

## **BCA 1ST Semester**

### **BCA-102 : FUNDAMENTALS OF MANAGEMENT**

#### **UNIT: 4**

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#### **Directing →**

In the Study of Management, one of the important aspects of Managing the whole organization is 'Directing'. Without Directing, planning, organization, staffing will not be effective. Directing helps the employees of the organizations to be guided in a particular direction.

In this content, we will talk about this aspect of Management, which helps the overall organization to remain focused on the goal. Else, without Direction the whole organization will be a non-arranged group of people working together. Students are guided in the details of this content as this element is quite an important one.

#### **\*What is the Meaning of Direction?**

For a layman, direction will mean the technique or the process of guiding, instructing, leading people to achieve a predetermined motive.

In Managerial terms, Directing is a process where the managers instruct, guide and oversee the fellow employees in his team. Leading their way towards the accomplishment of organizational goals, and this goes on throughout the life of the organization.

Direction is said to 'Initiate the Action'. Direction is where the actual action starts. This aspect of management includes the human factor basically, this provides guidance to the workforce.

According to Human, "Directing consists of a process or technique by which instruction can be issued and operations can be carried out as originally planned". Hence, we can say that, Directing is the function of guiding, inspiring, overseeing and instructing people towards accomplishment of organizational goals.

#### **\*Technique of Directing\***

Direction in the organization is to be implemented in a methodical way. Various Techniques are used that prove good when used as Direction in the organization.

##### **1. Consultative Direction**

Here the superiors in the organization system consults the decisions with their subordinates or team members, before implementing it or putting it into action.

## **2. Free-Rein Direction**

In this type of Direction, the educated and experienced subordinates take decisions on their own. Decisions are relied on and they also take the accountability of the decision.

## **3. Autocratic Direction**

Here the superior clearly sets the directions and gives precise orders to the subordinates to accomplish a predetermined goal. He does not take the suggestions or viewpoints of the subordinates.

## **4. Supervision**

Supervision is only overseeing the subordinates at work. He gives a clear-cut instruction about the work. Skills, group togetherness and coordination affect the direction of supervision.

## **5. Motivation**

In this type, the direction does not only limit till giving orders or instructions, it is rather a force that creates a burning desire among the subordinates to perform the task. Motivation is the driving energy that keeps the subordinates interested in the work, this can also be fulfilled by offering them incentives.

### **\*Importance of Directing in Management\***

Like planning, organizing, and controlling, directing is also an important tool for managers. All the activities in an organization start with directing in order to achieve the common organizational objective. With directing, managers can instruct and guide their team members on how to perform a particular task. Read the following points to understand the importance of directing in management:

#### **1. Provides Balance and Stability**

Managers have to work with their team members to achieve organizational objectives. However, sometimes individual goals can cause conflicts among employees and the management. With direction, managers can acknowledge the efforts of their employees with rewards and recognition. This way, employees can achieve their individual goals as well as the organizational objectives.

#### **2. Improves Efficiency**

With direction, managers can motivate and encourage employees to work more efficiently to achieve a common objective. With motivation, people work to the best of their abilities, which improves the overall efficiency of the team.

### **3. Improves Communication**

Direction encourages effective communication between the employees and the management. It ensures free flow of communication in the company, which avoids errors and mistakes that restricts the company from achieving its goals.

### **4. Creates Flexibility**

The direction function allows the organization to cope with the changing situations through leadership and communication. For example, if there is a change in the use of technology, the production process will change too. With effective directing, managers will be able to deal with these changes and improve the efficiency of operations. Sometimes, employees are against the changes that take place in the company. Managers can talk to them about their issue and help them adapt to the change.

### **5. Integrates Employee Efforts**

In an organization, the performance of an employee can affect the performance of the entire organization. Managers assign interrelated work to their employees, integrating their efforts in order to achieve the main objective. With directing, managers can supervise and guide employees on what to do and how to do it.

### **6. Initiates action**

The primary aim of direction is to guide employees to work towards achieving the goals of the company. Also, direction makes all the other functions of management, such as planning and organizing, more effective. Directing initiates action as managers instruct the employees and supervise their work.

## **\* Leadership\***

Leadership, both as a research area and as a practical skill, encompasses the ability of an individual, group or organization to "lead", influence or guide other individuals, teams, or entire organizations. The word "leadership" often gets viewed as a contested term. Specialist literature debates various viewpoints on the concept, sometimes contrasting Eastern and Western approaches to leadership, and also (within the West) North American versus European approaches.

### **Meaning:**

Leadership refers to the setting of a new direction or vision within an organizational set-up (Goldman and Casey, 2010). As opposed to management, leadership does not take keen cognizance on how the objectives of the new direction are to be achieved.

It is primarily concerned with influencing people to take their tasks willingly and effectively. Management on the other hand refers to the efficient use of people and resources within values and principles that have been put in place (Adeniyi, 2007).

## **Importance of Leadership**

Leadership is an important function of management which helps to maximize efficiency and to achieve organizational goals. The following points justify the importance of leadership in a concern.

1. **Initiates action-** Leader is a person who starts the work by communicating the policies and plans to the subordinates from where the work actually starts.
  
2. **Motivation-** A leader proves to be playing an incentive role in the concern's working. He motivates the employees with economic and non-economic rewards and thereby gets the work from the subordinates.
  
3. **Providing guidance-** A leader has to not only supervise but also play a guiding role for the subordinates. Guidance here means instructing the subordinates the way they have to perform their work effectively and efficiently.
  
4. **Creating confidence-** Confidence is an important factor which can be achieved through expressing the work efforts to the subordinates, explaining them clearly their role and giving them guidelines to achieve the goals effectively. It is also important to hear the employees with regards to their complaints and problems.
  
5. **Building morale-** Morale denotes willing co-operation of the employees towards their work and getting them into confidence and winning their trust. A leader can be a morale booster by achieving full co-operation so that they perform with best of their abilities as they work to achieve goals.
  
6. **Builds work environment-** Management is getting things done from people. An efficient work environment helps in sound and stable growth.

Therefore, human relations should be kept into mind by a leader. He should have personal contacts with employees and should listen to their problems and solve them. He should treat employees on humanitarian terms.

7. **Co-ordination-** Co-ordination can be achieved through reconciling personal interests with organizational goals. This synchronization can be achieved through proper and effective co-ordination which should be primary motive of a leader.

## **\*Supervision\***

### **Supervision: Directing Management**

The term **supervision** can be understood in two ways. Firstly, it can be understood as an element of directing and secondly, as a function performed by supervisors in the organizational hierarchy. Supervision being an element of directing, every manager in the organization supervises his/her subordinates. Secondly, supervision can be understood as the function to be performed by supervisor, a managerial position in the organization hierarchy at the operative level i.e., immediately above the worker.

#### **Importance of Supervision**

The importance of supervision can be understood from multiple roles performed by a supervisor. These are explained below:

- (i) Supervisor maintains day-to-day contact and maintains friendly relations with workers. A good supervisor acts as a guide, friend and philosopher to the workers.
- (ii) Supervisor acts as a link between workers and management. He conveys management ideas to the workers on one hand and workers problems to the management on the other.
- (iii) Supervisor plays a key role in maintaining group unity among workers placed under his control.
- (iv) Supervisor ensures performance of work according to the targets set. He takes responsibility for task achievement and motivates his workers effectively.
- (v) Supervisor provides good on the job training to the workers and employees.
- (vi) Supervisory leadership plays a key role in influencing the workers in the organisation.

(vii) A good supervisor analyses the work performed and gives feedback to the workers. He suggests ways and means of developing work skills.

## **\*Motivation\***

motivation in management, the process through which managers encourage employees to be productive and effective. Think of what you might experience in a retail setting when a motivated cashier is processing your transaction.

### **FEATURES OF MOTIVATION**

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- Motivation is an internal feeling**
- Motivation produces goal directed behaviour**
- Motivation contains systems orientation**
- Motivation can either be positive or negative**
- Motivation is different from job satisfaction**



### **Features of Motivation in in Directing Management**

**Features of Motivation:** In business context, motivation means the process of making subordinates to act in a desired manner to achieve certain organizational goals. It is the process of creating willingness among the employees to do work in the best possible way. It is the act of inspiring employees to devote maximum effort to achieve organizational objectives.

The analysis of various definitions and viewpoints on motivation reveals the following features of motivation:

**Motivation is an internal feeling.** The urge, drives, desires, aspirations, striving or needs of human being, which are internal, influence human behavior. For example, people may have the urge for possessing a motorbike, comfortable house, reputation in the society.

**Motivation produces goal directed behavior.** For example, the promotion in the job may be given to employee with the objective of improving his performance.

**Motivation can be either positive or negative.** Positive motivation provides positive rewards like increase in pay, promotion, recognition etc., Negative motivation uses negative means like punishment, stopping increments, threatening etc. which also may induce a person to act in the desired way.

Motivation is a complex process as the individuals are heterogeneous in their expectations, perceptions and reactions. Any type of motivation may not have uniform effect on all the members.

## **\*Communication\***

**Communication** is the key to the **Directing** function of **management**. A manager may be highly qualified and skilled but if he does not possess good **communication** skills, all his ability becomes irrelevant. A manager must **communicate** his **directions** effectively to the subordinates to get the work done from them properly.

### **Importance of Communication**

#### **1. The Basis of Co-ordination**

The manager explains to the employees the organizational goals, modes of their achievement and also the [interpersonal relationships](#) amongst them. This provides coordination between various employees and also departments. Thus, communications act as a basis for coordination in the [organization](#).

#### **2. Fluent Working**

A manager coordinates the human and physical elements of an organization to run it smoothly and efficiently. This [coordination](#) is not possible without proper communication.

#### **3. The Basis of Decision Making**

Proper communication provides information to the manager that is useful for [decision making](#). No decisions could be taken in the absence of information. Thus, communication is the basis for taking the right decisions.

#### **4. Increases Managerial Efficiency**

The manager conveys the targets and issues instructions and allocates jobs to the [subordinates](#). All of these aspects involve communication. Thus, communication is

essential for the quick and effective performance of the managers and the entire organization.

## **5. Increases Cooperation and Organizational Peace**

The two-way communication process promotes co-operation and mutual understanding amongst the workers and also between them and the management. This leads to less friction and thus leads to industrial peace in the factory and efficient operations.

## **6. Boosts Morale of the Employees**

Good communication helps the workers to adjust to the physical and social aspect of work. It also improves good human relations in the industry. An efficient system of communication enables the management to motivate, influence and satisfy the subordinates which in turn boosts their morale and keeps them motivated.