

H.D. JAIN COLLEGE, ARA, BHOJPUR

(BBA COURSE)

PAPER: - MANAGEMENT CONCEPT

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UNIT: - 5

DIRECTING

Directing is said to be a process in which the managers instruct, guide and oversee the performance of the workers to achieve predetermined goals. Directing is said to be the heart of management process.

Directing concern the total manner in which a manager influences the actions of subordinates. It is the final action of a manager in getting others to act after all preparations have been completed.

FEATURES OF DIRECTING

1. Directing Is a Management Function

Directing is a key function of management. Direction brings plan into action by motivating subordinates for higher productivity. So, it is a tool of management to achieve organizational goals and objectives.

2. Directing Is a Linking Function

Directing bridges the gap between standard and actual performance of the employees. It also links managers and lower level subordinates in the organization.

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3. Directing Is a Continuous Activity

Directing is a continuous function of an organization. The superiors need to give direction to the subordinates regularly to meet desired result. Direction process goes continuously throughout the life of any organization.

4. Directing Is a Pervasive Function

Managers of all levels (i.e. top level management, middle level management, and lower level management) practice direction function. Therefore, it exists at every level of management. So, it is called pervasive function of management.

5. Directing Flows from Top to Bottom

Directing flows from superior to the subordinate as it follows scalar chain system. Directing starts with top and ends with bottom level of management.

6. Directing Is a Human Factor

Directing is a human factor as it is related with human behavior. It is a superior-subordinate relationship in the organization.

7. Directing Is Performance Oriented

Direction motivates subordinates to perform their work more effectively. It brings plan into action. So, main objective of directing is to boost employees' performance.

8. Directing Facilitates Coordination

Directing influences the subordinates to work properly and effectively to achieve organizational goals. It brings harmony among employees and top level management. So, it also facilitates better coordination in the organization.

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9. Directing Is a Psychological Factor

It influences and inspires human behavior. Directing deals with feelings, emotions, and psychological of an individual. Therefore, it is also known as psychological factor.

10. Directing Is a Creative Activity

Direction brings plans into action. It motivates subordinates to perform their job accurately and effectively. It requires innovative thoughts, proper techniques, and ideas to convert plan into actual performance. So, directing is a creative activity of the manager.

SCOPE OF DIRECTING

- **Initiates action-**

Without direction, planning, organizing and staffing become ineffective, Directing activities the sub-ordinates to do things as originally planned. It makes it possible to achieve the mission and objectives of the organization.

- **Ensures coordination-**

Direction helps in co-ordination among various operations of the enterprise. It is the essence of operations and co-ordination is a necessary by product of effective direction.

- **Improves efficiency-**

Through direction, managers, encourage and influence employees to contribute to the best of their capability for the achievement of organizational objectives.

- **Facilitates change-**

An organization must adopt is self to environmental changes in order to be effective. Moreover, there are changes in organizational structure and in its

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member. In order to incorporate and implement these changes management has to motivate and guide the employees.

- **Assists stability and growth.** –

In order to survive and grow in the long run, an organization must maintain balance in its different parts. Effective leadership and communication provide stability in the organization and help to ensure that its parts work in a harmonious way.

ELEMENTS OF DIRECTING

- **Motivation –**

The meaning of motivation: - Today virtually, all including laymen and scholars have their own definition of motivation, containing one or more of the following terms: - Desires Wants, Wishes, Aims, Goals, Needs, Drives, Motives and Incentives. Technically motivation can be traced to the Latin word “Movere” that means ‘to move’.

Definition: - A motive is an inner state that energizes, actuates, activates or moves (Hence motivation), that directs or channels the behavior towards the goals.

.Features of motivation:

- Motivation is an act of managers
- Motivation is a continuous process
- Motivation can be positive or negative
- Motivation is goal oriented

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- Motivation is complex in nature
- Motivation is an art
- Motivation is different from job satisfaction

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.

- Leadership act to help a group attain objective through the maximum application of its capabilities
- Leaderships must instill values-whether it be concern for quality, honesty and calculated risk taking or for employees and customers

Importance of leadership

- Aid to authority.
- Motive power to group efforts
- Basis for co operation
- Integration of formal and informal organization.

Advantages

- No work for the leader
- Frustration may force others into leadership roles
- Allows the visionary worker the opportunity to do what they want, free from interference.
- Empowers the group

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Disadvantages

- It makes employees feel insecure at the unavailability of a manager.
- The manager cannot provide regular feedback to let employees know how well they are doing.
- Managers are unable to thank employees for their good work.
- The manager doesn't understand his or her responsibilities and is hoping the employees can cover for him or her.

Communication :-

Communication, is an intercourse by words, letters symbols or messages, and is a way that the organization members shares meaning and understanding with another.

Meaning of communication

Communication is the process by which we exchange meanings, facts, ideas, opinions or emotions with other people. It is an essential condition of our existence and the most important activity of ours. The word communication has been derived from Latin word “communicare/communis’ that means to ‘share’ or ‘participate’. Everybody knows that most of the time, through speech or writing or any other means like exchange of a common set of symbols; we are sharing information with other human beings. It is, therefore, first and foremost a social activity. Man, as a social animal, has to communicate.

Communication is an exchange of facts, ideas, opinions or emotions by two or more persons.

General communication is different from Business communication / Administrative communication. According to William Scott in his book organizational theory “Administrative communication is a process which

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involves the transmission and accurate replication of ideas ensured by feedback for the purpose of eliciting actions which will accomplish organizational goals”

Communication is the process of sending and receiving messages. However, it is said to be effective only when the message is understood and when it stimulates action or encourages the receiver to think in new ways.

“Communication is the transfer of information from a sender to a receiver, with the information being understood by the receiver”.

— Koontz and Weihrich

“Communication is the process by which people attempt to share meaning via the transmission of symbolic messages.” — Stoner and Wankel

Characteristics of communication:

• Two-way process

Communication is a two-way process of understanding between two or more persons - sender and receiver. A person cannot communicate with himself.

• Continuous process

Exchange of ideas and opinion amongst people in an ongoing process in business and non-business organizations. Continuous interaction promotes understanding and exchange of information relevant to decision making.

• Dynamic process

Communication between sender and receiver takes different forms and medium depending upon their moods and behavior. It is, thus, a dynamic process that keeps changing in different situations.

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- **Pervasive**

Communication is a pervasive activity. It takes place at all levels (top, middle, low) in all functional areas (production, finance, and personnel, sales) of a business organization.

- **Involves a minimum of two people**

A minimum of two persons — sender and receiver — must be present for communication to take place.

- **Exchange**

Communication involves exchange of ideas and opinions. People interact and develop understanding for each other.

- **Verbal and non-verbal**

Though words are active carriers of information, gestures can sometimes be more powerful than words. Facial expressions, sounds, signs and symbols are the non-verbal forms of communication.

- **Mutual understanding:**

Communication is effective when sender and receiver develop mutual understanding of the subject. Messages conveyed should be understood by the receiver in the desired sense.

- **Goal-oriented:**

Communication is goal-oriented. Unless the receiver and sender know the purpose, they intend to achieve through communication, it has little practical utility.

- **Inter-disciplinary:** Communication is the art of how communicators use knowledge of different fields of study like anthropology, psychology and sociology. Making best use of these disciplines makes communication effective. It is, thus, an inter-disciplinary area of management.

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Objectives of Communication: —

- 1) **Information:** One of the most important objectives of communication is passing or receiving information about a particular fact or circumstance.
- 2) **Advice:** Advice is an important objective of communication as it involves personal opinions and is likely to be subjective. Advice is given to influence his/her opinion or behavior.
- 3) **Order:** Order is an authoritative communication. The downward flow of information is dominated by orders. Orders may be written or oral, general or specific, procedural or operational, mandatory or discretionary.
- 4) **Suggestion:** Suggestion enjoys great advantage over other means of communication like advice or order. Suggestion is supposed to be very mild and subtle form of communication.
- 5) **Persuasion:** It is an important objective of communication. In the office or the factory, the lazy, the incompetent and the disgruntled workers have to be persuaded to do their work.
- 6) **Education:** Education is a very conscious process of communication. The main purpose of education is to widen knowledge as well as to improve skills.
- 7) **Warning:** Warning is a forceful means of communication as it demands immediate action. If employees do not abide by the norms of the organization, or violate the rules and regulations, it may become necessary to warn them.
- 8) **Raising Morale:** Morale boosting is only possible through communication. High morale results in better performance.
- 9) **Motivation:** Motivation energizes and activates a person and channelizes his behavior towards the attainment of desired goals. Thus, motivation as a form of communication is very crucial in handling human behavior.