

Direction

Directing - guiding people in their work

Importance

- ⇒ 1. Resolution of conflict between goals.
- Efficiency in communication,
- Better human relation
- Changes can be adopted.
- Effective control can be possible
- leads to effective leadership
- high morale.
- Better use of resource
(i.e.) optimum use of resources.

Principles

1. Individual goals & organizational goal should be in harmony. Personal objectives should be in harmony with organizational objectives.
2. Unity of command - One superior for each & every subordinates.

3. Direct supervision
with subordinates. → maintain direct contact

4. ~~Democratic leadership~~ — T

4. Appropriate Techniques — use suitable techniques

5. Strategic use of Informal organisations
— make use of informal groups
to strengthen formal groups

6. Effective communication —
— Good system of communication
helps to improve mutual understanding

7. Effective ~~comm.~~ Leadership
— maintaining effective leadership.
will help to achieve goals
effectively.

8. Feedback — follow through
is essential, so that work
can be carried out as per
plan.

Techniques of Directing

1. Delegation - Sharing authority with a subordinate and providing him an opportunity to learn.
2. Supervision - overseeing of people at work. It will help the manager to be in direct touch with the workers.
3. Orders & Instructions,
 - It will help to direct subordinate, so that they work effectively towards the achievement of organisational objectives.
4. Motivation,
 - inner state of our mind that activates our behaviour.

Nature

- Psychological concept
- Goal oriented
- May be positive or negative, financial or non financial
- Continuous process.

Importance

- maximise efficiency.
- optimum utilization of available resources.
- Reduction in labour turnover.
- Build team spirit among workers.
- Helps to adopt changes.

Theories of Motivation

1. Maslow's Need Hierarchy theory
Human needs flow from basic needs to highest level needs
→ Physiological or basic needs.
— food, water, clothing, shelter etc. must be satisfied.

2. Security or safety needs
— assured of a stable income, job security etc.

3. Social Affiliation or Acceptance Needs.
→ Affection, love, acceptance. man are social beings, they want to love others & be loved by others.

4. Esteem or Ego needs.
— Status, approval, recognition, self-respect etc.

5. Need for self-Actualization.
— man's desire to become what one is capable of becoming.

Herzberg's Two factor Theory.

— man has two sets of needs; they are described as maintenance or hygiene factors & other is motivational factors.

Hygiene = factors. \Rightarrow existence of these factor will not motivate an employee.

but its absence will create dissatisfaction among employees. (e.g) job security, working conditions.

Maintenance factors will create dissatisfaction. Existence of these factors will create motivation & satisfaction.

Absence of these factors will dissatisfy the employees. (e.g) recognition, growth in job, challenging work.

McGregor's Theory X & Theory Y.

— According to him the function of motivating people is certain. The two sets of assumptions about human nature Theory X & other is theory Y.

Theory X

1. Inherent dislike of work.
2. Lack of ambition.
3. Incomprehension

4. Only threat will ensure performance. (3)
5. Lack of security & resist change.

Theory Y.

1. Like work.
2. Ambitious & &
3. Self direction & self control.
4. Creative.
5. Accept & seeks responsibilities.

~~Addressing~~

Supervision

— overseeing subordinates at work ~~the~~ ~~state~~.

Role of supervisor.

He is expected to

- schedule work.
- assign work to different individuals
- provide proper working conditions, materials & other facilities.
- prescribe work methods & procedures.
- guide, train & inspire workers.
- enforce rules & regulations.
- communicate managerial policies & decision to workers.

Leadership

→ is the activity influencing people to strive willingly towards the achievement of goal.

Qualities

- Physical & mental vigour
- Emotional stability
- communication skill
- stability
- Patient
- Optimistic.
- Ability to co-ordinate
- technical competence.

Functions of a leader / Role of a leader.

- initiative, encouragement
- inspiration, arbitrator, communicator,
- planner, Integrator,

~~Need for leadership. its importance~~

↓

Theories of Leadership.

Trait theory

- Set of personality traits.
 - He identified the following traits
1. Physical Qualities. — Sound health, enthusiasm, energy etc.
 2. Intellectual Qualities — Intelligence, sound judgement, ability to teach, desire for achievement etc.
 3. Moral Qualities — Integrity, honesty, fair play, ~~self~~ ~~confidence~~ etc.
 4. Social Qualities — Ability to inspire, initiative, self-confidence.

Behavioural theory

- focus attention on leadership behaviour.
- This theory seeks to describe leadership in terms of what leaders do rather than what they are.

Michigan studies — identified two types of leadership styles — employee centred & production centred.

Employee centred leader treat employees as human being & show concern for the welfare of workers & encourages employees in decision making.

Production centred leader. Treats employees as tools in production process. & emphasises production targets & technical aspects of the job & exercises close supervision & control.

Ohio State University studies — Researcher identified two leadership behaviours. one is consideration & other initiating structure.

Leader behaviour was plotted.

Consideration (High) (Low)	High consideration Low Structure	High consideration High Structure
	Low structure Low consideration	High structure Low consideration
	Low - Initiating	Structure - High

Situation Theory

— No leadership is ^{the} best for all times & in all situations.

Leadership should adjust his style according to the nature of task, the type of followers and the environment.

Communication

- Exchange of facts, ideas, opinions or emotions by two or more persons.

Process of communication.

Communication process consists of the following elements.

1. Sender: — who sends a message or an idea. Sender may be a speaker, a writer or an actor.
2. Message: what is conveyed by the sender (i.e. subject matter).
3. Encoding: use of appropriate verbal or non-verbal language for transmitting the message.
4. Channel: medium or route through which message is passed. It may be face to face talk, telephone, etc.
5. Receiver: — is the person or a group who is supposed to receive the message.
6. Decoding — translating the message into words.
7. Feedback — reaction / reply (the receiver sends to acknowledge his understanding of the message).

Principles / measure for Overcoming barriers

- clarity
- completeness.
- Brevity
- Timeliness.
- compassion
- Integrity
- Feedback.
- Attention
- Watch non-verbal cues
- Strategic use of grapevine.

Barriers.

- Organizational barriers
- Status barrier.
- Semantic barrier.
- Inattention barrier
- Perceptual barrier
- Information overload.
- Premature Evaluation.
- Channel Distortion
- Emotions
- Defensiveness

Unit - V

4. Control

Controlling — is the process of measuring that activities are producing the desired results.

Nature of control

1. Universal applicable.
2. Continuous process.
3. Forward looking.
4. Pervasive function.
5. Influencing process.

Need & Importance

1. Guide to Operations
2. Policy verification.
3. Managerial Accountability
4. Employee morale.
5. Psychological Pressure.
6. Facilitate Co-ordination
7. Efficient use of resources.

Types of controls

Control based on time.

φ. ~~Primary control~~

1. Historical or feed back control
 — Results are measured after the performance. It involves checking a completed activity & learning from mistakes.

2. concurrent control — monitoring & adjusting ongoing activities & processes to ensure compliance with standards

3. Feedforward control / ^{pre control} — anticipates problems & identifies steps to be taken to overcome them.

Techniques of control.

I. Accounting

1. Break even analysis
 — is an analysis of inter relations between cost of production, volume of operation & profits.

2. Standard costing.
 — determining the cost of product under existing conditions

3. ABC Costing

— denotes activity based costing
It provides accurate cause & effect based allocation of cost.

4. Budgetary Control

Budget helps the management in planning & controlling ~~proc.~~ exercises.

5. Inventory control.

— control over inventory is exercised.

6. PL Statement, Balance sheet, Ratio analysis

Business Ethics

— moral standards used to govern manager's behaviour & to determine right or wrong, good or evil.

Factors governing business ethics.

1. Value forming institution.

— value system of an individual is shaped by various institutions.
(e.g.) family etc. These institutions prescribe what is good or bad for an individual.

2. Organisational goals.

— effective influence the value of its members.

3. Work and career — creates specific values that give unity, cohesion

and meaning to persons and groups.
Superiors :- pressure from
superiors in doing things.

Peers & colleagues :- Behavioural
standards of the peers and
colleagues exercise a significant
influence on the value system of
an individual.

Professional codes: Written
document that outlines the
principles of conduct to be
used in making decisions within
an organisation.

Unethical. Practices

— is an action that falls
outside of what is considered
morally right or proper for
a person, a profession or an
industry, individual can behave
unethically as can business
professionals & politicians.

(e.g.) mistreating employees,
manipulating Accounts,
misleading product
information.

Process of control.

1. Fixing standard performance
2. Comparing standard performance with actual performance
3. Finding the deviation
4. Taking corrective action.
5. Feed back.