

The background is a vibrant red color with a subtle, flowing pattern that resembles draped fabric or a large, stylized arrow pointing towards the right. The lighting creates soft gradients and shadows, giving the red a three-dimensional appearance.

# **Class 12**

# **Business Studies**

# Chapter – 7\_Focus Area 2022

# Directing

Ajith Kanthi Wayanad

# Directing

The process of activating human resources to achieve the objectives of business



Directing means **Moving into action**

# Directing

“Directing is telling people what to do and seeing that they do it to the best of their ability”

- Earnest Dale

A German-born American organizational theorist, Professor in Business Administration at Columbia University, better known for his work on **Comparative Management Theory**





# Elements of Direction

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# Elements of Direction



# **1. Supervision**

# Supervision

The term “supervision” is derived from two Latin words – “Super” and “Vision”.

Super means over and above and vision means to see



Supervising means “Overseeing the activity”.



# Supervision

In management, supervision means overseeing the subordinates at work



It refers to direct and immediate guidance and control of subordinates in performing their tasks in accordance with the plans and policies of the enterprise

# Supervision

The person who supervises the subordinates is called “Supervisor”



He is also known as Foreman, Overseer, Superintendent, Section officer etc.

The background features a gradient from light orange at the top to a darker orange at the bottom. A prominent dark red horizontal band runs across the middle. On the left side, there is a complex, abstract graphic consisting of numerous thin, curved lines in shades of red and orange, creating a sense of motion or a stylized 'C' shape.

# 2. Motivation

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# Motivation

Motivation means a process of stimulating people to action to accomplished goals





# **Features of Motivation**

# Features of Motivation

## 1. Internal feeling

Desire to have a car, recognition in the society etc. are the internal feeling of an individual which lead him to be motivated



# Features of Motivation

## 2. Produces goal – directed behaviour

If an employee is interested in promotion he will try to improve his performance, hence motivation produces goal-directed behaviour



# Features of Motivation

## 3. Motivation can be either positive or negative

Better pay, promotion, recognition, assigning important jobs with more responsibilities etc. are positive motivations, whereas punishment, cutting increments, scolding etc. are negative means of motivation





# Features of Motivation

## 4. Motivation is a complex process

Because of individual differences among the employees, a uniform type of motivation may not satisfy all people in the organization



# Features of Motivation

1. Internal feeling
2. Produces goal – directed behaviour
3. Positive or negative motivation
4. Complex process



# **Maslow's Need Hierarchy Theory of Motivation**

# Need Hierarchy Theory of Motivation

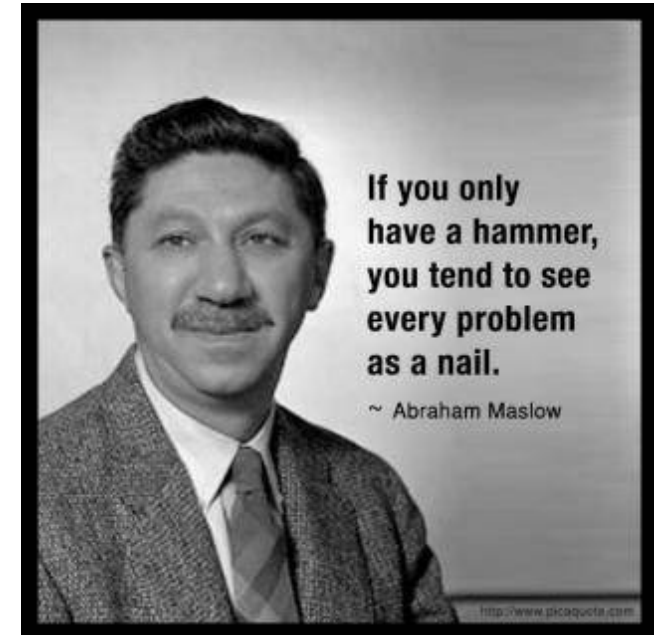
## Abraham Maslow

U. S. Psychologist

Father of Management Psychology

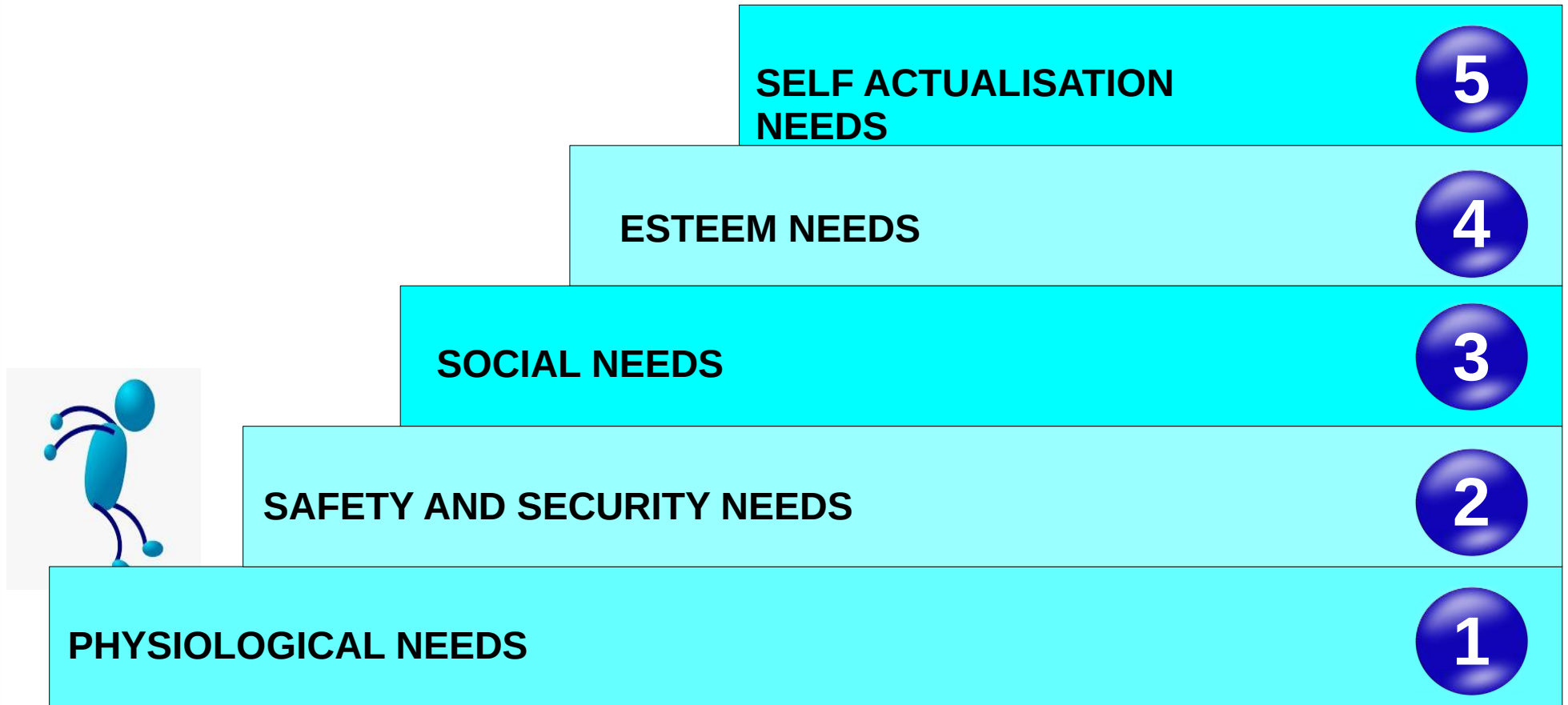
Developed the theory of motivation  
based on hierarchy of needs

To motivate, the manager has to understand the needs  
and wants of employees



Abraham H Maslow

# Need Hierarchy Theory of Motivation



**Maslow's Need Hierarchy**

# Need Hierarchy Theory of Motivation



**Maslow says that:**

- a) Motivation is based on human needs
- b) To motivate means to satisfy human needs
- c) Human needs take a hierarchy

# Need Hierarchy Theory of Motivation

To motivate the employees, the manager has to understand the needs and wants of the employees



# Need Hierarchy Theory of Motivation

Maslow suggests two things:

**a) Each person's need depends on what he already has**

Only those needs not yet satisfied can influence behaviour

A fully satisfied need cannot influence the behaviour





# Need Hierarchy Theory of Motivation

Maslow suggests two things:

**b) Needs can be arranged in a hierarchy of importance**

Unless a lower order need is met, a higher order need will not arise



# Need Hierarchy Theory of Motivation

## 1. Basic / Physiological Needs

These are the basic needs of an individual like food, clothing and shelter



Unless these needs are met, a higher level need will not arise, the majority of a person's activities will probably be directed towards satisfying them

# Need Hierarchy Theory of Motivation

## 2. Safety and Security Needs

These are the needs for safety and protection against hazards and dangers



People in the organization want job security, personal bodily security, security of source of income, provision for old age, insurance against risks etc.

# Need Hierarchy Theory of Motivation

## 3. Social Needs (Affiliation/ Belonging needs)

These are the needs for love and affection, friendship, a sense of belonging etc.



On meeting safety and security needs, social needs come in

Since man is a social being, he has a need to belong and to be accepted by various groups

# Need Hierarchy Theory of Motivation

## 4. Esteem Needs

These needs are the desire for status, prestige, dignity, self-respect, independence, respect from others etc.



The organizations can satisfy these needs by recognizing and appreciating good performance, promotions etc.

# Need Hierarchy Theory of Motivation

## 5. Self Actualization Needs

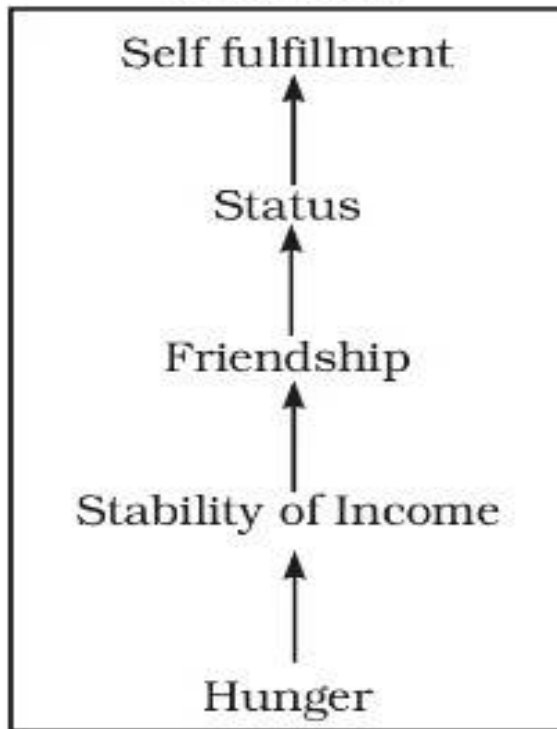
Self actualization is the need to maximize one's potential



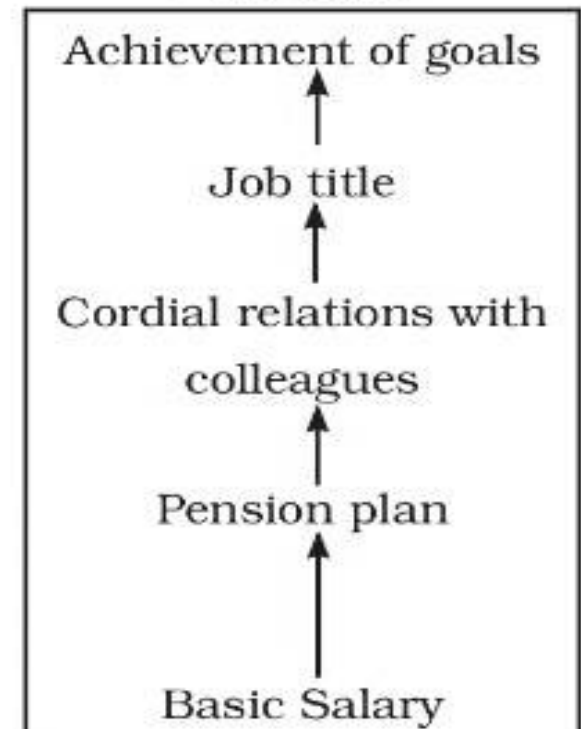
In other words it is an urge to use one's potentialities for the achievement of life ambition

# Need Hierarchy Theory of Motivation

## Individual Example



## Organisational Example



# Need Hierarchy Theory of Motivation





# Need Hierarchy Theory of Motivation

**Maslow's theory gives emphasis on three important points:**

**1. Human wants are unlimited and varied**



# Need Hierarchy Theory of Motivation

**Maslow's theory gives emphasis on three important points:**

**2. These needs are arranged in a series of preferences**

After the lower level needs are satisfied, needs at the higher level emerge and demand satisfaction



# Need Hierarchy Theory of Motivation

**Maslow's theory gives emphasis on three important points:**

**3. A satisfied need can never work as a motivator**

Needs which are not satisfied act as motivator for influencing human behaviour





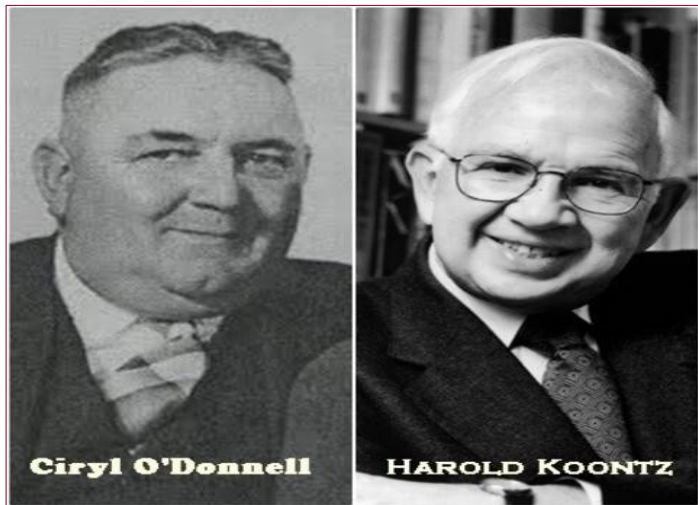
# 3. Leadership

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# Leadership

**The ability of a manager to induce subordinates to work with confidence and zeal**

...Koontz and O'Donnell



Organisational Theorists  
Co-authored the book  
**“Principles of Management”**

Leadership is the process of influencing the behaviour of employees at work towards goal

# Qualities of a Good Leader



# Qualities of a Good Leader

## 1. Physical features

Good personality – height, weight, appearance etc.



# Qualities of a Good Leader

## 2. Knowledge

Knowledge and competence in work is essential to guide his followers





# Qualities of a Good Leader

## 3. Integrity

A good leader should possess honesty and integrity (ethics) and he must be a role model to others



# Qualities of a Good Leader

## 4. Initiative

A leader must be initiative and creative, so that he can grab the opportunities for the benefit of the organization



# Qualities of a Good Leader

## 5. Communication Skill

Goals and procedures of the organization should be communicated clearly, precisely and effectively and he must be a good listener too



# Qualities of a Good Leader

## 6. Motivation skills

A leader should understand the needs of the subordinates, so that he can motivate his team



# Qualities of a Good Leader

## 7. Self confidence

A leader should have a high level of self confidence and will power and he should not lose his confidence in difficult situations



# Qualities of a Good Leader

## 8. Decisiveness

A leader should have sound judgement and decisiveness (strong decision), he should not change his opinions frequently



# Qualities of a Good Leader

## 9. Social skills

Proper understanding of people and maintaining good human relations are the ingredients of social skills



# Leadership Qualities

1. Physical features
2. Knowledge
3. Integrity
4. Initiative
5. Communication Skill
6. Motivation skills
7. Self confidence
8. Decisiveness
9. Social skills







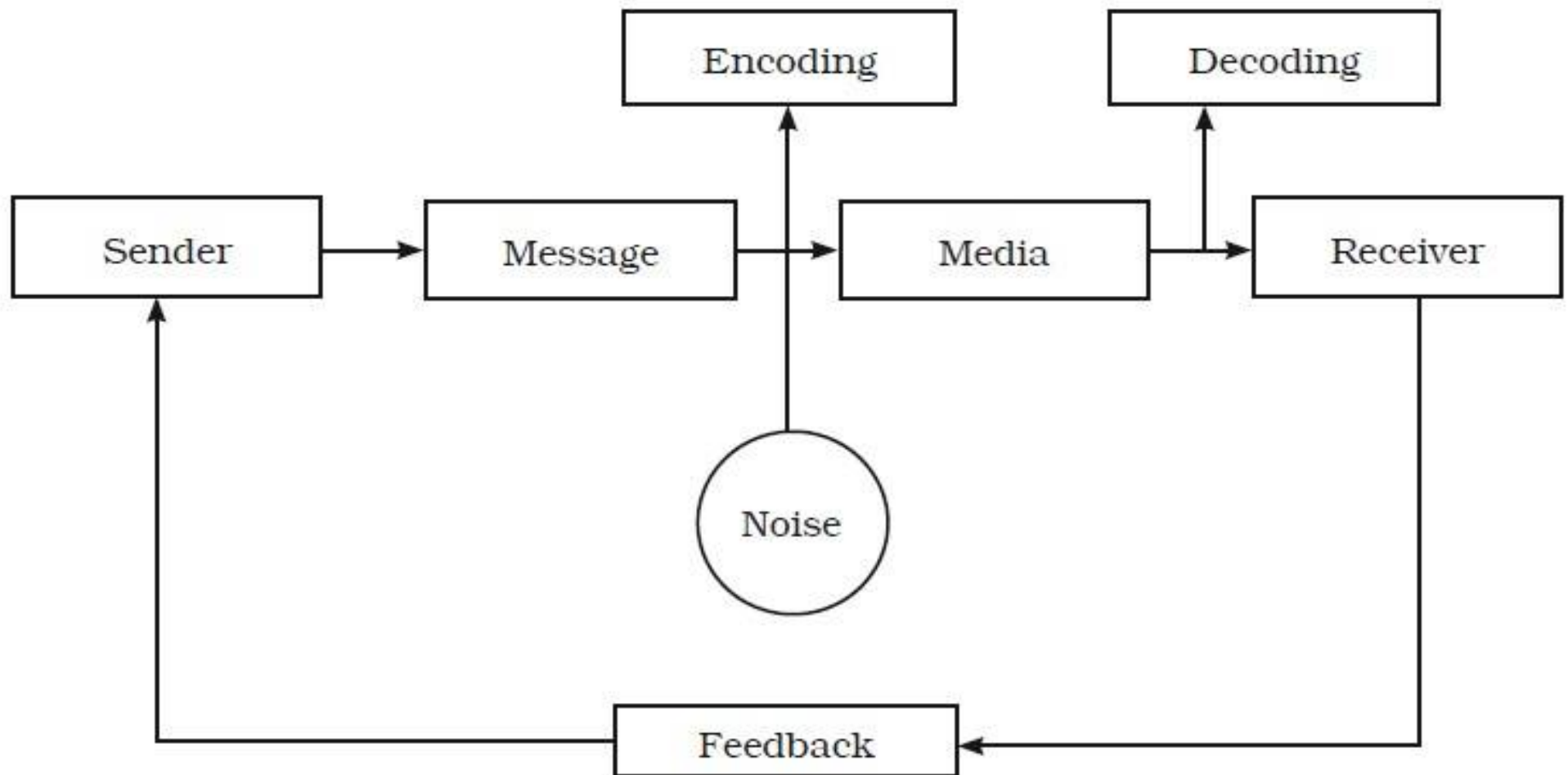
# **4. Communication**

# Communication

The exchange of ideas, facts, opinions and emotions from one person to another



# Elements of Communication



# Elements of Communication

## 1. Sender

The person who sends a message

He initiates the process of communication



# Elements of Communication

## 2. Message

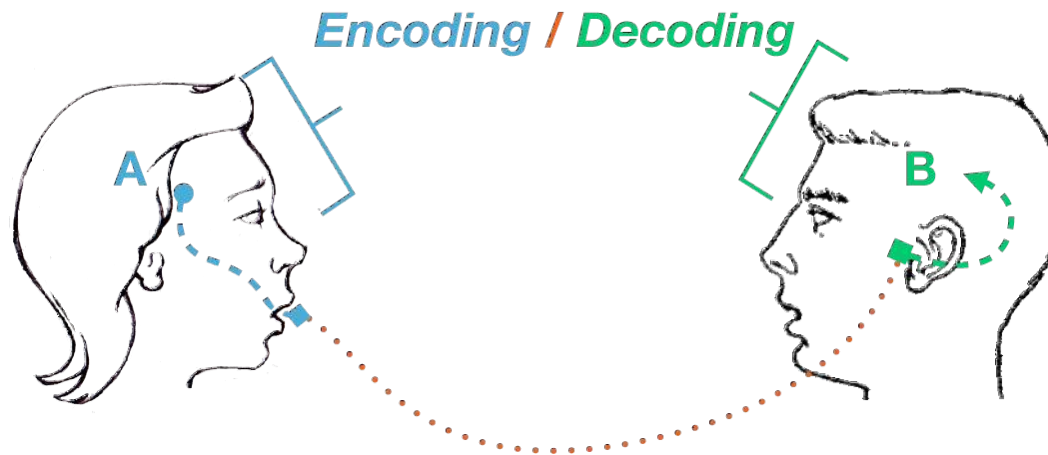
The subject matter of communication consists of words, facts, ideas etc.



# Elements of Communication

## 3. Encoding

In order to transmit an idea, the sender translates the idea into meaningful languages like words, actions, pictures, diagrams, gestures etc.



# Elements of Communication

## 4. Media / Channel

It is the medium through which the message is passed



Eg: face to face talk, telephone, letter, radio, television etc.

# Elements of Communication

## 5. Decoding

Receiver converts the symbols received from sender to give him the meaning of message





# Elements of Communication

## 6. Receiver

The person or a group who is supposed to receive the message

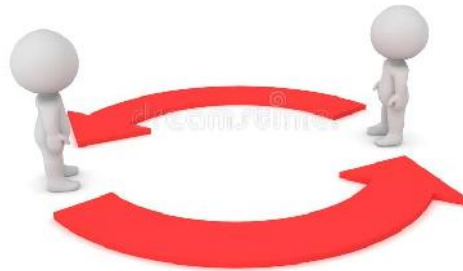


Eg: Listener, reader, observer etc.

# Elements of Communication

## 7. Feedback

It means the reaction, replay, response which the receiver sends to acknowledge his understanding



# Elements of Communication

1. Sender
2. Message
3. Encoding
4. Media
5. Decoding
6. Receiver
7. Feedback



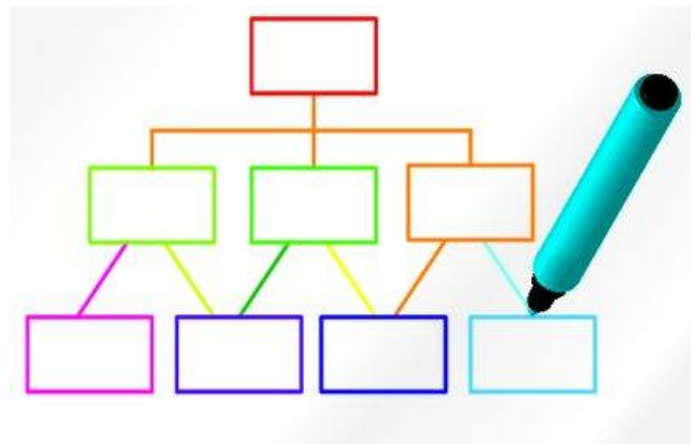


# **Formal Communication**

# Formal Communication

Communication through official chain of command

It flows through the scalar chain



Generally it may takes place in the form of written communication such as notes, memos, letters, reports etc.

# **Informal Communication**

**Ajith Kanthi Wayanad**

# Informal Communication

It is based on informal relationship among the members of an organization at same or different level

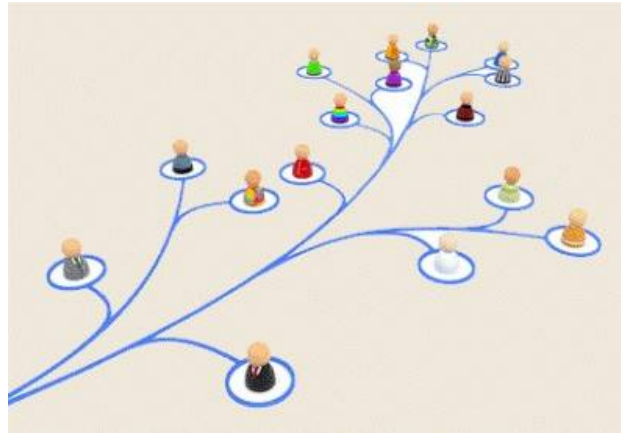


It is free from all formalities of formal communication

# Informal Communication

It is usually oral and is conveyed by gestures, a glance, smile etc.

It may involve work related or other matters of mutual interest



Informal communication often supplements formal communication



Thank You!

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