



13

DIRECTING

The managerial function of directing is like the activities of a teacher in a classroom. In order to teach, a teacher has to guide his students, maintain discipline, inspire them and lead them to the desired goal. It is a very important function in the management of any enterprise. It helps the managers in ensuring quality performance of jobs by the employees and achievement of organisational goals. It involves supervision, communication and providing leadership to the subordinates and motivating them to contribute to their best of capability. In this lesson we shall learn about this function in detail.



OBJECTIVES

After studying this lesson, you will be able to:

- state the meaning and importance of directing function;
- identify the elements of directing;
- describe the meaning and importance of communication;
- state the different types of communication;
- explain the meaning, functions and importance of supervision;
- describe the meaning and importance of motivation;
- state the various ways of motivation;
- explain the meaning and importance of leadership; and
- identify the qualities of a good leader.

13.1 MEANING OF DIRECTING

While managing an enterprise, managers have to get things done through people. In order to be able to do so, they have to undertake many activities, like guide the people who



work under them, inspire and lead them to achieve common objectives. An office manager, for instance, has to supervise the activities of his subordinates, i.e., typists, office assistants, dispatchers, accounts clerks, etc. He has to issue instructions to them and describe and illustrate the work and related activities. He has to tell them what to do, and how to do it. The office manager can plan, organise and appoint people, but he can not get things done, unless he assigns specific duties to his subordinates and motivates them to perform well. All these activities of a manager constitute the directing function.

Thus, directing is concerned with instructing, guiding, supervising and inspiring people in the organisation to achieve its objectives. It is the process of telling people what to do and seeing that they do it in the best possible manner. The directing function thus, involves:

- telling people what is to be done and explaining to them how to do it;
- issuing instructions and orders to subordinates to carryout their assignments as scheduled;
- supervising their activities;
- inspiring them to meet the managers expectation and contribute towards the achievement of organisational objectives; and
- providing leadership.

Managers plan and take decisions. They organise to define the work and create suitable positions in the enterprise. People are employed to perform the jobs, but the actual work of getting the job done comes under the directing function. Thus, directing is 'management in action'. It is through the exercise of this function that managers get things done through people.

13.1.1 IMPORTANCE OF DIRECTING

Plans remain mere plans unless they are put into action. In the absence of direction, subordinates will have no idea as to what to do. They will probably not be inspired to complete the job satisfactorily. Implementation of plans is, thus, largely the concern of directing function. As a function of management, directing is useful in many ways.

- It guides and helps the subordinates to complete the given task properly and as per schedule.
- It provides the necessary motivation to subordinates to complete the work satisfactorily and strive to do them best.
- It helps in maintaining discipline and rewarding those who do well.
- Directing involves supervision, which is essential to make sure that work is performed according to the orders and instructions.
- Different people perform different activities in the organisation. All the activities are interrelated. In order to co-ordinate the activities carried out in different parts and to



ensure that they are performed well, directing is important. It thus, helps to integrate the various activities and so also the individual goals with organisational goals.

- Directing involves leadership that essentially helps in creating appropriate work environment and build up team spirit.

13.1.2 ELEMENTS IN DIRECTING

Communication, Supervision, Motivation and Leadership are the four essential elements of directing. In the subsequent sections we shall discuss about the nature and significance of each of these components.



INTEXT QUESTIONS 13A

1. Define the term 'Directing'.

2. Complete the following incomplete words by taking clues from the statements given for each. Every blank represents one letter only.

(a) D _ _ E _ T _ _ G

(b) _ E A _ _ R _ _ I P

(c) M _ T _ V _ _ I O _

(d) S U _ _ R _ _ S _ O _

Clues:

- (a) It guides and helps the subordinates to complete the given task properly and as per schedule.
- (b) It helps in creating appropriate work environment and build up team spirit.
- (c) It makes sure that work is performed according to the orders and instructions.
- (d) It ensures that work is done according to orders and instructions.

13.2 COMMUNICATION

Communication is a basic organisational function, which refers to the process by which a person (known as sender) transmits information or messages to another person (known as receiver). The purpose of communication in organisations is to convey orders, instructions, or information so as to bring desired changes in the performance and or the attitude of employees. In an organisation, supervisors transmit information to subordinates. Proper communication results in clarity and securing the cooperation of subordinates.



Faulty communication may create problems due to misunderstanding between the superior and subordinates. The subordinates must correctly understand the message conveyed to them.

Thus, in communication:

- there are two parties, one is known as the sender and the other is known as receiver;
- there is a message sent by the sender to the receiver; and
- the receiver receives the message and understands it.

Communication does not always flow from supervisor to subordinate. It can also be from a subordinate to a supervisor. For example, subordinates can pass information to the supervisor about the faults/problems at the assembly line. Thus, it is a two way process.

13.2.1 IMPORTANCE OF COMMUNICATION

Communication in organisations is so important that it is said to be the lifeblood of the organisation. Success of direction largely depends on how effectively the manager can communicate with his subordinates. Proper communication in organisations at all levels and between all levels can improve both the quantity and quality of output. Some of the benefits of communication are as follows:

- Communication helps employees to understand their role clearly and perform effectively.
- It helps in achieving co-ordination and mutual understanding which in turn, leads to industrial harmony and increased productivity.
- Communication improves managerial efficiency and ensures cooperation of the staff.
- Effective communication helps in moulding attitudes and building up employees' morale.
- Communication is the means through which delegation and decentralisation of authority is successfully accomplished in an organisation.

13.2.2 TYPES OF COMMUNICATION

In an organisation communication can be made from supervisor to subordinate, from subordinate to supervisor and also between two supervisors at the same level. Communication can be done orally or in writing or even through gestures. Communication may be made through formal or informal channels. Thus, the various types of communication are as follows.

On the basis of channel used	On the basis of direction	On the basis of mode used
(i) Formal (ii) Informal	(i) Upward (ii) Downward (iii) Horizontal (iv) Diagonal	(i) verbal - (a) oral, (b) written (ii) Non-verbal (gestural)



Notes

Let us now discuss these briefly.

(a) Formal and Informal Communication

The path through which information flows is called channel of communication. In every organisation we have both formal and informal channels. The paths of communication which are based on relationship established formally by management are the formal channels. For example, the General Manager communicates a decision to the production manager who may then issue orders or instructions to the foremen. It may also be like a worker applying to his supervisor for a loan from the GPF account. He/she forwards it to the Manager Accounts who finally sends it to the General Manager (Finance) for approval.

Communication, which takes place on the basis of informal or social relations among staff, is called informal communication. For example, any sharing of information between a production supervisor and an accountant, as they happen to be friends or so. Mostly informal channels are used due to friendly interaction of members of an organisation. In fact, it may be purely personal or related to organisational matters.

(b) Upward, Downward, Horizontal and Diagonal Communication

On the basis of the flow or direction of communication in organisations, it can be classified as upward, downward, horizontal or diagonal. When employees make any request, appeal, report, suggest or communicate ideas to the superior, the flow of communication is **upward** i.e., from bottom to top. For instance, when a typist drops a suggestion in the suggestion box, or a foreman reports breakdown of machinery to the factory manager, the flow of communication is upward. Upward communication encourages employees to participate actively in the operations of their department. They get encouraged and their sense of responsibility increases when they are heard by their supervisors about problems affecting the jobs.

When communication is made from superiors down the hierarchy it is called a downward communication. For instance, when superiors issue orders and instructions to subordinates, it is known as downward communication. When the General Manager orders supervisors to work overtime, the flow of communication is downward i.e., from top to bottom. Similarly, communication of work assignments, notices, requests for performance, etc. through bulletin boards, memos, reports, speeches, meetings, etc, are all forms of downward communication.

Communication can also be amongst members at the same level in the organisation. For instance, production manager may communicate the production plan to the sales manager. This is known as **horizontal flow of communication**. Here, the communication is among people of the same rank and status. Such communication facilitates coordination of activities that are interdependent.

When communication is made between people who are neither in the same department nor at the same level of organisational hierarchy, it is called **diagonal communication**. For example, cost accountant may request for reports from sales representatives not the



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sales manager for the purpose of distribution cost analysis. This type of communication does take place under special circumstances.

(c) Verbal and Non-verbal Communication

On the basis of the mode used, communication may be verbal or non-verbal. While communicating, managers may talk to their subordinates either face to face or on telephone or they may send letters, issue notices, or memos. These are all verbal communication. Thus, the verbal modes of communication may be oral and written. Face to face communication, as in interviews, meetings and seminars, are examples of oral communication. Issuing orders and instructions on telephone or through an inter-communication system is also oral communication. The written modes of communication include letters, circulars, notices and memos. Sometimes verbal communication is supported by non-verbal communication such as facial expressions and body gestures. For example – wave of hand, a smile or a frown etc. This is also termed as the gestural communication.



INTEXT QUESTIONS 13B

1. Name the parties involved in the process of communication.
(a) _____ (b) _____
2. Classify the following into various types of communication on the basis of channel, direction and mode of communication.
 - (a) The General Manager seeking explanation from a supervisor for poor performance in his department.
 - (b) The supervisor sending an explanation to the General Manager stating the performance of his department.
 - (c) The sales assistants discussing with his friend regarding customers' behaviour.
 - (d) A typist informs his fellow typist during the lunch-break about the rude behaviour of her supervisor.
 - (e) A boss frowning at his subordinate for a job done wrongly.

13.3 SUPERVISION

After the employees have been instructed regarding what they have to do and how to do, it is the duty of the manager to see that they perform the work as per instructions. This is known as **supervision**. Managers play the role of supervisors and ensure that the work is done as per the instructions and the plans. Supervisors clarify all instructions and guide employees to work as a team in co-operation with others. Supervisors solve most of the routine job-related problems of subordinates. Supervisor, thus, performs the following functions:



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- clarifies orders and instructions issued to subordinates and ensures that they have understand and follow these fully;
- ensures that subordinates have the required facilities to perform their jobs;
- keeps a watch and guides the activities of subordinates in performing their jobs;
- broadens the horizon of his subordinates by making them aware of the wider aspects of their day-to-day work;
- coordinates the work of different subordinates under him; and
- detects errors and omissions and ensures their rectification.

Though supervision is required at all levels of management, it is of great importance at the operational level i.e., at the level of first line supervisor. Managers at this level devote maximum time in supervising the work of subordinates. Though the top or middle level managers also supervise the work of their subordinate managers, but it is the first line supervisors who are in direct and constant touch with operatives i.e., workers in the factory and clerical staff in the office. Thus, they are directly responsible for getting the work done through most of the employees in an organisation.

13.3.1 IMPORTANCE OF SUPERVISION

From what has been said about supervision, it must be clear to you that supervision is of great significance in getting the work done as per plans and as scheduled. On the basis of the influence on the work at operational level and human approach to the problems of workers, the supervision can ensure workers cooperation and support in achieving organisational objectives.

Supervisors are the key people among managers at different levels. They are the link between the top and middle management and the workers. Take, for example, the foreman of the factory or the office superintendent in the office. Both of them are members of the management team, and are in direct contact with operatives in the workshop and clerical staff in the office. They are the mouthpiece of management for communicating its ideas, plans and policies to the workers and employees. At the same time, they have to play the role of principal spokesmen of their subordinates to communicate their feelings and grievances to the management. Thus, it is only the supervisor who, as a member of the management team, is capable of developing links to workers. Supervisors are expected to maintain the best and friendly relations with their seniors as well as with the workers and enjoy the trust and confidence of both management and operatives.



INTEXT QUESTIONS 13C

1. List any four activities your friend is expected to do as a supervisor of a publishing house.



2. Answer the following questions.

- (a) Who puts plans of the management into action?
- (b) Who clarifies the instruction and guide employees in their work?
- (c) The importance of supervision is very much felt at which levels of management.
- (d) Who provides the necessary linkage between management and workers?

13.4 MOTIVATION

Motivation is one of the important elements of directing. Issuance of proper instructions or orders does not necessarily ensure that they will be properly carried out. It requires manager to inspire or induce the employees to act and get the expected result. This is called motivation. It is a force that inspire a person at work to intensify his willingness to use the best of his capability for achievement of specify objectives. It may be in the form of incentives like financial (such as bonus, commission etc.) or, non-financial (such as appreciation, growth etc.), or it could be positive or negative. Basically, motivation is directed towards goals and prompt people to act.

13.4.1 IMPORTANCE OF MOTIVATION

While performing a job two things are required. The ability to work and the willingness to work. Without willingness to work, ability to work can not produce results. The importance of motivation lies in converting this ability to work into willingness to work. Performance depends on ability as well as willingness; and willingness depends on motivation. Thus, motivation is a key element in directing people to do the job. Some of the other benefits or importance of motivation are:

- with proper motivation there can be maximum utilisation of the factors of production like men, money, material etc.;
- if employees are motivated it will reduce employee turnover and absenteeism;
- motivation fosters a sense of belongingness among the employees towards the organisation and also improves their morale;
- motivation helps in reducing the number of complaints and grievances. The wastage and accident rate also come down; and
- with proper motivational techniques management can attract competent and best quality employees.



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13.4.2 HOW TO MOTIVATE

After learning about the importance of motivation in directing, you must be wondering as to what is normally done to motivate the employees. Actually, there is no hard and fast rule of motivating individuals in a specified way. Not all individuals are motivated in the same way. It varies from individual to individual. However, on the basis of a lot of research done in the field of motivation, the following must be kept in mind while motivating.

Each employee has some needs of his own that he wants to fulfill. While directing, it is essential to ensure that any of the unfulfilled need of the individual is being taken care of. Here we must understand what is a need. A need is a feeling of lack of something and every person tries to take care of that feeling by satisfying/fulfilling what he lacks. For example, when you are hungry, you eat food to satisfy the lack of food. So here hunger is your need. The needs of the individual differ from person to person. However, there are certain common needs which are known to exist in most cases. For instance, people have basic needs like the needs for food, clothing and shelter. These are known as **Physiological needs**. People generally work so as to be able to earn money to satisfy such needs. Once the basic needs are satisfied, people wish to satisfy higher category of needs. They want safety and security and desire to be protected against loss of employment, sickness, accident etc. These are known as **Safety and Security needs**. Thereafter, people want to have a sense of belonging to the organisation and to be accepted by fellow workers. These are known as **social needs**. Similarly, there are people who wish to be considered important and expect that their opinions should be recognised by others. These needs are known as **ego needs**. Further, a person may wish to achieve what he thinks is due to him, i.e., he wants to realise his ambition fully. These needs are known as **self-actualisation needs**. This is called hierarchy of needs concept of motivation developed by Maslow.

It is important to remember that the needs and desires of people change. Once their basic needs are satisfied, other needs arise. Managers have thus, to understand the needs and desires of subordinates and decide how to motivate them.

The knowledge of the different types of need enables a manager to adopt different ways to motivate individuals depending upon which need is unsatisfied for the individual. For example, a person whose physiological needs are not fulfilled may be motivated to work with a promise of increase in pay, whereas another person may be motivated if he is given a very challenging job to perform regardless of the pay.

In fact many other approaches have been developed for motivation. But in simple terms as stated earlier it is usually in the form of incentives. Not only that, certain factors or job conditions that exist in organisations like recognition of work, advancement in career, challenging nature of the work, etc., also motivate the employees.



INTEXT QUESTIONS 13D

1. Mention any five benefits the management will get if the employees are properly motivated.



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- (a) _____
- (b) _____
- (c) _____
- (d) _____
- (e) _____

2. Match the expressions in Column (I) with those in Column (II):

- | Column (I) | Column (II) |
|--|--------------------------------|
| (a) Employee's needs for food, clothing and shelter | (i) Self-actualisation need |
| (b) The desire for protection against accident sickness and other future uncertainties | (ii) Ego needs |
| (c) The need for belonging and acceptance by fellow workers | (iii) Physiological needs |
| (d) People's desire to be considered important | (iv) Safety and security needs |
| (e) Employees wish to realise their ambition fully | (v) Social needs |

3. Complete the paragraph given below by selecting the appropriate words given here.

(Physiological, security, appreciation, food, friends, recognition)

Govinda is without a job and without a source of income. He is without food. He is starving. In such circumstances, he wants nothing but some (a) _____. His other (b) _____ needs are air, water and sleep. Govinda is fortunate and finds a job. He gets his bread, but his work is dangerous and the job is temporary. He now seeks (c) _____. His management is sympathetic and assures him of permanent employment. But he is not happy for he feels lonely. Now he begins to look around for (d) _____. Even if surrounded by loving friends, he is unhappy from within. He now requires some measure of self-confidence and self-respect. He wants to assure himself that he can do difficult jobs and work independently. He now seeks (e) _____ and (f) _____ without which he feels uneasy. He now has much self-confidence and self-respect.

13.5 LEADERSHIP

While motivation is the process through which employees are made to contribute voluntarily to work, leadership is the ability to persuade and motivate others to work in a desired way for achieving the goal. Thus, a person who is able to influence others and make them follow his instructions is called a leader. For example, in an organisation the management decides to install some new machines to which the workers are resisting. However, one of



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the workers takes the initiative, explains the fellow workers the benefits of working with the new machines and moulds them to accept the management's decision. Now he is said to be leader as he is able to influence a group of workers who followed him. In practice, the managers have to guide and lead their subordinates towards the achievement of goals, and so, to be an effective, a manager has to be a good leader

Leadership is the process, which influences the people and inspires them to willingly accomplish the organisational objectives. The main purpose of managerial leadership is to get willing cooperation of the workgroup in pursuit of the goals.

13.5.1 IMPORTANCE OF LEADERSHIP

The objectives of any organisation can only be fulfilled if its employees are working towards accomplishment of such objectives. To make people work in the desired manner, proper instructions and guidance are necessary. And this direction process becomes effective when the persons who give such direction have leadership qualities. Leadership is essential in functioning of any organisation and its importance and benefits are varied. Some of these importances are:

- leadership improves the performance of the employees. Leaders can motivate the followers to work and thereby increase their performance level.
- with continuous support and guidance, leaders are able to build confidence among the followers, thereby increasing speed and accuracy and decreasing wastage.
- with friendly and cooperative efforts the leader is able to build employees' morale which in turn contribute to higher productivity.

13.5.2 LEADERSHIP QUALITIES

In order to be successful, a leader must possess certain qualities. A good leader should be professionally competent, intelligent, analytical and he/she should have a sense of fair play, including honesty, sincerity, integrity, and sense of responsibility. He must possess initiative, perseverance, be diligent and realistic in his outlook. He must also be able to communicate his subordinates effectively. Human relation skills are a must for any leader. Earlier, it was believed that the success or effectiveness of a leader depends upon his personal traits or characteristics, like physical appearance, intelligence, self-confidence, alertness, and initiative. This is no longer regarded as a correct approach. It has been established on the basis of experiments that the success or effectiveness of a person as a leader depends upon his behaviour pattern or leadership style in relation to the followers.

To get things done, managers have to influence their subordinates and seek their voluntary co-operation. If their leadership is not based on suitable behaviour or style, they will not be successful. When leaders involve people in determining goals, and build up team spirit, chances are that people will follow them voluntarily.



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INTEXT QUESTIONS 13E

1. List atleast five important qualities of a good leader.
(a) _____ (b) _____ (c) _____
(d) _____ (e) _____
2. Following are certain statements about a good leader. Rectify if any statement is found to be wrong.
 - (a) He is empathetic and listens to others.
 - (b) He is competent thus, does everything alone.
 - (c) He has to be very good looking else people will not like him.
 - (d) He likes to generate team spirit and works with the people as a team.



13.6 WHAT YOU HAVE LEARNT

To get things done, managers have to guide people who work under them, inspire and lead them to achieve common objectives. In order to be able to do so, the managers need to communicate job related orders and instructions, supervise subordinates at work, and motivate them. These activities of a manager are known as directing. Directing is thus concerned with instructing, guiding and inspiring people in the organisation to achieve its objectives. Its important components are communication, supervision, motivation and leadership.

- Communication is the process by which a person transmits information or message to another person. The process facilitates the task of issuing orders and instructions to convey the superiors' ideas about the work to be done by subordinates. It also helps in conveying policies, procedures and decisions to employees.
- The flow of communication can either be upward or downward. It can be formal as well as informal. When it takes place among managers of the same rank it is known as horizontal communication. When communication is made between people who are neither in the same department nor at the same level of organisational hierarchy, it is called **diagonal communication**. Communication may be in the form of oral or written or even non-verbal like gestural.
- Supervision involves seeing that subordinates perform the work as per instructions given. Supervisors clarify all instructions and guide people to work as a team in co-operation with each other.
- Though supervision is necessary at all levels of management, it is of great importance at the first level. It is at this level that supervisors are in direct contact with employees.
- Supervisors are in key positions in the hierarchy of management. They act as a link between higher level managers and the workers.
- Inspiring people to work is another important component of the directing function.



Notes

This is known as motivation. Motivation requires the use of means to fulfill the needs and desires that may inspire individuals to apply their best abilities in work.

- Needs of people differ from individuals to individuals. But there are certain common needs felt by most people such as the physiological needs, need for safety and security, social needs, ego needs, and self-actualisation needs.
- There is no standard way of motivating all types of people. Motivation is need based. Manager has to find out the unsatisfied needs of the employees and accordingly decide to motivate them.
- Motivation helps managers in getting things done more efficiently by the employees. If the employees are motivated, they will fully utilise the production facilities and put in their best efforts in performing the job.
- In order to get things done, a manager has to be a good leader. Leadership is the ability to persuade others to work in a desired way. Thus, a person who persuades others and makes them follow his instructions willingly is called a leader.
- To be a good leader, a person must possess certain qualities like professional competence, intelligence, ability to analyse, honesty, sincerity, integrity etc.



13.7 KEY TERMS

Communication	Horizontal Communication	Safety and Security needs
Diagonal Communications	Informal Communication	Self-actualisation needs
Directing	Leadership	Social needs
Downward Communication	Motivation	Supervision
Ego needs	Non-verbal Communication	Upward Communication
Formal Communication	Physiological needs	Verbal Communication



13.8 TERMINAL QUESTIONS

Very Short Answer Type Questions

1. What is meant by directing?
2. Name the different elements of directing.
3. Define motivation.
4. Who is a leader?
5. List any four qualities of a good leader.

Short Answer Type Questions

6. Explain in brief the importance of directing.
7. State the different types of communication on the basis of direction.



8. Explain the functions of a supervisor.
9. Describe the importance of motivation.
10. State the hierarchy of needs concept of motivation as developed by Maslow.

Long Answer Type Questions

11. Describe the essential elements of the managerial function of directing.
12. What is communication? Explain how communication is an important element of directing functions of management.
13. What is meant by the term supervision in management? Explain briefly the functions of a supervisor.
14. Explain the term leadership and state the qualities of a good leader.
15. "Leadership is considered as the most important element of the directing function of management". In the light of this statement, explain the importance of leadership.



13.9 ANSWERS TO INTEXT QUESTIONS

13A

2. (a) DIRECTING
(b) LEADERSHIP
(c) MOTIVATION
(d) SUPERVISION

13B

1. (a) Sender
(b) Receiver
2. (a) Formal, Downward, Verbal
(b) Formal, Upward, Verbal
(c) Informal, Horizontal, Verbal
(d) Informal, Horizontal, Verbal
(e) Informal, Downward, Non-verbal

13C

1. (a) Clarify orders and instructions issued to subordinates
(b) Ensure required facilities for the subordinates



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- (c) Keep a watch and guides the activities of subordinates
- (d) Coordinate the work of different subordinates under him

2. (a) Supervisor
- (b) Supervisor
- (c) Operational Level
- (e) Supervisor

13D

1. (a) Maximum utilisation of factors of production
 - (b) Employee turnover and absenteeism will reduce
 - (c) Develop the sense of belongingness
 - (d) Less complaint and grievances
 - (e) Attract competent and quality staff
2. (a) – (iii), (b) – (iv), (c) – (v), (d) – (ii), (e) – (i)
3. (a) Food (b) Physiological (c) Security (e) Appreciation (f) Recognition

13E

1. (a) Competent (b) Intelligent (c) Integrity (d) Initiative (e) Perseverance
2. (a) Correct
 - (b) He is competent but can not do things alone
 - (c) Need not necessarily be good looking
 - (d) Correct



DO AND LEARN

Identify atleast 10 different people of your locality and ask them about their needs. Make note of atleast three needs of each individual and classify them in the category suggested by Maslow.



ROLE PLAY

Madan Mohan, the owner of a shoe factory visited his friend Gyan Prakash who also runs a factory of making kitchen appliances. He found Gyan Prakash sitting with floor workers and taking tea with them. When the workers left, the two friends sat together.

Madan Mohan : Having tea with floor workers!

Gyan Prakash: Yes, I do this exercise once in every fortnight to know their wants, needs and aspirations. I keep my labour force happy.



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Madan Mohan : You may do anything, they will neither be happy nor work enthusiastically.

Gyan Prakash : No, on the contrary if you know how to motivate them to work in the required direction, then output will be more than the effort put in.

Madan Mohan : Motivation!

Gyan Prakash : Yes, all human have needs. They may vary from person to person. Fulfillment of these needs can stimulate people to work in the required direction.

(The two friends discussed further about motivation.)

Choose a role for yourself and one for your friend and continue the conversation.

Chapter at a Glance

- 13.1 Meaning of Directing
 - 13.1.1 Importance of Directing
- 13.2 Communication
 - 13.2.1 Importance of Communication
 - 13.2.2 Types of Communication
- 13.3 Supervision
 - 13.3.1 Importance of Supervision
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 - 13.4.1 Importance of Motivation
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- 13.5 Leadership
 - 13.5.1 Importance of Leadership
 - 13.5.2 Leadership Qualities