

DIRECTING

⇒ Directing :- Refers to the process of instructing, guiding, counselling, motivating and leading peoples in the organisation to achieve its objective.

⇒ Features of Directing :- The main characteristics of directing are:

- (1) Directing initiates action
- (2) Directing takes place at every level of management.
- (3) Directing is a continuous process.
- (4) Directing flows from top to bottom.

⇒ Importance of Directing :- It is important because:

- (1) Initiates Action.
- (2) Integrates group activity.
- (3) Means of Motivation.
- (4) Directing facilitate changes.
- (5) provide stability and balance in the organisation.

⇒ Elements of Directing :- It consist of four elements:

- | | |
|-----------------|--------------------|
| (1) Supervision | (2) Motivation |
| (3) Leadership | (4) communication. |

⇒ Supervision :- Refers to instructing, guiding and observing the subordinate at work to ensure that they are working according to the plans and to help them in solving their work problems.

⇒ Functions of Supervisor :-

- (1) Interpersonal contact with workers.
- (2) Link between workers and management.
- (3) Promote Group unity.
- (4) Ensure performance of work.
- (5) Provide Training to the employees.
- (6) Influences workers.
- (7) provides feedback.

⇒ Motivation :- Refers to a process of stimulating and inspiring people at work to accomplish desired goals.

⇒ Process of Motivation :- It involves following steps :

- (1) unsatisfied need.
- (2) Tension.
- (3) Drive.
- (4) Search behaviour.
- (5) Satisfied need.
- (6) Reduction of Tension.

⇒ Features of Motivation :- The nature of motivation can

be understand from the following Features:

- (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.

⇒ Maslow's Need Hierarchy Theory :

Maslow categorised human needs into five types.

- (1) Basic physiological Needs
- (2) Safety or security Needs.
- (3) Social or Affiliation or Belonging Needs
- (4) Esteem Needs
- (5) Self-Actualisation Needs.

⇒ Financial and Non-Financial Incentives

- (a) Financial Incentives also called monetary incentives.

- (1) pay and allowances
- (2) wages incentives
- (3) Bonus
- (4) Profit sharing
- (5) co-partnership
- (6) Retirement Benefits
- (7) Perquisites

(b) Non-Financial Incentives \therefore are intangible and psychological

- (1) status
- (2) career advancement
- (3) Job Enrichment
- (4) Employee Recognition
- (5) Job Security
- (6) organisational climate
- (7) Employee participation
- (8) Employee Empowerment

\Rightarrow Leadership \therefore is the process of influencing the behaviour of people towards achievement of organisational goals.

\Rightarrow Leadership Styles \therefore Refers to behaviour pattern which the leader reflects in his role as a leader. Three important leadership styles are:

- (1) Autocratic style of leadership.
- (2) Democratic style of leadership.
- (3) Laissez faire style of leadership.

\Rightarrow Communication \therefore Refers to the process of exchange of ideas, views, facts, feelings etc. between two or more persons to reach common understanding.

⇒ Elements of communication process: The

process of communication involves the following steps:

- | | |
|--------------|--------------|
| (1) Sender | (2) Message |
| (3) Encoding | (4) Media |
| (5) Decoding | (6) Receiver |
| (7) Feedback | (8) Noise |

⇒ Channels of communication:

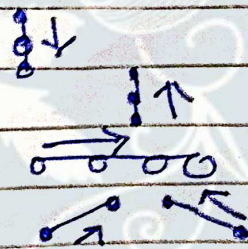
(1) Formal Communication: It refers to official communication taking place in the organisation.

(2) Informal Communication: It refers to unofficial communication that arises from social interaction of people. It is also known as grapevine communication.

⇒ Types of Formal communication: on the basis of direction.

Formal communication is of following types

- (1) Downward communication
- (2) Upward communication
- (3) Horizontal communication
- (4) Diagonal communication



⇒ Network of Formal communication

- (1) single chain Network.
- (2) Wheel Network.
- (3) circular Network
- (4) Free From Network.
- (5) Inverted v Network.

⇒ Network of Informal communication Some of the common network of Informal communication.

- (1) Single Strand
- (2) Gossip
- (3) probability Network
- (4) cluster

⇒ Barrier to communication: The barriers to communication can be grouped into four categories:

- (1) Semantic Barrier
- (2) psychological
- (3) organisation Barrier
- (4) personal Barrier

⇒ Semantic Barrier

- (1) Badly expressed message.
- (2) Symbol with different Meaning.
- (3) Faulty Translation.
- (4) unclarified assumptions
- (5) Technical jargon
- (6) Body language and gesture decoding.

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⇒ Psychological Barrier

- (1) Premature Evaluation
- (2) Lack of attention.
- (3) Loss of Transmission and poor retention.
- (4) Distrust

⇒ Organisational Barrier

- (1) organisational Policy.
- (2) Rules and Regulations.
- (3) Status.
- (4) complexity in organisation structure
- (5) organisational facilities.

⇒ Personal Barriers

- (1) Fear to challenge to authority.
- (2) unwillingness to communicate.
- (3) Lack of proper incentives.
- (4) Lack of confidence of Superior on his subordinates.

⇒ Measures to Improve communication Effectiveness

- (1) clarify the ideas before communication
- (2) communicate according to the need of receiver
- (3) consult other before communicating.
- (4) Be aware of language, tone and content
- (5) convey things of help and value to listeners.

- (6) Ensure Proper Feedback.
- (7) communicate for pres
- (8) Follow up Communications.
- (9) Be a good listner.

Mohit

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