

UNIT - IV

Directing

Directing is the most important function of management. All other functions such as planning, coordinating have no importance without directing. Leadership, motivation, supervision & communication are various aspects of directing.

Directing refers to a process or technique of instructing, guiding, inspiring, counselling & leading people towards accomplishment of organisational goals. It is a continuous managerial process that goes on throughout the life of the organisation.

Definition

According to ~~Ken~~ Earnest Dale

"Directing is telling people what to do & seeing that they do it to the best of their ability."

According to Theo Haimann

"Directing consisting of the processes & the

technique utilised in: issuing instruction & making certain that operations are carried out as originally planned."

Importance of Directing

1. Attainment of objective
2. Initiate action
3. Accomplishment of work
4. Integrate efforts
5. Obtaining knowledge of human being
6. Establishment of effective coordination
7. Best utilisation of resources
8. Improvement in work efficiency
9. Coping up with the changes.
10. Success in executing the plans.

Techniques of Directing

1. Consultative Direction :- Under this technique superior vested with powers to take decisions independently & doesn't take decision without consulting with the subordinates. The superior wins the cooperation of all the subordinates by taking their inputs into the decisions.
2. Free rein Direction :- Under this technique subordinates are empowered to take

decision independently. The superior limits himself to issuing guidelines & the execution of the entire task are left to the subordinates.

3. **Autocratic Direction** :- Superior commands the subordinates to accomplish a set of goals. He does not take his views, opinion, suggestion in the decision making & superior gives a clear direction & precise order to their subordinates.
4. **Supervision** :- It is the process of observing the subordinates at work. Superior gives a detail & clear cut instructions to subordinates & they provide a real feedback to them & it undertakes across the level of management.
5. **Motivation** :- It consist of stimulating such forces like desires, wishes & wants that push individuals to achieve the desired action. Motivation can be monetary or non-monetary & the impact of non-monetary motivation is suppose to last longer than monetary motivation.
6. **Leadership** :- It is defined as an ability of a manager to influence his subordinates to accomplish the goals. A Leader should possess certain qualities to exercise effective

leadership. A leader does many functions like formulation of objectives, initiates the action & influencing the followers etc.

7. **Communication** :- It enables a group to think together, see together & act together. It is very important for every organisation to pass the necessary information at all the levels of organisation.

The flow of commⁿ is in all direction in any orgⁿ. They are vertical, horizontal, upward & downwards. There may arise certain barriers to efflow of commⁿ but orgⁿ have to take effort to minimise those barriers besides channel of commⁿ written & gestural commⁿ are used to convey the information also.

8. **Delegation** :- Delegation is the process of transferring a part of work to be done by a superior to his subordinate without proper delegation an orgⁿ cannot grow even an inch.

In the absence of delegation superior is overloaded with excessive work. The subordinate to whom the authority is delegated is responsible to the delegator.

9. **Order** :- Orders are directives issued by superiors to subordinates. The order should

be :- 1 Reasonable

2 Clearly defined

3 Understandable

4 Complete in all respect

5 Preferably in written form

6 Time bound

Orders may be oral, written, specific, procedural or operational.

10. Orientation: There are two categories of orientation

Orientation

Orientation of new employees

Continuing Orientation

1. Orientation of new Employees:- All new employees should be given orientation about their rights, duties, responsibilities, superior-subordinate relationship, org^{nl} structure, career opportunity, performance the orgⁿ etc.

2. Continuing Orientation:- Wherever goals are revised or new technique is adopted, new machinery is put in place & new development is done in a particular area of specialisation, existing employees are to be given training so that they can contribute towards the goal attainment.

Characteristics of Directing

1. Initiates action
2. Persuasive function
3. Continuous activity
4. Descending order of hierarchy
5. Effective utilisation of resources
6. Motivates employees
7. Provides stability
8. Coping up with the change

Controlling

Controlling can be defined as that function of management which helps to seek planned results from the subordinates, managers & at all the levels of the organisation.

The controlling functions help in measuring the progress towards the organisational goals being any deviation and corrective actions.

Controlling is one of the important element of the manager. A manager needs to exercise effective control over the activities of the subordinate.

Definition

According to "Robert Anthony"

"Managerial control is that process by which manager determine the obtaining & utilising of resource by effective & efficient method for fulfilment of organisational objective."

According to "George R Terry"

"Controlling is determining what is being accomplished, that is evaluating the performance & if necessary applying corrective measures so that the performance takes place according to the plan."

Elements of a effective Control System

1. Easy & understandable
2. Suitable
3. Economical
4. Flexible
5. Object-oriented
6. Participative
7. Future oriented
8. Continuity
9. Proper communication
10. Better use of resources