Introduction

This is a learning as well as an exam preparation video.

At the end of the video are practice assignments for you to attempt.

Please go to www.eastpoint.intemass.com/ or click on the link at the bottom of this video to do the assignments for this topic.

MEGAForte
Innovate. Educate.

Chapter 7: Directing

Chapter 7: Directing

Meaning

Directing is the process in which a superior provides instructions, guidance, and counselling to its subordinate so as to motivate and lead them for the successful achievement of objectives.

Chapter 7: Directing

Characteristics of Directing:

CHARACTERISTIC OF DIRECTING

1. Directing Initiates Action

Directing Takes Place at Every Level of Management

Directing is a Continuous Process

4. Directing Flows from Top to Bottom

Chapter 7: Directing

Characteristics of Directing:

1. Directing Initiates Action:

Directing is required at all stages, a manager has to perform this function along with planning, organizing, staffing and controlling.

2. Directing Takes Place at all Levels of Management:

Every manager has to perform this function and thence it takes place at all levels of management.

Chapter 7: Directing

Characteristics of Directing:

3. Directing is a Continuous Process:

Directing takes place at all levels of the organisation so that all activities are directed towards the achievement of organizational goals.
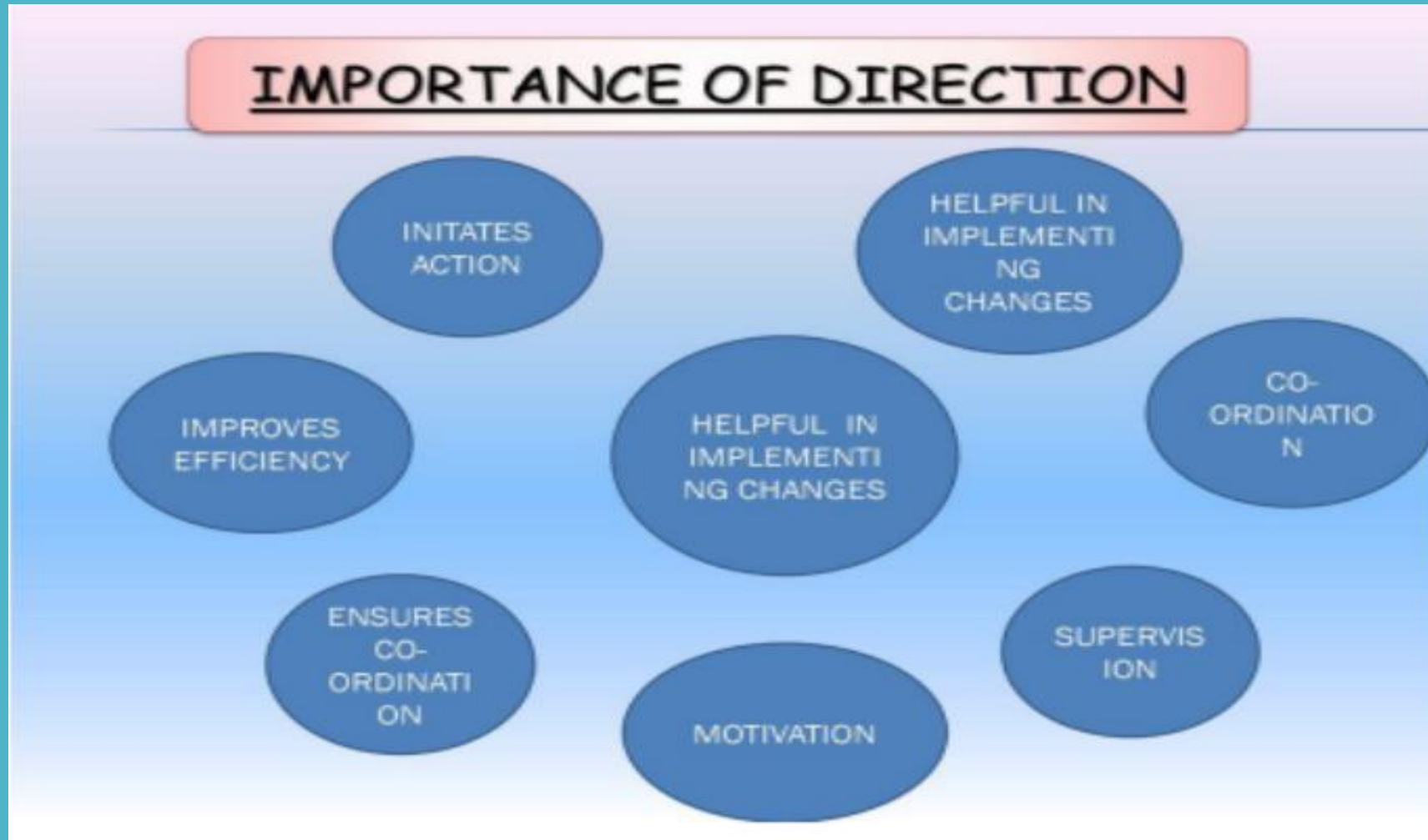
4. Directing Flows from Top to Bottom:

Directing initiates at top level and flows to the bottom of organisation through organizational hierarchy.

5. All pervasive: Directing takes place in every organization, and at every level of management.

Chapter 7: Directing

Importance of Directing:

IMPORTANCE OF DIRECTION

- INITATES ACTION
- HELPFUL IN IMPLEMENTING CHANGES
- IMPROVES EFFICIENCY
- HELPFUL IN IMPLEMENTING CHANGES
- CO-ORDINATION
- ENSURES CO-ORDINATION
- MOTIVATION
- SUPERVISION

Chapter 7: Directing

Importance of Directing:

      1. Initiates action: Directing helps to initiate action towards attainment of desired objective.

      2. Integrates efforts: It integrates individual efforts as group effort to achieve organizational objectives.

      3. Provide leadership and motivation: Directing motivates and provides effective leadership to employees to realise their full potential.

Chapter 7: Directing

Importance of Directing:

4. Brings changes: Directing introduces changes in the organization through proper communication, motivation and leadership.

5. Maintain stability: Balance and stability in the organization could be maintained through

effective directing.

Chapter 7: Directing

Principles of Directing:

1. Maximum individual Contribution: According to this principle directing technique must help every individual in the organisation to contribute to his maximum potential for achievement of organisational objectives.

2. Harmony of objectives: According to this principle, there must be full harmony between organisational objectives and individual objectives. Good directing may balance between both objectives.

Chapter 7: Directing

Principles of Directing:

3. Use of informal organisation: According to this principle, there must be a free flow of information between the seniors and the subordinates and success of direction depends upon effective exchange of information to a great extent.

4. Leadership: According to this principle, while directing the subordinates, managers should exercise good leadership as it can influence the subordinates positively without causing dissatisfaction among them.

Chapter 7: Directing

Principles of Directing:

5. Follow through: According to this principle, it must be monitored by management as to what extent the policies framed and issued directions have been enforced.

Chapter 7: Directing

Elements of Directing:

Elements of Directing

Elements of directing refers to Supervision, Motivation, Communication, and leadership. These four elements help in the achievement of organizational goals effectively.

1 Supervision
2 Motivation
3 Communication
4 Leadership

Chapter 7: Directing

Elements of Directing:

1. Supervision:

Implies overseeing the work of subordinates by their superiors. It is an act of watching & directing worker's activities.

Chapter 7: Directing

Elements of Directing:

Importance of Supervision:

● **Supervisor maintains friendly relationships with workers.**

● **Connects management plans and ideas to workers and represents workers grievances**

and problems to management.

● **Helps to maintain unity amongst workers.**

Chapter 7: Directing

Elements of Directing:

2. Motivation:

It means the process of making subordinates to act in a desired manner to

achieve certain organisational goals.

Chapter 7: Directing

Elements of Directing:

Features of Motivation:

1. Motivation is an internal feeling.

2. Motivation produces goal directed behaviour.

3. Motivation can be either positive or negative.

4. Motivation is a complex process as the individuals are heterogeneous in their expectations, perceptions, and reactions.

5. Motivation process: Motivation process is based on human needs.

Chapter 7: Directing

Elements of Directing:

Importance of motivation:

1. Improves Performance: It satisfies employee's needs resulting in higher level of performance contributing towards organizational goals.

2. Develops a positive attitude: Motivation techniques eliminate negativity and create a desire to realize maximum potential.

Chapter 7: Directing

Elements of Directing:

3. Reduces employee turnover: A satisfied employee prefers to remain loyal to the organization

leading to a lesser number of people quitting the organization.

4. Reduces absenteeism: Motivation helps to make the workplace a source of pleasure and provides the workers with a pleasant experience resulting in increased level of commitment from employees towards work.

Chapter 7: Directing

Elements of Directing:

5. Brings change smoothly: A motivated staff accepts changes with much lesser resistance.

Chapter 7: Directing

Leadership:

Leadership is the process of influencing the behaviour of people by making them strive voluntarily towards achievement of organisational goals.

Chapter 7: Directing

Features of leadership:

1. Leadership indicates ability of an individual to influence others.

2. Leadership tries to bring change in the behaviour of others.

3. Leadership indicates interpersonal relations between leaders and followers.

4. Leadership is exercised to achieve common goals of the organisation.

Chapter 7: Directing

Importance of leadership:

      1. Leadership influences the behaviour of people and makes them to positively contribute their

energies for the benefit of the organisation.

      2. A leader maintains personal relations and helps followers in fulfilling their needs.

      3. A leader can solve every type of conflict effectively under the weight of his influence.

      4. Leader provides training to their subordinates.

Chapter 7: Directing

Qualities of a Good Leader

1. Physical features: Should be fit and presentable with positive energy.

2. Knowledge: Should have required knowledge and competence.

3. Integrity: Must possess a high level of integrity and honesty.

4. Initiative: Should grab opportunity and use it to the advantage of organization.

Chapter 7: Directing

Qualities of a Good Leader

5. Communication skills: Must possess skill to communicate and convince people effectively.

6. Motivation skills: Should motivate the individuals to improve their performance.

7. Self-confidence: Should have a high level of confidence to handle difficult situations.

8. Communications: is the process of passing information, experience, opinion etc. from one person to another.

Chapter 7: Directing

Elements of Communication Process:

1. Sender: The person who conveys his thoughts or ideas.

2. Message: Content intended to be communicated.

3. Encoding: Process of converting message into communication.

4. Media: Path through which an encoded message is transmitted to the receiver.

5. Decoding: It is the process of converting the encoded message in a readable format.

Chapter 7: Directing

Elements of Communication Process:

6. Receiver: The person who receives a communication message from the sender.

7. Feedback: It refers to the information or suggestions provided by the receiver to the sender

in context to the communication or message he received.

8. Noise: The hindrances and obstruction to communication.

Chapter 7: Directing

Importance of Communication:

1. Basis of coordination: Acts as a basis to coordinate their efforts of employees by explainingorganizational goals.

2. Smooth working of an enterprise: It makes interaction among all individuals possible helping smooth and unrestricted working of an enterprise.

3. Basis of decision making: Communication acts as a medium for providing information needed

for decision making.

Chapter 7: Directing

Importance of Communication:

4. Increases managerial efficiency: Helps managers to convey important information to

subordinates to enable them to perform with efficiency.

5. Cooperation and industrial peace: The two-way communication promotes cooperation and

mutual understanding between the management and workers.

Chapter 7: Directing

Formal and Informal communication:

Formal communication: Formal communication flows through official channels designed in the organisation chart. There is a two-way information flow between the superior and subordinates.

The communications may be oral or written

The pattern through which communication flows within the organisation is called as

communication network.

Chapter 7: Directing

Some of the popular communication networks are:

1. Single chain: Single chain in this communication exists between a supervisor and his subordinates.

2. Wheel: In wheel network, all subordinates under one superior communicate through him only as he acts as a hub of the wheel.

Chapter 7: Directing

Some of the popular communication networks are:

3. Circular: The communication moves in a circle.

4. Free flow: Free flow of communication with each and every one in an organisation.

5. Inverted V: A subordinate is allowed to communicate with his immediate superior as well as his superiors superior.

Chapter 7: Directing

Informal Communication:

It refers to the communication within an organisation that is not officially sanctioned.

This communication is based on informal relations like friendship, membership of the same club, etc.

Chapter 7: Directing

Advantage of informal communication:

      1. Fast and effective communication.

      2. Free environment.

      3. Satisfying the social needs of the workers.

      4. Easy solution of the difficult problems.

Chapter 7: Directing

Limitations of informal communication:

1. It is difficult to detect the source of such communication.

2. It also leads to generate rumours which are not authentic.

3. People's work may also affect due to informal discussion.

Chapter 7: Directing

Difference between Formal and Informal Communication:

Basis	Training	Development
Meaning	Follows the official chain of command.	Between individuals and groups are not officially recognized.
Channel	Through a definite path.	No definite path.

Chapter 7: Directing

Difference between Formal and Informal Communication:

Basis	Training	Development
Speed	Slow: because all information has to pass through an established scalar chain.	Very fast-Cuts across all the official channels.
Nature	More rigid and cannot be modified.	Flexible and varies from individual to individual.

Chapter 7: Directing

Difference between Formal and Informal Communication:

Basis	Training	Development
Expression	It is mostly expressed in the written form.	It mostly tends to be oral.

Chapter 7: Directing

Barriers to Communication:

A. Semantic Barriers:

Problems and obstructions in the encoding and decoding of messages into

words or impressions.

Chapter 7: Directing

Barriers to Communication:

Reasons of semantic barriers are:

1. Badly expressed message: It involves the message with inadequate vocabulary, use of

wrong words, omission of important words, or framing the message improperly, etc., that

may distort the understanding and readability of the message.

Chapter 7: Directing

Barriers to Communication:

2. Symbols with different meanings: Words with multiple meanings may change the intended

meaning of the message, such as idol and idle, the word value having two meanings (price

and importance), deer and dear.

Chapter 7: Directing

Barriers to Communication:

  3. Faulty translations: Incorrect translations may change the meaning of the message.

  For example, the meaning of certain words may change in a translation of an instruction from

  English to Hindi.

Chapter 7: Directing

Barriers to Communication:

4. Unclarified assumptions: Sender and receiver may follow different assumptions while understanding the message resulting in different understanding of the message.

Chapter 7: Directing

Barriers to Communication:

5. Technical jargon: Meaning of a message may not be clear if technical words are used in the communication with the workers who may not be familiar. For example the word drawings have separate meanings for a commerce person and a person from non-commerce background.

Chapter 7: Directing

Barriers to Communication:

6. Body language and gesture decoding: Mismatch between body movement or gestures may convey wrong meaning. As in your face expression reveals anger, while your hand movements reveal otherwise.

Chapter 7: Directing

Barriers to Communication:

B. Psychological Barriers:

Sender or receiver's state of mind may influence the meaning of the

message.

Chapter 7: Directing

Barriers to Communication:

Reasons of psychological barriers are:

1. Premature evaluation: judgement before listening leads to misunderstanding.

2. Lack of attention: poor listening due to preoccupied mind of the receiver may disappoint

the sender.

Chapter 7: Directing

Barriers to Communication:

3. Loss by transmission and poor retention: When oral communication passes through various channels of communication, it destroys the structure of the message or leads to transmission of inaccurate message.

4. Distrust: If the parties do not believe each other, they cannot understand each other's message in its original sense.

Chapter 7: Directing

Barriers to Communication:

C. Organizational Barriers:

Organizational authority relationships, rules and regulations, may result in communication barriers.

Chapter 7: Directing

Barriers to Communication:

Reasons of organizational barriers are:

1. Organizational policy: Policies may not support free flow of communication.

2. Rules and regulations: Strict rules and regulations may result in delay of information,

such as following a certain path for communication etc.

Chapter 7: Directing

Barriers to Communication:

3. Status: A status conscious manager, hampering the effectiveness of communication between him and his subordinates.

4. Complexity in organizational structure: organization with too many levels may result in delay or distort of communication due to several filter points.

5. Organizational facilities: Improper facilities may affect free flow of communication and may create problems.

Chapter 7: Directing

Barriers to Communication:

D. Personal Barriers:

Personal factors of both superior and subordinate may influence an effective communication.

Chapter 7: Directing

Barriers to Communication:

Some of the personal barriers of superiors and subordinates are given below:

1. Fear of challenge to authority.

2. Lack of confidence of superior on his subordinate.

3. Unwillingness to communicate.

4. lack of proper incentives.

Chapter 7: Directing

Improving communication Effectiveness:

1. Clarify the ideas before communication.

2. Communicate according to the needs of receiver.

3. Consult others before communicating.

4. Be aware of language, tone and content of message.

5. Convey things of help and value to listeners

6. Ensure proper feedback.

Chapter 7: Directing

Improving communication Effectiveness:

   7. Communicate for present as well as future.

   8. Follow up communication: helps to remove hurdles, misunderstanding of

   instructions given by managers to subordination.

   9. Be a good listener.

Practice Assignments, Exam Prep Assignments for The CBSE Business Studies

1. You may now proceed to try out the exam preparation assignments.

2. ALL assignments will be marked and feedback will be given.

3. Should you need to speak to one of our tutors send your email to administration@intemass.com

4. Please proceed to the link www.eastpoint.intemass.com at the bottom of this video to commence with your practice.

Please click **subscribe** to our video if you find the content useful.

ALL THE BEST WITH YOUR ASSIGNMENTS