate information.
- Communication should be checked through feedback.
- Communication should be sent and reached timely.
- Informal communication should be sent judiciously.

4. Explain any three theories of Motivation. (Nov'04)

Definition of motivation

According to Koontz and O' Donnell, "Motivation is a general term applying to the entire class of drives, desires, needs wishes and similar forces that induce an individual or a group of people to work".

Scott defines," Motivation means a process of stimulating people in action to accomplish desired goals".

Motivational theories

The following are some of the motivational theories. There are,

- Theory X
- Theory Y, and
- Hierarchy of needs- Maslow's Theory

Theory X

Prof. Douglas McGregor has developed a set of theories on the basis of hypotheses relating to human behavior. These theories are commonly known as "Theory X" and "Theory Y". According to McGregor, the function of motivating people involves certain assumptions about human nature. A brief explanation of 'X' theory and 'Y' theory is given below:

(I) Theory -X

According to McGregor, theory X is based on the following assumptions of human nature and behavior:

- The average human dislikes to work. He will avoid work if it is possible.
- Therefore, people must be controlled, directed and threatened with punishment to make them work.
- The average human being prefers to be directed. He avoids responsibility. He has no ambition in life. He wants only job security.
- An average man is inherently self-centered and indifferent organizational goals.
- He is resistance to change by nature

The above assumptions are negative in nature. So, a manager must take effective steps to direct and control the activities of subordinates. Theory 'X' is pessimistic, static and rigid. It leads to authoritative type of management.

(II) Theory 'Y':

According to theory-Y, the following assumptions are made about

the human nature and behavior.

- Work is as natural as play or rest. The average human being has the tendency to work.
 - External control and threat of punishment are not only the means of reaching the objectives of the organization.
 - People will be committed to the objectives if they are properly rewarded.
 - Under proper conditions, the average human being accepts responsibility.
 - Large numbers of people are capable of solving organizational problems in an organization with high degree of imagination, ingenuity and creativity.
 - Under modern industrial life, the intelligence capacity of average human being is only partially utilized.
 - A worker may exhibit his efficiency even for non-monetary rewards such as participation in decision-making, increased responsibility etc.
 - Theory Y represents a modern and dynamic nature of human beings.
 - It is based on positive motivation. So, management need not apply much direction and control on the employees. If the employee's needs are satisfied, they will be committed to the objectives of the organization.
- Theory Y is optimistic, dynamic and flexible.

Comparison between Theory X and Theory Y:

S.NO	Theory X	Theory Y
1	The average human dislikes work	Work is as natural as play or rest

2	People are unambitious and prefer to be directed by other.	Ambitious and capable of directing their own
3	They avoid responsibility	They accept responsibility under proper conditions
4	External control, threatening and close supervision required.	Self directed and self controlled.
5	The authority is centralized and it leads to autocratic leadership	Decentralization and participation in decision-making. Democratic leadership is followed.
6	People lack self-motivation	People are self-motivated.
7	They have less creativity and resist changing	They have high degree of imagination
8	It is pessimistic, static and rigid	It is optimistic, dynamic and flexible

(III) Hierarchy of needs - Maslow's theory

Maslow's hierarchy of need theory is one of the most popular theories of motivation in the management. This theory was developed by an eminent Psychologist Dr. Abraham H. Maslow. Dr. Maslow was the pioneer in the proper classification of human needs. Some of the salient features of this theory are as follows:

- Human liking are innumerable and never ending if one liking is satisfied, another liking emerges in that place.
- Adult motives are complex. No single motive determine behavior, rather, a number of motives operate at the same time.
- Human needs form a hierarchy. Lower level needs must at least partly be satisfied before higher level needs emerge. In other words, a higher order needs is essentially satisfied.
- Satisfied wants do not motivate the workers. Only unsatisfied wants induce the man to work hard.

Maslow proposed that basic needs are structured in a hierarchy.

- Physiological needs.
- Safety needs.
- Social needs.
- Esteem needs.
- Self- actualization needs.

➤ **Physiological needs:**

Physiological needs are the biological needs required to preserve human life. These needs include needs for food, clothing and shelter. These needs must be met at least partly before higher level needs emerge. These needs are the most powerful motivating force than others.

➤ **Safety needs:**

Once physiological needs are satisfied, the safety or security needs become predominant. These include

- a. protection from physiological dangers (fire, accident);
- b. Economic security (fringe benefits, health, insurance);
- c. Desire for an orderly, predictable environment and
- d. The desire to know the limits of acceptable behavior. These safety needs are really provisions against deprivation in the future. It also involves a sense of protection against danger and threats

➤ **Social needs:**

After the needs of the body and security are satisfied, then a sense of belonging and acceptance becomes predominant in motivating behavior. These needs are for love, friendship, exchange of feelings and grievances, recognition, conversation, belongingness, companionship etc. Social needs

tend to be stronger for some people than for others and stronger in certain situations.

➤ **Esteem needs:**

There are two types of esteem needs: Self-esteem and esteem of others. Self-esteem needs include those for self-confidence, achievement, competence, self-respect, knowledge and for independence and freedom. The second group of esteem needs is those that relate to one's reputation needs for status, recognition, for appreciation and the deserved respect of one's fellows.

➤ **Self- actualization needs:**

These needs are also called as self- realization needs. Self- actualization refers to the desire to become everything that one is capable of becoming.

5. Define Communication, types of communication. Explain the barriers for effective communication. (May'07)

Definition of Communication

Communication is the process of passing of information from one person to another person. It should always be clear and understood by the person who receives communication

Communication function in organization

- Communication is the number one tool in organizations.
- It is the most powerful tool and significant characteristic of man-kind.
- Success of any management depends more on their ability to communicate with labor.
- It is the process of interchanging facts, viewpoints & ideas b/w persons placed in different positions by effective communication.
- Effective team only will lead the to work satisfactorily in the organization.

Importance of communication

- Most of the problems for human occur due to lack or insufficient communication.
- It is the process of initiating, transmitting and receiving information.
- Psychologists and sociologists have concentrated on the study of communication networks in solving problems.

Need for communication

- To establish and spread goals of an enterprise widely.
- To develop plan for further achievement.
- To organize human and other resources in the most effective and efficient way.
- To select, develop and apprise members of the organization.
- To lead, direct, motivate and create a good working environment.

Process of communication

Five important elements in the process of communication are:

- Sender
- Communication channels
- Symbols
- Receiver
- Noise and feedback in communication.

Types of communication

Generally, communication can be broadly classified into

- (i) Formal communication
- (ii) Informal communication.

Formal communication:

Formal communication flows through prefer channel. It refers the way in which the information is sent and it has a recognized position in organizational structure. It regulates the flow of communication and ensures smooth, accurate and timely passing of information. It facilitates effective functioning of an organization.

This type of communication can be done in two methods.

(i) Written communication

(ii) Oral communication.

(i) Written communication

The passing of information in writing is done from one person to another. I.e. circulars, leaflets, posters etc.

Advantages:

- a) It provides a permanent record for further reference.
- b) It is very suitable for lengthy messages.
- c) It is tangible and verifiable.

Disadvantages:

- a) The process is slow.
- b) Feedback is not known immediately.
- c) Doubts cannot be clarified immediately.
- d) It requires skill and education for understanding.

(ii) Oral communication:

In this method, the information is passed on orally from one person to another. It can be done by face to face, in meetings or by telephone etc.

Advantages:

- a) Doubts are clarified immediately.
- b) Feedback is known
- c) It provides team spirit.

Disadvantages:

- a) There is no permanent record of the communication.
- b) It is likely to be misunderstood and noisy.
- c) It is not suitable for lengthy messages.

2. Informal communication:

People who know each other in the organization talk together informally.

Whenever they meet each other they normally talk about the happenings in the organization known as 'Grapevine'. The two types of information is carried out as follows.

- 1. Work related
- 2. People related.

Characteristics of informal communication:

- i) It is mostly oral.
- ii) It reaches people faster.
- iii) Mostly it is found to be accurate.

Advantages:

- i. It is more flexible and must faster when compared to formal communication.

- ii. It is much freer to lead less distortion.
- iii. It carries ready conviction and acceptance

The barriers for effective communication:

The message sent by the sender to the receiver which may not be effectively understood by the receiver in the same sense. It is due to several reasons. Some problems may arise in its encoding and decoding or communication channel. So, the barriers to effective communications in an organization may be broadly classified into following groups.

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UNIT IV - DIRECTING

1. Define multiplicity of roles.

Individuals not only the productive factor in management's plans. They are members of social system of many organizations.

2. Mention the importance of motivation.

- ❖ Proper utilization of human resources possible since it inspires employees to make best possible use of different factors of production.
- ❖ Proper motivation improves the efficiency of operation.
- ❖ Motivation creates a willingness on the part of workers to do the work in a better way.

3. Name the steps involved in motivation process.

- ❖ Analysis of situation
- ❖ Preparing, selecting and applying a set of appropriate motivating tools.
- ❖ Follow up.

4. What are the types of motivation?

- ❖ Positive motivation
- ❖ Negative motivation
- ❖ Extrinsic motivation
- ❖ Intrinsic motivation

5. List out the basic needs in a hierarchy.

- ❖ Physiological needs
- ❖ Safety needs
- ❖ Social needs
- ❖ Esteem needs
- ❖ Self-actualisation needs

6. What is job enrichment?

Job enrichment is therefore based on the assumption that in order to motivate personnel, the job itself must provide opportunities for achievement, recognition, responsibility, advancement and growth.

7. Who is leader?

Leader is one who makes his subordinates to do willingly what he wants.

8. Define leadership.

Leadership is the process of influencing the behaviour of others towards the accomplishment of goals in a given situation.

9. What is communication?

Communication is passing of information from one person to another person.

10. State the need for communication.

- ❖ To establish and spread goals of an enterprise widely.
- ❖ To develop plans for further achievement.
- ❖ To organize human and other resources in the most effective and efficient way.
- ❖ To select, develop and apprise members of the organisation.

11. List the different types of communication flow.

- ❖ Downward communication
- ❖ Upward communication
- ❖ Horizontal or lateral communication

12. Note down the various communicating networks.

- ❖ Simple chain
- ❖ Wheel
- ❖ Circular
- ❖ Free flow
- ❖ Inverted V

13. State the advantages of democratic leadership.

- ❖ The subordinates are motivated by participation in decision-making process. This will increase job satisfaction.
- ❖ Absence of leader does not affect output.
- ❖ Labour absenteeism and turn-over will be minimum.
- ❖ The quality of decision is improved.

14. What are the barriers involved in effective communication?

- ❖ Physical barriers
- ❖ Socio-psychological or personal barriers.
- ❖ Organisational barriers.
- ❖ Semantic barriers.
- ❖ Mechanical barriers.

15. List out the effective media in communication.

- ❖ A large bank supplies hardware and software to its customers.
- ❖ Several banks now make bank-by-phone services available even to individuals.
- ❖ E-mail service making easy delivery of documents.

16. What are the important assumptions made in X theory?

- ❖ The average human dislikes to work. He will avoid work if it is possible.
- ❖ Therefore people must be controlled, directed and threatened with punishment

to make them work.

17. Mention the various factors involved in using motivational techniques.

- ❖ Money
- ❖ Participation
- ❖ Quality of working life

18. Mention the important of leadership.

- ❖ Motivating employees
- ❖ Leader develops team work
- ❖ Building morale
- ❖ Maintaining discipline

19. Name the various leadership styles.

- ❖ Autocratic or dictatorial leadership.
- ❖ Participative or democratic leadership.
- ❖ Laissez-faire or free rein leadership.

20. What is Laissez-faire?

Complete freedom is given to the subordinates so that they plan, motivate, control, and otherwise be responsible for their own actions.

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