

1. Details of Module and its structure

Module Detail	
Subject Name	Business Studies
Course Name	Business Studies 03 (Class XII, Semester - 1)
Module Name/Title	Directing: Part – 1
Module Id	lebs_10701
Pre-requisites	Knowledge of Meaning, Characteristics, Importance, Principles and dimensions of Directing
Objectives	After going through this lesson, the learners will be able to understand the following: <ul style="list-style-type: none">• Meaning of Directing• Main characteristics of directing• Importance of Directing• Principles of Directing
Keywords	Directing initiates action, Maximum individual contribution, Harmony of objectives, Unity of Command, Managerial communication, Leadership, Follow through

2. Development team

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3. Importance of Directing
4. Principles of Directing

Introduction

The importance of human element is obvious when any economic activity is to be considered.. So managing human element becomes important to encourage and enable the subordinates to contribute their efforts. Since the human factor is considered so important for achieving the desired results, the directing function focuses on human element particularly .Thus, the directing function involves guiding, motivating and inspiring the human resource by integrating their efforts in such a way that the desired results may be accomplished successfully.

It is important to instil leadership qualities in all managers. Business organisations have always given due importance to its managers who are capable of leading others. A manager needs to use various ways to lead, motivate and inspire the subordinates and to communicate with them suitably.

Meaning of Directing

Directions are given to subordinates that in turn are given to immediate subordinates so that the related activities may be executed accordingly and yet efficiently.

Directing function works in any business organization purposefully, as it converts the decisions made by the managers in to effective actions and performance. In this way, Directing is not just confined to managers only, but being initiated at the top level, it flows to the bottom level through an organization's hierarchy.

In the ordinary sense, directing means giving instructions and guiding people in doing work. Directing is said to be a process in which the managers instruct, oversee and guide the performance of the workers to achieve predetermined goals. Planning, organizing, staffing has got no importance if direction function does not take place. In our daily life, we come across many situations like a hotel owner directing his employees to complete certain activities for organising a function, a teacher directing his student to complete an assignment, a film director

directing the artists about how they should act in the film etc. In all these situations, we can observe that directing is done to achieve some predetermined objective. In the context of management of an organisation, directing refers to the process of instructing, guiding, counselling, motivating and leading people in the organisation to achieve its objectives. Directing is said to be the heart of management process which takes place throughout the life of an organisation.

You can observe here that directing is not a mere issue of communication but encompasses many elements like supervision, motivation and leadership. It is one of the key managerial functions performed by every manager.

It must be noted that planning function has its own importance to achieve the predefined objectives, but it happens only when the efforts and activities are coordinated, guided and directed in a way as wanted; this is due to the directing function of management. Thus the directing function of management not only initiates actions but also leads the activities and performance in a proper direction.

Directing is said to be a process around which all performance revolves. It's an ongoing process. Starting from the activities including giving instructions to subordinates as to how they should perform the related activities, it continues guiding, supervising and motivating them to produce the results that are expected of. In this way, the function of direction involves determining the course, giving instructions or orders along with other functions of management, such as, planning, organizing, staffing and controlling. Not just this, directing function also necessitates getting the work done by the subordinates willingly and enthusiastically. This is how this function helps managers to ensure that the routine tasks are being carried out effectively and efficiently.

Directing function needs to be undertaken by every manager regardless of the number of subordinates that a manager has. So, this function is performed by all managers at all levels of an organization.

Characteristics Of Directing

It is the function of the superior manager and runs from top to down in the organization structure. A subordinate has to receive instructions for doing his job from his superior. Direction implies issuing orders and instruction.

The main characteristics of directing

Initiates Action

Takes place at every level of Management

Continous process

Flows from top to bottom

The main characteristics of directing are discussed below:

(i) *Directing initiates action:* Directing is a key managerial function. A manager has to perform this function along with planning, organising, staffing and controlling while discharging his duties in the organisation. While other functions prepare a setting for action, directing initiates action in the organisation. By giving directions or instructions the managers get the work started in the organisation.

(ii) *Directing takes place at every level of management:* Every manager, from top executive to supervisor performs the function of directing. The directing takes place wherever superior – subordinate relations exist. Directing takes place at every level of management. Every manager, from top executive to supervisor, performs the function of directing. Thus, directing takes place, wherever superior-subordinate relations exist.

(iii) *Directing is a continuous process:* Directing is a continuous activity. It takes place throughout the life of the organisation irrespective of people occupying managerial positions. We can observe that in organisations like Infosys, Tata, BHEL, HLL and the managers may change but the directing process continues because without direction the organisational activities cannot continue further. A manager has to continuously guide, supervise and motivate his subordinates. He cannot just rest after issuing orders and instructions. He must continuously take steps to make sure that orders and instructions are carried out properly. Thus Directing is a continuous process.

(iv) Directing flows from top to bottom: Directing is first initiated at top level and flows to the bottom through organisational hierarchy. It means that every manager can direct his immediate subordinate and take instructions from his immediate boss. Directions are given by managers to their subordinates. Thus we can say that directing starts from top level and flows to lower level.

Importance of directing

The importance of directing can be understood by the fact that every action in the organisation is initiated through directing only. Directing guides towards achievement of common objectives. Through directing, managers not only tell the people in the organisation as to what they should do, when they should do and how they should do but also see that their instructions are implemented in proper perspective. Very often, this becomes an important factor in the efficient and effective functioning of the organisation.

The points which emphasise the importance of directing are presented as follows:

(i) Directing Initiates Action: It helps to initiate action by people in the organisation towards attainment of desired objectives. For example, if a supervisor guides his subordinates and clarifies their doubts in performing a task, it will help the worker to achieve work targets given to him. The employees are appointed up to the first three functions of management (planning, organising and staffing). But they cannot commence their job until they are not informed about what to do and how to do it. The manager performs this job through direction. Thus, it is evident that it is direction which initiates action in an organisation.

(ii) Directing Integrates Employees Efforts: It integrates employees efforts in the organisation in such a way that every individual effort contributes to the organisational performance. Thus, it ensures that the individuals work for organisational goals. For example, a manager with good leadership abilities will be in a position to convince the employees working under him that individual efforts and team effort will lead to achievement of organisational goals.

Many employees work in an organisation. The activities of all are co-related. If any one of employees in the employees- chain does not perform up to the mark, it adversely affects the performance of the remaining employees. Success of an organisation is possible only when everybody does their job efficiently.

For example, an employee welcomes customers at a readymade garments showroom. The second employee shows products to them, the third is engaged in packing, the fourth takes the payment. Customer will be satisfied when all the four employees perform their duties efficiently. If the employee whose job is to show the products does not behave properly with the customers, this will turn the effort of all other employees to be a mere waste.

Thus, it is essential to establish coordination among all the activities. The manager establishes this coordination by supervising, providing good leadership, motivating and exchanging ideas with his subordinates.

(iii) Directing is the Means of Motivation: The objectives of an organisation can only be achieved by motivated employees. Directing guides employees to fully realise their potential and capabilities by motivating and providing effective leadership. A good leader can always identify the potential of his employees and motivate them to extract work up to their full potential. Motivated employees work with full dedication and with a feel of belongingness. Now the question is: how can the employees be motivated? The work of motivating employees can be accomplished through the Directing function of management.

For example, under directing function of management, manager guides the employees in the right direction. Also, the problems of employees are curbed by the manager there and then. In this manner, they deliver work performance of superior quality. They get both the appreciation and salary hike for their better work performance. As a result, they get motivated.

(iv) Directing Facilitates Implementing Changes: Directing facilitates introduction of needed changes in the organisation. Generally, people have a tendency to resist changes in the organisation. But with the changing demand of time, it needs to be implemented / enforced. Effective directing through motivation, communication and leadership helps to reduce such resistance and develop required cooperation in introducing changes in the organisation. For example, if a manager wants to introduce new system of accounting, there may be initial resistance from accounting staff. But, if manager explains the purpose, provides training and motivates with additional rewards, the employees may cooperate with manager and accept change.

Managers through the medium of Direction shapes the mindset of the employees in a manner that they wilfully accept changes. For another example, if in an office typewriters are replaced

with computers, then a typist who does not have the knowledge of computer will definitely show resistance to this change because of the fear of losing the job.

Manager through effective direction motivates them to learn modern technology. He makes them a part of change process and acquaints them with the benefits of this change. He also takes them into confidence that they will be shifted to some other department job and this relaxes them from the fear of losing the job. As a result, the employees do not show resistance to any kind of change.

(v) Effective directing Creates Balance in the Organisation: Directing helps to bring stability and balance in the organisation since it fosters cooperation and commitment among the people and helps to achieve balance among various groups, activities and the departments.

Sometimes there is a clash between individual and organisational objective. Directing helps to settle down these clashes and creates a balance in the organisation.

On the one hand, a person works in an organisation for the fulfilment of his objectives like higher salary, increments, promotion, etc. On the other hand, the objectives of a company can be to earn higher profits, expansion, more market share etc. Managers, through direction, tell employees how they can fulfil their objectives while achieving organisational objectives.

For example, a company offers commission to its Sales representative in addition to the fixed salary. To earn more commission, the sales representative wants to make more and more sales. In this effort, he recommends for introducing the scheme of “Buy Two, Get One Free”-But his superiors, considering it to be a costly affair, reject the same.

This is a situation of clash between individual/ personal and organisational objective. Here rightful direction is needed.

The sales manager by playing the role of director can suggest ways to sales representative as to how he can increase sales and thus may settle down the clash between the personal and organisational objectives which subsequently, establishes balance in the organisation. The sales manager can suggest more advertising, sales on credit, better after-sales services etc.

Principles of directing

Providing good and effective directing is a challenging task as it involves many complexities. A manager has to deal with people with diverse background, and expectations. This complicates the directing process. Certain guiding principles of directing may help in directing process. A

reference to some fundamental principles of directing is likely to highlight better, the true concept and nature of this managerial function.

Following are the important principles, governing the application of the directing function, in a managerial context:-

1. Maximum individual contribution

2. Harmony of objectives

3. Unity of command

4. Appropriateness of Direction Technique

5. Managerial communication

6. Use of informal organisation

7. Leadership

8. Follow through

(i) Maximum individual contribution: This principle emphasises that directing techniques must help every individual in the organisation to contribute to his maximum potential for achievement of organisational objectives. It should bring out untapped energies of employees for the efficiency of organisation. For example, a good motivation plan with suitable monetary and non-monetary rewards can motivate an employee to contribute his maximum efforts for the organisation as he or she may feel that their efforts will bring them suitable rewards.

(ii) Harmony of objectives: Harmonizing the individual's objectives with the group objectives is the first principle of directing. Very often, we find that individual objectives of employees and the organisational objectives as understood are conflicting to each other. Persons join the concern for getting their physiological and psychological needs satisfied. They are expected by the organization to work in such a manner to achieve the organizational goals. Individuals also work well only when they feel that their personal goals will be satisfied. Thus, directing function must first of all resolve the conflict between the individual's goals and organizational goals.

For example, an employee may expect attractive salary and monetary benefits to fulfil his personal needs. The organisation may expect employees to improve productivity to achieve expected profits. But, good directing should provide harmony by convincing that employee rewards and work efficiency are complimentary to each other. In fact, the best performance by subordinates at the directing stage, would occur; when subordinates while working for the enterprise feel that their personal objectives are being fulfilled.

While initiating the directing process, the objectives of the individual and those of the organization must, preferably be, thoroughly harmonized – through adequate motivation and outstanding leadership.

(iii) *Unity of Command:* This principle insists that a person in the organisation should receive orders and instructions from one superior only. The employee must be directed exclusively only by that superior (to avoid clash and overlapping of instructions and guidance) during the entire directing stage. If instructions are received from more than one, it creates confusion, conflict and disorder in the organisation. The subordinate will be unable to priorities his work.

Adherence to this principle i.e. by following this principle of unity of command, effective direction takes place.

The observance of these principles is likely to yield the best results out of the performance by subordinates.

(iv) *Appropriateness of direction technique:* According to this principle, appropriate motivational and leadership technique should be used while directing the people based on subordinate needs, capabilities, attitudes and other situational variables. For example, for some people money can act as powerful motivator while for others promotion may act as effective motivator.

According to this principle, appropriate direction techniques should be used; it should be suitable to superiors, subordinates and the situation so as to ensure efficiency of direction.

e.g., to supervise effectively, to provide able leadership, to adopt free communication and to motivate through right medium.

Managers should develop selective motivation techniques such as money, pay, promotion, status etc., So that the productivity and quality of products can be increased.

Motivation ensures higher job satisfaction.

According to this principle, a manager while performing this function must try to use the best of his skills and techniques of directing- to ensure maximum efficiency in the performance of this function. The more effective the directing is; the more and better would be employees' contribution to the attainment of common objectives.

(v) Managerial communication: Effective managerial communication across all the levels in the organisation makes direction effective. Directing should convey clear instructions to create total understanding to subordinates. Through proper feedback, the managers should ensure that subordinate understands his instructions clearly.

According to this principle, it should be monitored by the management that the subordinates get the same meaning for what has been said. This effective managerial communication simplifies the job of the subordinates and they need not go to the managers repeatedly for enquiring.

New employees – must be oriented or introduced to-the job to be performed by them, work environment, policies and objectives of the enterprise, rules, superiors, subordinates and colleagues, before they are asked to perform their roles. In a way, all the necessary information about their job assignments must be provided to them: so that they can perform their jobs in the best and desired manner – in the broad context of the organizational setting.

To initiate the process of actual work performance during directing, in the context of and relating to basic enterprise objective; and their best attainment, management must issue such orders and instruction to employees, as are rational.

According to this principle, to ensure the development of best human relations and facilitating the attainment of common objectives, the manager-director must design and maintain a system of free and open communication within the work-group.

(vi) Use of informal organisation: The success of direction depends upon effective exchange of information to a great extent. According to this principle, there must be a free flow of information between the seniors and the subordinates. A manager should realise that informal groups or organisations exist within every formal organisation. He should spot and make use of such organisations for effective directing.

Information should be given both through formal and informal mediums. Special attention should be given to the informal organisation. This strengthens the formal organisation.

The manager, during the directing stage, must not hesitate to make a constructive – but cautious – use of informal group to expedite the process of directing; by availing of the plus points i.e. the benefits of such informal groups.

(vii) Leadership: Leadership is the process of influence exercised on group members by the leader in the work environment. While directing the subordinates, managers should exercise good leadership as it can influence the subordinates positively without causing dissatisfaction among them.

According to this principle, while giving directions to the subordinates a good leadership must be provided by the managers. In this situation, subordinates get influenced by the managers and act according to the wish of the managers. No single style of leadership is suitable to all situations. There is no one universally accepted leadership style. The style varies with the situations. Therefore, a manager should exhibit appropriate leadership style i.e. the style that is suitable to a given situation.

The manager and director must exhibit outstanding leadership; so that the followers i.e. the subordinates are filled with zeal and enthusiasm and get fully dedicated to the common cause of the organization.

(viii) 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. Mere giving of an order is not sufficient. Managers should follow it up by reviewing continuously whether orders are being implemented accordingly or any problems are being encountered. If necessary, suitable modifications should be made in the directions. Thus, it must be seen whether the employees are following the management or not. If yes, then to what extent. The job of managers is not to sit idle after framing policies or issuing directions but to continuously take feedback. The advantage of this will be that if there is any problem in implementing a policy or a direction it can be removed then and there.

During the directing stage, a manager must exercise only friendly supervision over subordinates; with a view to encouraging and motivating them and developing good human relations. Dictatorial or Autocratic supervision must be rarely adhered to; as it is likely to fail in producing effective results, in the long-run.

Directing is a never ending process. It involves continuous supervision, advice, assisting and counselling the subordinates in the performance of their jobs. So it requires continuous feedback which is essential to make necessary modifications/ improvements in the activities of the management.

The manager, director must not only help people initiate performance; but also follow through the whole performance, pointing out to deficiencies in their performance, guiding them and modifying directing techniques – to overcome such deficiencies.

Summary

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

Characteristics of Directing

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

1. Directing Initiates Action
2. Directing Integrates Employees Efforts
3. Directing is the Means of Motivation
4. Directing Facilitates Implementing Changes
5. Effective directing Creates Balance in the Organisation

Principles of directing

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