

# **DIRECTING AND CONTROLLING**

## **MOTIVATION**

**CONCEPT, IMPORTANCE,  
FACTORS INFLUENCING MOTIVATION**

## **COMMUNICATION**

**IMPORTANCE, BARRIERS**

## **LEADERSHIP**

**CONCEPT, FUNCTIONS, STYLES, QUALITIES**

## **CONTROLLING**

**CONCEPT, STEPS IN CONTROL PROCESS, ESSENTIALS,  
TECHNIQUES OF CONTROLLING**

# **MOTIVATION**

**Motivation - Motive - Inner Drive/Intention that makes a person to do something or to behave in a certain way.**

**Michal Jucious, 'Motivation is the act of stimulating someone or oneself to get a desired course of action, to push the right button to get a desired reaction'**

## **FEATURES**

- 1 Motivation is an act of Management**
- 2 It is a continuous process**
- 3 Motivation can be positive or negative**
- 4 It is goal oriented**
- 5 Motivation is an art**
- 6 Motivation complex in nature**
- 7 Motivation is system-oriented**
- 8 Motivation different from job satisfaction**

## **IMPORTANCE OF MOTIVATION**

- 1 Higher Efficiency
- 2 Innovation
- 3 Corporate Image
- 4 Team Work
- 5 Optimum use of Resources
- 6 Reduction in Absenteeism
- 7 Reduction in Labour Turnover
- 8 Better Relations
- 9 Improved Morale
- 10 Reduction in Wastage/ in Accidents
- 11 Competitive Advantage
- 12 Increased Job Satisfaction

## **FACTORS INFLUENCING MOTIVATION**

### **A) MONETARY FACTORS**

Salaries and Wages

Bonus

Incentives

### **A) NON-MONETARY INCENTIVES**

Status/Job Title

Appreciation & Recognition

Delegation of Authority

Working Conditions

Job Security

Job Enrichment

Workers Participation

Promotions & Transfers

Flexible working Hours

# **COMMUNICATION**

## **A) VERBAL COMMUNICATION**

### **Oral Communication**

- 1 Instant Feedback
- 2 Persuasive in nature
- 3 Confidential Information
- 4 Saves Time
- 5 Less Expensive

### **Written Communication**

- 1 Legal Evidence
- 2 Permanent Record
- 3 Accurate & Precise
- 4 Wide Circulation
- 5 Fixing of Responsibility

## **B) NON-VERBAL COMMUNICATION**

Non-verbal communication takes place through signs, pictures, visuals, body languages, charts, graphs etc.

1 Attracta Attention

2 Better Recall

3 Creates Impact

4 Develops Relations

5 Eduaction Value

# **BARRIERS TO EFFECTIVE COMMUNICATION**

## **A) PHYSICAL/ENVIRONMENTAL BARRIERS**

- 1 Noise
- 2 Defects in communication System
- 3 Time & Distance
- 4 Wrong selection of Medium
- 5 Temperature & Humidity

## **A) SEMANTIC/LANGUAGE BARRIERS**

- 1 Misinterpretation of words
- 2 Difference in Language
- 3 Use of Jargon
- 4 By-passed Instructions

# **BARRIERS TO EFFECTIVE COMMUNICATION**

## **C) ORGANISATIONAL BARRIERS**

- 1 Status Barrier
- 2 Information Overload
- 3 Lack of Planning
- 4 Goal Conflicts
- 5 Offensive style of Communication

## **D) CROSS-CULTURAL BARRIERS**

- 1 Colours
- 2 Body language
- 3 Proxemics
- 4 Time
- 6 Other culture barriers



# **BARRIERS TO EFFECTIVE COMMUNICATION**

## **E) PERSONAL/ SOCIO-PSYCHOLOGICAL BARRIERS**

- 1 Different perceptions
- 2 Closed Mind
- 3 Poor Retention
- 4 The Halo & Horn Effect
- 5 Emotions
- 6 Slanting
- 7 Filtering
- 8 Wrong Assumptions
- 9 Impatience
- 10 Rambling
- 11 Unsolicited Communication

# LEADERSHIP

Effective leadership is required to lead & guide the subordinates to perform the tasks effectively.

**George Terry**, ‘ Leadership is the activity of influencing people to strive willingly for group activity’

## NATURE & CHARACTERISTICS

- |                         |                               |
|-------------------------|-------------------------------|
| 1 Presence of Followers | 6 Active participation        |
| 2 Common Interest       | 7 Superior knowledge & skills |
| 3 Willing Cooperation   | 8 Goal Oriented               |
| 4 Discipline            | 9 Leadership Styles           |
| 5 Dynamic Process       | 10 Continuous Process         |

# **FUNCTIONS OF LEADERSHIP**

- 1 Goal Setting
- 2 Developing Moral
- 3 Securing willing Participation
- 4 Motivates Subordinates
- 5 Organises Resources
- 6 Encourage Initiative
- 7 Developing Team Spirit
- 8 Representation
- 9 Creating Confidence
- 10 Providing Direction

## **LEADERSHIP STYLES**

- 1 Autocratic (One who takes all the decisions)
- 2 Bureaucratic (Follows rules & regulations)
- 3 Consultative (Consults subordinates)
- 4 Participative (Consults subordinates, allows them to take part in decision making)
- 5 Laissez-faire (Shares the problem with group)
- 6 Paternalistic (Creating a family atmosphere)
- 7 Sociocratic (Employee oriented than work oriented)
- 8 Neyrocratic (Highly task oriented)
- 9 Situational (Style varies depending on the situation)

## **QUALITIES OF GOOD LEADER**

1 Good Personality

7 Coach & Guide

2 Intelligence

8 Proper Judgement

3 Initiative

9 Human Skills

4 Innovative

10 Administrative Skills

5 Self Confidence

11 Discipline

6 Communication Skills

12 Patience

# **CONTROLLING**

It is a process of monitoring actual performance and taking corrective measures if required.

**George Terry**, 'Controlling is determining what is being accomplished, that is, evaluating the performance, and if necessary, applying corrective measures so that the performance takes place according to the plans'

## **CHARACTERISTICS**

- |                                |                              |
|--------------------------------|------------------------------|
| 1 Control involves measurement | 5 Effective use of resources |
| 2 It is Continuous process     | 6 Goal Oriented              |
| 3 Control influences employees | 7 Facilitates Direction      |
| 4 Control process is universal |                              |

## **STEPS IN CONTROL PROCESS**

- 1 Setting Targets
- 2 Implementation of Targets
- 3 Measurement of Performance
- 4 Comparing performance with plans
- 5 Finding the causes of deviations
- 6 Listing of corrective measures
- 7 Selecting & Implementing corrective measures
- 8 Review or Follow up

# **ESSENTIALS OF A GOOD CONTROL SYSTEM**

- 1 Focus of objectives
- 2 Suitability
- 3 Prompt
- 4 Flexibility
- 5 Simplicity
- 6 Objectivity
- 7 Suggestive
- 8 Motivating
- 9 Critical point control
- 10 Control by exception
- 11 Forward looking
- 12 Economical



## **TECHNIQUES OF CONTROLLING**

- A) BUDGETARY CONTROL
- B) MANAGEMENT AUDIT
- C) PERT (Programme Evaluation & Review Technique)  
& CPM (Critical Path Method)
- A) MBO
- B) DIRECT SUPERVISION & OBSERVATION
- C) SELF CONTROL
- D) BREAK EVEN ANALYSIS
- E) MIS