

SUBJECT CODE: 7BCS1C1

PRINCIPLES OF MANAGEMENT

Unit I

Management – Definition – Features – Functions of Management – Importance of management – Administration and Management.

Unit II

Planning – Definition – Characteristics – Objectives – Types of plan – planning process – Advantages – Limitations – Decision making – MBO.

Unit III

Organizing – Structure – principles and techniques – Span of management – centralization and decentralization – types of organization – delegation.

Unit IV

Directing – Principles – Characteristics – Techniques and importance – communication – motivation – morale and leadership – coordination.

Unit V

Control and its process – Budgetary control – Management audit – Social responsibility of business – Ethics of business.

UNIT -I

CONTENTS

- MEANING OF MANAGEMENT
- DEFINITION OF MANAGEMENT
- FEATURES OF CHARACTERISTIC OF PLANNING
- FUNCTION OF MANAGEMENT
- IMPORTANCE OF MANAGEMENT
- ADMISSION @MANAGEMENT
- MEANING OF MANAGEMENT

Management is defined as art of getting work done from others

Definition:

Louis Allan “management is what a manager does” **Henry layout** “to manage is to forecast and plan to organize, to compound, to coordinate and to control”.

FEATURES OR CHARACTERISTIC OF PLANNING:

1. **Art as well as science:** Management is both an art and a science .It is an art in the sense of possessing or managing skill by a person.
2. **Management is an activity:** Management is the process of activity relating to the effective utilization of available resources for production.
3. **Management is a Continuous Process:** The process of management mainly consists of planning, organizing, directing and controlling the resources.
4. **Management Achieving Pre-determined Objectives:** The objectives of an organization are clearly laid down. Every managerial activity results in the achievement of objectives fixed well in advance.
5. **Organized Activities:** Management is a group of organized activities.
6. **Management Aims at Maximizing Profit:** The available resources are properly utilized to get desired results. The results should be the maximizing profit
7. **Decision-Making:** There are a number of decisions taken by the management every day. The success or failure of an organization depends upon the degree of right decision taken by the manager.
8. **Management is a Profession:** Management is a profession because it possesses the qualities of a profession.
9. **Universal Application:** The principles and practices of management are applicable not to any particular industry alone but applicable to every type of industry.
- 10.**Management as a Class or a Team:** A class may be defined as a group of people having homogenous characteristics to achieve common objectives.
- 11.**Leadership Quality:** Leadership quality is developed in the persons who are working in the top level management.

FUNCTION OF MANAGEMENT:

- 1. Planning:** Planning is the preliminary function of management .which involves “deciding in advance” what is to be in future
- 2. Organizing:** Organizing means systematically arranging, grouping, synchronization, and coordinating the activities and resources (human, material and financial)of the company so as to achieve the business objective.
- 3. Staffing:** Staffing is all about placing the right person at the right job.
- 4. Directing:** Directing refers to the process of inspiring, motivating, counseling, guiding, leading, supervising and monitoring.
- 5. Controlling:** Controlling is a backward looking process.

IMPORTANT OF MANAGEMENT:

- Management meet the challenge of change
- Accomplishment of group goals
- Effective utilization of business
- Effective functioning of business
- Resource development
- Sound organization structure
- Management directs the organization
- Integrates various interest
- Stability
- Innovation
- Coordination and team spirit
- Tackling problems
- A tool for personality development

Administration and management:

Basis of distinction	Administration	Management
Policy and objective	Determined policy to be followed and decide the objective to be achieved	Implement the policy and achieve the objective
Main function	Planning ,organizing and staffing	Direction, motivation, and control

Position	Act as principal	Act as agency
Knowledge	Requires administrative ability more than technical ability	Requires technical ability more than administrative ability
Levels of executive	Top level executives (Owners or Board of Directors).	Lower level executive (Manager, Supervisor and Workers).

UNIT-2

CONTENTS

- **PLANNING**
- **DEFINITION OF PLANNING**
- **CHARACTERISTIC OF PLANNING**
- **OBJECTIVES OF PLANNING**
- **TYPES OF PLANNING**
- **PLANNING PROCESS**

- **ADVANTAGE OF PLANNING:**
- **LIMITATION OF PLANNING**
- **DECISION MAKING**
- **CHARACTER OF DECISION**
- **IMPORTANCE OF DECISION**
- **TYPES OF DECISION**
- **MEANING AND DEFINITION OF MBO**
- **OBJECTIVES OF MBO**
- **FEATURES OF MBO**
- **PROCESS OF MBO**
- **BENEFITS AND LIMITATION OF MBO**

PLANNING: Planning is an intellectual process of thinking in advance about setting of goals and developing strategies which are required to attain the goals efficiently “ planning is the process of making a sequence of work for a future line of action”.

Definition:

According to Allen, “ A plan is a trap set to capture the future”. Kast and rosenzweig, “A plan is a determined course of action”.

Characteristic of planning:

- Planning is looking in the future
- Planning involves predetermined line of action
- Planning require considerable time for implementation
- Planning is a Continuous Process
- Planning is done for specific period
- Planning is required at all level of management
- Planning directs the members of the organization.

Objectives of planning:

- To achieve the aim of program me.
- To consider the requirement of programme
- Bring up Coordination
- To make the schedule of programme
- To Form various Committees
- To Direct and Guide of Duties and responsibilities.
- To provide management and Coordination
- To Plan during Programme Works.
- To Plan after programme works.
- To Consider the Boarding and lodging needs.
- To reduce the chance of mistake
- To improve performance.

TYPES OF PLANNING:

Internal and External Premises:

1. Internal Premises come from the business itself. It includes the skills of the workers, capital investment policies, philosophy of management, sales forecast
2. External Premises come from the external environment. That is the economic, technological, social, political and even cultural environment. External premises cannot be controlled by the business.

Controllable, Semi-controllable and Uncontrollable Premises:

1. Controllable Premises are those which are fully controlled by the management. They include factors like materials, machines, and money.
2. Semi-controllable Premises are partly controllable. They include marketing strategy.
3. Uncontrollable Premises are those over which the management has absolutely no control. They include weather conditions, consumer behavior, government policy, natural calamities, wars, etc.

Tangible and intangible premises:

1. Tangible Premises can be measured in quantitative terms. They include units of production and sale, money, time, hours of work, etc.
2. Intangible Premises cannot be measured in quantitative terms. They include goodwill of the business, employee's morale, employee's attitude and public relations.

Constant and Variable Premises

1. Constant Premises do not change. They remain the same, even if there is a change in the course of action. They include men, money and machines.
2. Variable Premises are subject to change. They change according to the course of action. They include union-management relations.

PLANNING PROCESS:

- Analysis of external environment
- Analysis of internal environment
- Determination of objectives
- Determining planning premise and constraints
- Examination of alternative course of action
- Weighting alternative course of action
- Selection of best alternative course of action
- Establishing the sequence of activities
- Formulation of action programmers
- Determining secondary plans
- Securing participation of employees
- Follow up and evaluation

ADVANTAGE OF PLANNING:

- Quick achievement of objectives
- poring unity of purpose and direction
- Ensure full utilization of resources
- Avoid contingency in efforts

- Raises competitiveness
- Effective control
- Prevents hasty judgment

LIMITATION OF PLANNING:

- Time consuming and costly
- Changes in the situation makes planning ineffective
- Difficulty in securing accurate information and data
- Encouragement on individual freedom and initiative

DECISION MAKING

Decision making means to select a course of action from two or more alternatives it is done to achieve a specific objectives or to solve a specific problem George R. Terry : “Decision making is the selection based on some criteria from two or more possible alternatives”.

CHARACTERISTIC OF DECISION MAKING:

- Decision making is a choice between different available alternatives
- Decision making is an intellectual process
- Decision making is a continuous process that provides all business activities.
- Decision making permeates all levels of management and covers every part of enterprise.
- Decision making aims at achieving the organization objectives.

IMPORTANCE OF DECISION MAKING:

1. **Goal oriented:** Decision making is a goal oriented process. Decisions are usually made to achieve desired results.
2. **Dynamic process:** It is characterized as a process. It is a process of using inputs effectively in finding out the solution of selected problems and the creation of output has utility.
3. **Alternatives :** A decision problem implies a choice, choosing the best from among two or more alternative courses of action.

TYPES OF DECISIONS

1. Programmed decisions: They are otherwise called routine decisions or structured decisions. The reason is that these type of decisions are taken frequently and they are repetitive in nature.

2. Non programmed decision: They are otherwise called strategic decisions or basic decisions or policy decisions or unstructured decisions. This decision is taken by top management people whenever the need arises.

3 .Major decision: Major decision relates to the purchase of fixed assets with more value. The purchase of land and building is an examples of major decision. This decision is taken by the top management.

4. Minor decision: Minor decision relates to the purchase of current assets with less value. Purchase of pencil, pen, etc., this decision is taken by lower level management people.

5. Operative decision: This decision which relates to day-to-day operation of an organization is known as operative decision. This type of decision is taken by the middle level management people.

6. Organizational decision: The decision maker takes a decisions and implements it for executive functioning of organization and it is called organization decision. He takes decision and his authority and capacity.

MBO-MANAGEMENT BY OBJECTIVE

Meaning of MBO :

Management by objectives (MBO) is a management system in which each member of the organization effectively participates and involves himself.

DEFINITION:

Prof. **Reddin** says that MBO is “the establishment of effectiveness areas and effectiveness standards for managerial positions and the periodic conversion of all these into measurable time bound objectives linked vertically and horizontally with future planning.”

OBJECTIVES OF MBO:

- To measure and judge performance
- To relate individual performance to organizational goals
- To enhance communications between superior and subordinate
- To serve as a basis for judgments about salary and promotion
- To stimulate the subordinate's motivation
- To serve as a device for organizational control and integration
- To clarify both the job to be done and the expectations of accomplishment,
- To foster the increasing competence and growth of the subordinate.

FEATURES OF MBO

1. Effective Management.
2. Long run goals with short run goals.
3. Organizational goals with society goals.
4. Emphasis is not only on goal but also on effective performance.
5. Changing the approaches.
6. Increase the organizational capability.
7. A high degree of motivation and satisfaction.
8. Not only on goals but an effective performance.
9. Recognizes
10. the participation of employees in goal setting process.
11. Encourages a climate of trust, goodwill and a will to perform.

PROCESS OF MBO

1. **Defining organization objectives:** Initially, organizational objectives are framed by the top level employees of an organization. Then, it moves downwards.
2. **Goals of each section:** Objectives for each section, department or division are framed on the basis of overall objectives of the organization.

3. Fixing key result areas: Key result areas are fixed on the basis of organizational objectives premises. Key results areas (KRA) are arranged on a priority basis. KRA indicates the strength of an organization .The examples of KRA are profitability, market standing, innovation etc.

4. Final Review: In this phase ,the actual results are compared with the predetermined standards. An appraisal is made in an atmosphere of mutual trust and confidence. The emphasis is for improving performance and not for criticizing the subordinate for failure.

BENEFITS OF MBO

The benefits of MBO are explained below:

1. MBO process helps the managers to understand their role in the total organization.
2. Manager recognizes the need for planning and appreciates the planning.
3. Systematic evaluation of performance is made with the help of MBO.
4. Delegation of authority is easily done with the help of MBO.
5. The practice of MBO helps the manager attend to job enrichment.
6. The responsibility of a worker is fixed through MBO.
7. MBO gives the criteria of performance. It helps to take corrective action.
8. Decision is taken by the management very quickly.

PROBLEMS AND LIMITATION OF MBO

The problems and limitation of MBO arise due to the application of the MBO.

1. MBO fails to explain the philosophy
2. MBO is a time consuming process
3. MBO emphasizes only on short-term objective and does not consider the long – term objectives.
4. The status of subordinates is necessary for proper objectives setting .But; this is not possible in the process of MBO.
5. The objectives are set without considering the available resources.

Unit-III

CONTENTS

- **ORGANIZING MEANING AND DEFINITION**
- **STRUCTURE OF ORGANIZATION**
- **PRINCIPLES AND TECHNIQUES**
- **SPAN OF MANAGEMENT MEANING AND DEFINITION**
- **FACTORS AFFECTING THE SPAN OF MANAGEMENT**
- **GRAICUNAS THEOREY OF SPAN OF MANAGEMENT**
- **CENTRALIZATION AND DECENTRALIZATION**

- **CENTRALIZATION MEANING AND DEFINITION**
- **CENTRALIZATION ADVANTAGES AND DISADVANTAGES**
- **DECENTRALIZATION MEANING AND DEFINITION**
- **DECENTRALIZATION ADVANTAGES AND DISADVANTAGES**
- **CLASSIFICATION OF ORGANIZATION**
- **TYPES OF ORGANIZATION**
- **DELEGATION OF AUTHORITY**
- **TYPES OF DELEGATION**

Organizing:

Organizing or Organizing in management refers to the relationship between people, work and resources used to achieve the common objective (goals).

Definition of Organizing:

“Organizing is the process of definition the grouping the activities of the enterprise and establishing the authority relationship among them.”

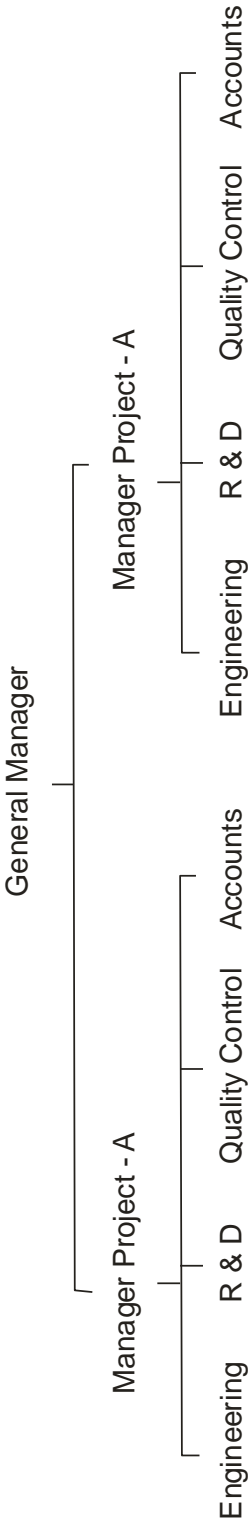
-Theo Haimann

Structure:

An organization structure explains the positions and official relationships between the various individuals working in an organization. It helps to understand an organization better.

Organization Chart:

Diagrammatic presentation of the organization structure is what is known as an 'organization chart '.It may show the names, designations and functions of personnel in an organization. A specimen of an organization chart is given.



PROJECT ORGANISING

Principle and technique;-

1. Objective:

The objectives of the organization should be clearly defined .Every single individual in the organization should understand these objectives. This will enable them to work efficiently and help the organization of achieve its objectives.

2. Division of Work:

The total work of the enterprise should be divided into identifiable functions like production, purchase, marketing, finance etc. For better performance and control. The leads to specialization.

3. Authority and Responsibility:

Authority is the official right of manager responsibility is the duty of a subordinate to whom some work has been assigned, to report to the superior on the work done.

4. Delegation:

Authority and responsibility should be delegated to the lowest levels of the organization therefore the decision can be made at the level of organization; therefore the decision can be made at last competent level. The authority delegated to an individual should be equal to his responsibility.

5. Balance:

Authority and responsibility must always be equal. If responsibility exceeds authority the subordinate will not be able to perform the task. On the other hand, if authority exceeds responsibilities there will be misuse of authority.

6. Unit of Direction:

It means that each group of activities having the same objectives having the same objective must have only one head and one plan.

7. Simplicity:

The organization structure must not be complicated one. It should have only few levels of authority so that there is free flow communication between persons.

Span of Management

Span of management means the number of people managed efficiently by a single officer in an organization.

Definition:

L. Urwick, the ideal number of subordinates is four in case of higher level management and eight to twelve in case of bottom level management.

Factors affecting the span of management

- Character of the supervision work.

- Leadership qualities.
- Qualities of the sub ordinate.
- Time available to supervisor.
- Nature of work.
- Level of supervision.
- Delegation of authority.
- Fixation of responsibility.
- Using of standards.
- Methods of communication.

Graicunas Theory of Span of Management

Mulch to span of management theory. His theory identified the relationship prevailing between the superior and sub ordinates. The relationships are classified into three categories: -

- Direct single relationships.
- Direct group relationships.
- Cross relationships.

Centralization and Decentralization

The systematic and consistent reservation of authority at central point within the organization called centralization Authority.

Definition:

According to fayol “everything which goes to increase the importance of the sub-ordinates role is decentralization and everything which goes to reduce it is centralization.

Advantage:

- Reduced cost.
- Uniformity in action.
- Personal leadership
- Flexibility
- Improved quality of work
- Better co-ordination

Dis-advantage:

- Delay in work
- Remote control
- No loyalty
- No secrecy
- No special attention

Decentralization:

Decentralization means diffusion of authority. The dispersal of authority of decision- making to the lower level management is termed as decentralization.

Definition:

According to fayol everything that goes to increase the importance of subordinates is called decentralization.

Advantage:

- Distribution of burden of top executive
- Increased motivation and morale
- Greater efficiency and output
- Diversification of activities
- Better coordination
- Maintenance of secrecy
- Facilitate effective control and quick decision

Disadvantage:

- More cost
- No specialists

- Need more specialists
- No uniform action
- No equitable distribution of work

Classification of organization

Different types of organization on the basis of relationship, an organization may of two type- format and informal.

- Format organization
- Informal organization

Format organization:

Formal organization is deliberately and consciously created for the accomplishment of me enters objectives. It provides for official relation relationships between the individual the communication channel in a formal organization is also format or official .it has a well-established rules and procedures.

Informal organization:

On other hand is the outcome of personal and social relationships between the individuals in an organization it is not consciously or deliberately created.

It develop spontaneously as a result of interactions between persons friendship, Identical tastes and preferences personal administration etc.,.

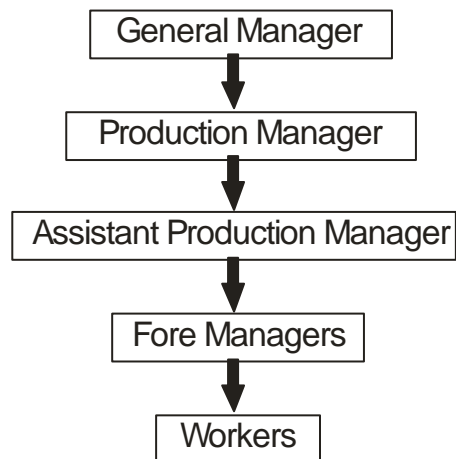
Types of organization

- Line organization
- Line and staff organization
- Functional organization
- Committee organization
- Project organization
- Matrix organization

Line organization- “Military organization”

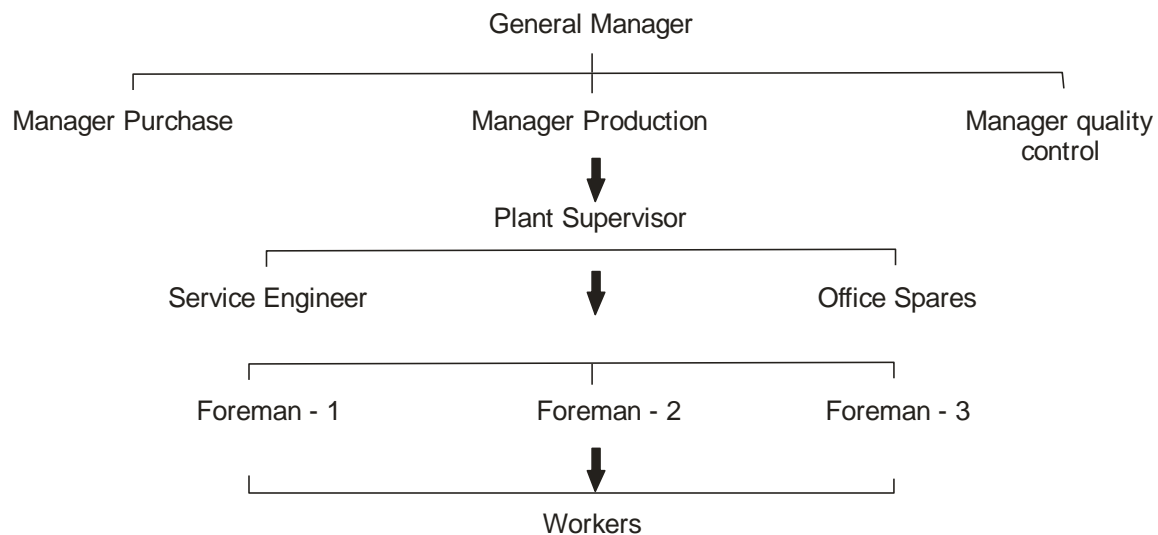
The oldest forms of organization.

There is a chain of authority which flows from upward to downward.



Line and staff organization:

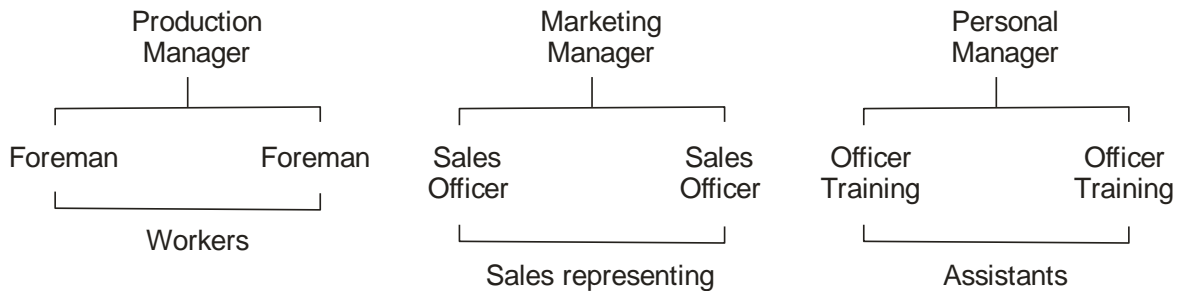
From of organization the structure is basically that of line organization but functional expert's one appoint advice the line authority in their respective field.



Functional organization :

Functional organization form of organization all activities in the organization are grouped according to the basic function. i.e., production, finance, marketing held by a specialist.

Board of Directors

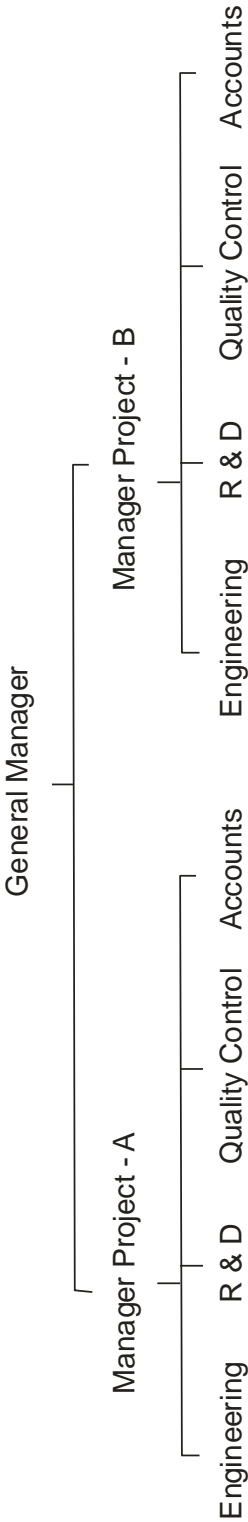


Committee organization:

Committee is a group of individual form permanently or temporarily for a particular purpose through free inters change of ideas.

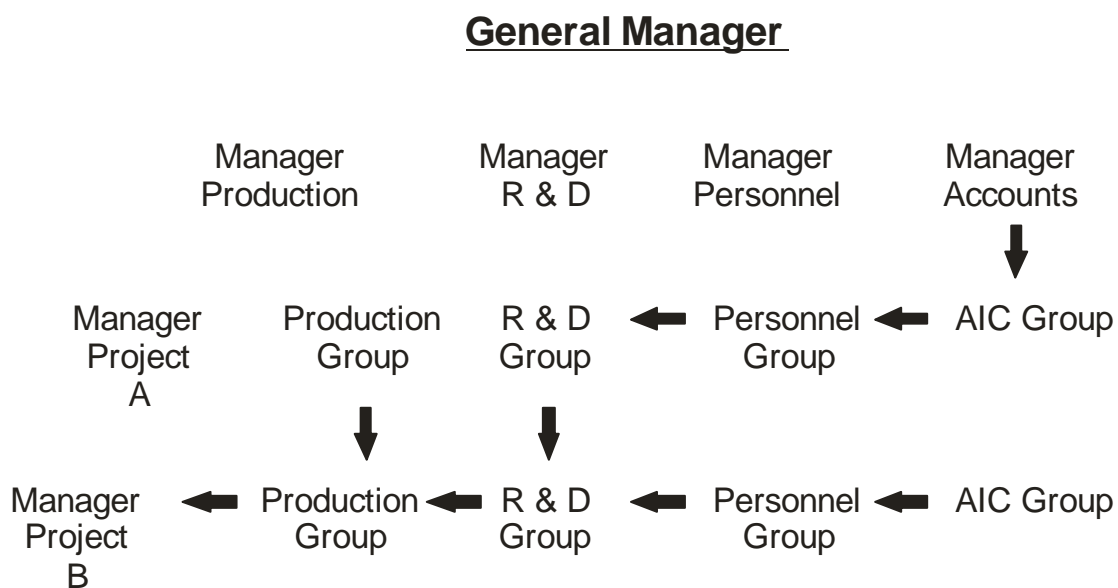
Project organization:

The concept of project organization became popular particularly after world war-II- It may be success fully adopted it is necessary to manages a small number of large projects. Each project team has specialists in different field. The project manager would coordination Coordinate the activities team member.



Matrix organization:

Matrix organization is considered suitable where a large number of small projects will have to be managed. A matrix organization is also known as a multiple command system as it has two chains of command i.e., the flow of authority is both vertical (Line authority) as well as horizontal (Project Authority). Separate departments are established for each specified task allotted work.



Delegation of Authority:

Delegation of Authority is only the process of transfer of authority by superior to his sub ordinate enable the later to perform task assigned.

Definition:

Delegation means assigning work to other and giving then authority to do it.

Mc. Farland, “Delegation is primary formal mechanism by which the network of authority relationship is established”.

TYPES OF DELEGATION

A brief explain of the different types of delegation is given below;

1. General
2. Specific
3. Written
4. Underwritten
5. Formal
6. Informal
7. Downward
8. Accrued

9. Sideward

1. General delegation;

General delegation means granting authority to the subordinate to perform managerial functions and exercise control over his subordinates.

2. Specific delegation;

Under specific delegation, the orders instructions or directions are delegated to a particular person specifically.

3. Written delegation;

This type of delegation is made by the written orders, instructions etc.,

4. Underwritten delegation;

Underwritten delegation means the authority is delegated on the basis of custom, convention or usage.

5. Formal delegation;

The duties and authority are shown in the organizational structure of the enterprise.

6. Informal delegation;

In certain cases, a person has to use the authority without getting it from the top management. The reason is that he can perform his assigned duties effectively in time.

7. Downward delegation;

Downward delegation starts when a superior could delegate duties and authority to his immediate subordinate.

8. Accrued delegation;

Under this type of delegation, these subordinate can delegate his authority to his immediate superiors. It occurs seldom in an organization.

9. Sideward delegation;

A person delegate authority to another person who is also in the same rank as he is in the organization.

UNIT-IV

Contents

- **DIRECTING MEANING AND DEFINITION**
- **PRINCIPLES OF DIRECTING**
- **CHARACTERISTIC OF DIRECTING**
- **TECHNIQUES AND IMPORTANCE**
- **COMMUNICATION MEANING AND DEFINITION**
- **IMPORTANCE OF COMMUNICATION**
- **MOTIVATION DEFINITION**

- **IMPORTANCE OF MOTIVATION**
- **TYPES OF MOTIVATION**
- **THEOREY OF MOTIVATION**
- **LEADER DEFINITION AND MEANING**
- **CHARACTERISTIC OF LEADER**
- **FEATURES OF LEADER**
- **QUALITY OF LEADER**
- **COORDINATION AND DEFINITION**
- **FEATURE**
- **IMPORTANCE**

Directing

Directing is the process of guiding people in their work and ensuring that they do it in the possible manner.

Definitions

- Directing is telling people what to do and seeing they do it best of their ability. Dale.
- Directing deals with steps of manager takes to get sub ordinate and others to carry out plans – Newman and warren.

Principles

- Harmony of objectives
- Maximum individual contribution
- Unit of direction or command
- Efficiency
- Direct supervision
- Feedback information
- Effective communication
- Appropriateness of direction technique
- Efficient control
- Comprehension

- Follow through

Characteristics

1. Direction is also one of the managerial functions and so performed. by all levels of executives in an organization.
2. Management initiates action through direction.
3. Direction is continuous throughout the life of the organization.
4. Initially direction started at top level management. In other words the subordinates are directed only by superiors.
5. Subordinates do the things as per the original plan.
6. Direction creates link between preparatory function and the control functions and the control function management the term preparatory functions includes planning, organizing and staffing.

Techniques

1. Consultative direction
2. Free-rein direction
3. Autocratic direction

Importance

- Direction initiates action
- Direction co-ordinates the group efforts
- Direction ensures maximum individual contribution
- Direction reduces the reluctance to put with
- Changes in organization
- Direction provides stability and balance in the organization
- Direction help to achieve the objective the objective of an organization

Communication

Communication is a process through which an information idea or opinion is transferred to more number of persons. If the information is communicated only one person it will also be termed as a communication.

Definition:

- Communication is the process of passing information and understanding from one person to another.

-Haimann

- Newman and summer, "communication is an exchange of facts, ideals, opinion or emotions by two or more persons.

Importance of communication

- An aid managerial performance
- Achieving co-ordination
- Help in smooth working
- Increase managerial efficiency
- Help in decision making
- Maintaining industrial peace
- Aid to leadership
- Aid to job satisfaction
- Saving in time
- Aid to public relation

MOTIVATION

Definition:

- Robert dubin defines motivation, “as the complex of forces of forces standing and keeping a person at work in an organization”.
- Beach defines, “Motivation as a willingness to expend energy to achieve a goal or a reward”.

Importance

- Maximum utilization of factors of production
- Willingness to work
- Reduced absenteeism
- Reduced labor turnover
- Available of right personnel
- Building of good labor relation
- Increase in efficiency and output
- Sense of belonging
- Basis of co operation
- Helps in realizing organizational goals
- Improve upon skill and knowledge

Types of motivation

- Negative motivation
- Positive motivation
- Extrinsic motivation
- Intrinsic motivation
- Financial motivation
- Non-financial motivation

THEORIES OF MOTIVATION

X-Theory:

X-Theory is negative or pessimistic in approach.

- People in general dislike work. They shirk their and are basically lazy.
- Most people are unambitious. They do not voluntarily accept any responsibility.
- Most people lack creativity. They show no preference for learning anything new.
- Satisfaction of physiological and safety needs alone is important for most people. Workers in general are only bothered about their salary, job security and such extrinsic factors.

- While the work an employee needs to be closely supervised and watched. Theory x does not want management to involve workers in decision making process.

Y-Theory

Theory 'y' is positive or optimistic in its approach.

- People are not averse to work. Given the proper working conditions the workers would do their work with the kind of enthusiasm they show for their other activities like playing and eating.
- Workers are ambitious and they do come forward to accept responsibility.
- Workers do have the potentials to be creative. If the management has a positive outlook, it will certainly encourage the workers to display their creative ideas and skills.
- It is not correct to assume that only satisfaction of physiological and safety needs is important for most workers. The workers do many things to have their ego satisfied. There are workers with tremendous potential who want to work to their maximum capabilities.
- Workers need not be directed and closely supervised. They are good at what is called self-direction.

Leaders

A leader is a person who guides and directs others.

Definition

According to Allen a leader is one who guides and directs other people. He must give effective direction and purpose.

Characteristics of leadership

- Influence process
- Behavior changing process
- Interpersonal relations between leader and follows.
- Achieves common goals
- Continuous process

Features of leadership

- Leadership indicate the ability of an individual to influence others.
- Leader tries to bring change in behavior
- Leader shows inter personal relationship between
- Leader and followers
- Leadership to achieve common goal

Qualities of good leader

- Physical qualities
- Knowledge ,intelligence and scholar ship
- Integrity and honesty

- Self-confidence and sense of responsibility
- Initiation
- Motivation skill
- Decisiveness
- Social skill

Coordination

Coordination is the process of linking the various activities of an enterprise.

Definition

Newman, “coordination is a part of all phases of administration and that it is not a separate and distinct activity .

Feature

- Not a separate function of management
- Managerial responsibility
- Provides unity of action
- Coordination is necessary to all levels of organization
- Relevant of group efforts
- continuous and dynamic process system concept

Importance of co ordination

- If ensure the attainment of enterprise object
- If highlight the quality of plans
- Ensures successful implementation of plants
- It ensures that employees work with commitment
- It provides scope for delegation
- It facilitates co ordination
- It promotes efficiency

UNIT-IV

Contents

- **DIRECTING MEANING AND DEFINITION**
- **PRINCIPLES OF DIRECTING**
- **CHARACTERISTIC OF DIRECTING**
- **TECHNIQUES AND IMPORTANCE**
- **COMMUNICATION MEANING AND DEFINITION**
- **IMPORTANCE OF COMMUNICATION**
- **MOTIVATION DEFINITION**
- **IMPORTANCE OF MOTIVATION**

- **TYPES OF MOTIVATION**
- **THEOREY OF MOTIVATION**
- **LEADER DEFINITION AND MEANING**
- **CHARACTERISTIC OF LEADER**
- **FEATURES OF LEADER**
- **QUALITY OF LEADER**
- **COORDINATION AND DEFINITION**
- **FEATURE**
- **IMPORTANCE**

Directing

Directing is the process of guiding people in their work and ensuring that they do it in the possible manner.

Definitions

- Directing is telling people what to do and seeing they do it best of their ability. Dale.
- Directing deals with steps of manager takes to get sub ordinate and others to carry out plans – Newman and warren.

Principles

- Harmony of objectives
- Maximum individual contribution
- Unit of direction or command
- Efficiency
- Direct supervision
- Feedback information
- Effective communication
- Appropriateness of direction technique
- Efficient control
- Comprehension
- Follow through

Characteristics

7. Direction is also one of the managerial functions and so performed. by all levels of executives in an organization.
8. Management initiates action through direction.
9. Direction is continuous throughout the life of the organization.
10. Initially direction started at top level management. In other words the subordinates are directed only by superiors.
11. Subordinates do the things as per the original plan.
12. Direction creates link between preparatory function and the control functions and the control function management the term preparatory functions includes planning, organizing and staffing.

Techniques

4. Consultative direction
5. Free-rein direction
6. Autocratic direction

Importance

- Direction initiates action

- Direction co-ordinates the group efforts
- Direction ensures maximum individual contribution
- Direction reduces the reluctance to put with
- Changes in organization
- Direction provides stability and balance in the organization
- Direction help to achieve the objective the objective of an organization

Communication

Communication is a process through which an information idea or opinion is transferred to more number of persons. If the information is communicated only one person it will also be termed as a communication.

Definition:

- Communication is the process of passing information and understanding from one person to another.

-Haimann

- Newman and summer, "communication is an exchange of facts, ideals, opinion or emotions by two or more persons.

Importance of communication

- An aid managerial performance
- Achieving co-ordination
- Help in smooth working
- Increase managerial efficiency
- Help in decision making
- Maintaining industrial peace
- Aid to leadership
- Aid to job satisfaction
- Saving in time
- Aid to public relation

MOTIVATION

Definition:

- Robert dubin defines motivation, “as the complex of forces of forces standing and keeping a person at work in an organization”.
- Beach defines, “Motivation as a willingness to expend energy to achieve a goal or a reward”.

Importance

- Maximum utilization of factors of production
- Willingness to work
- Reduced absenteeism
- Reduced labor turnover
- Available of right personnel
- Building of good labor relation
- Increase in efficiency and output
- Sense of belonging
- Basis of co operation
- Helps in realizing organizational goals
- Improve upon skill and knowledge

Types of motivation

- Negative motivation
- Positive motivation
- Extrinsic motivation
- Intrinsic motivation
- Financial motivation
- Non-financial motivation

THEORIES OF MOTIVATION

X-Theory:

X-Theory is negative or pessimistic in approach.

- People in general dislike work. They shirk their and are basically lazy.
- Most people are unambitious. They do not voluntarily accept any responsibility.
- Most people lack creativity. They show no preference for learning anything new.
- Satisfaction of physiological and safety needs alone is important for most people. Workers in general are only bothered about their salary, job security and such extrinsic factors.

- While the work an employee needs to be closely supervised and watched. Theory x does not want management to involve workers in decision making process.

Y-Theory

Theory 'y' is positive or optimistic in its approach.

- People are not averse to work. Given the proper working conditions the workers would do their work with the kind of enthusiasm they show for their other activities like playing and eating.
- Workers are ambitious and they do come forward to accept responsibility.
- Workers do have the potentials to be creative. If the management has a positive outlook, it will certainly encourage the workers to display their creative ideas and skills.
- It is not correct to assume that only satisfaction of physiological and safety needs is important for most workers. The workers do many things to have their ego satisfied. There are workers with tremendous potential who want to work to their maximum capabilities.
- Workers need not be directed and closely supervised. They are good what is called self-direction.

Leaders

A leader is a person who guides and directs others.

Definition

According to Allen a leader is one who guides and directs other people. He must give effective direction and purpose.

Characteristics of leadership

- Influence process
- Behavior changing process
- Interpersonal relations between leader and follows.
- Achieves common goals
- Continuous process

Features of leadership

- Leadership indicates the ability of an individual to influence others.
- Leader tries to bring change in behavior
- Leader shows inter personal relationship between
- Leader and followers
- Leadership to achieve common goal

Qualities of good leader

- Physical qualities
- Knowledge ,intelligence and scholar ship
- Integrity and honesty

- Self-confidence and sense of responsibility
- Initiation
- Motivation skill
- Decisiveness
- Social skill

Coordination

Coordination is the process of linking the various activities of an enterprise.

Definition

Newman, “coordination is a part of all phases of administration and that it is not a separate and distinct activity.

Feature

- Not a separate function of management
- Managerial responsibility
- Provides unity of action
- Coordination is necessary to all levels of organization
- Relevant of group efforts
- continuous and dynamic process system concept

Importance of co ordination

- If ensure the attainment of enterprise object
- If highlight the quality of plans
- Ensures successful implementation of plants
- It ensures that employees work with commitment
- It provides scope for delegation
- It facilitates co ordination
- It promotes efficiency

