

UNIT 5

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Syllabus

- Meaning & Importance of Directing -Leadership:
- Meaning & Styles Motivation: importance & Theories (Maslow, Herzberg. Mcgregor)
- Communication- Meaning, Objectives & Types of communication -Meaning,
- Principles and techniques of Co- ordination -Meaning,
- Need & steps in Controlling

- Direction is that inert-personnel aspect of management which deals directly with influencing, guiding, supervising, motivating sub-ordinate for the achievement of organizational goals. Direction has following elements:
 - Supervision
 - Motivation
 - Leadership
 - Communication

Coordination

Meaning, Principles and Techniques of Coordination

Coordination is an integration or synchronization of group efforts in an organisation.

Mary Parker Follett gave four main principles of Coordination:

- Principle of early stage
- Principle of continuity
- Principle of direct contact
- Principle of reciprocal relation

Coordination Techniques

The techniques of effective coordination are as follows:

- Coordination by Chain of Command
- Coordination by Leadership
- Coordination by Committees
- Staff Meetings
- Special Coordinators
- Self Coordination

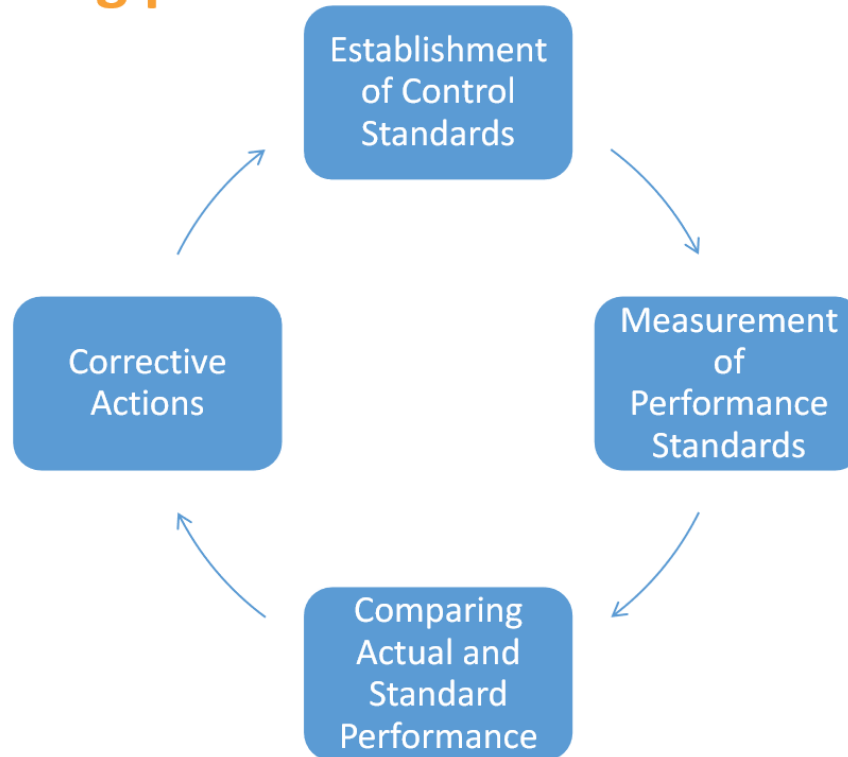
Meaning, Need and Steps for Controlling

Controlling is the measurement of the present performance in relation to the past performance

Controlling aims at attaining the organisational goals by monitoring the actual performance

Brech defines control as “checking current performance against pre-determined standards contained in the plans, with a view to ensure adequate progress and satisfactory performance.

Steps in Controlling process



Motivation

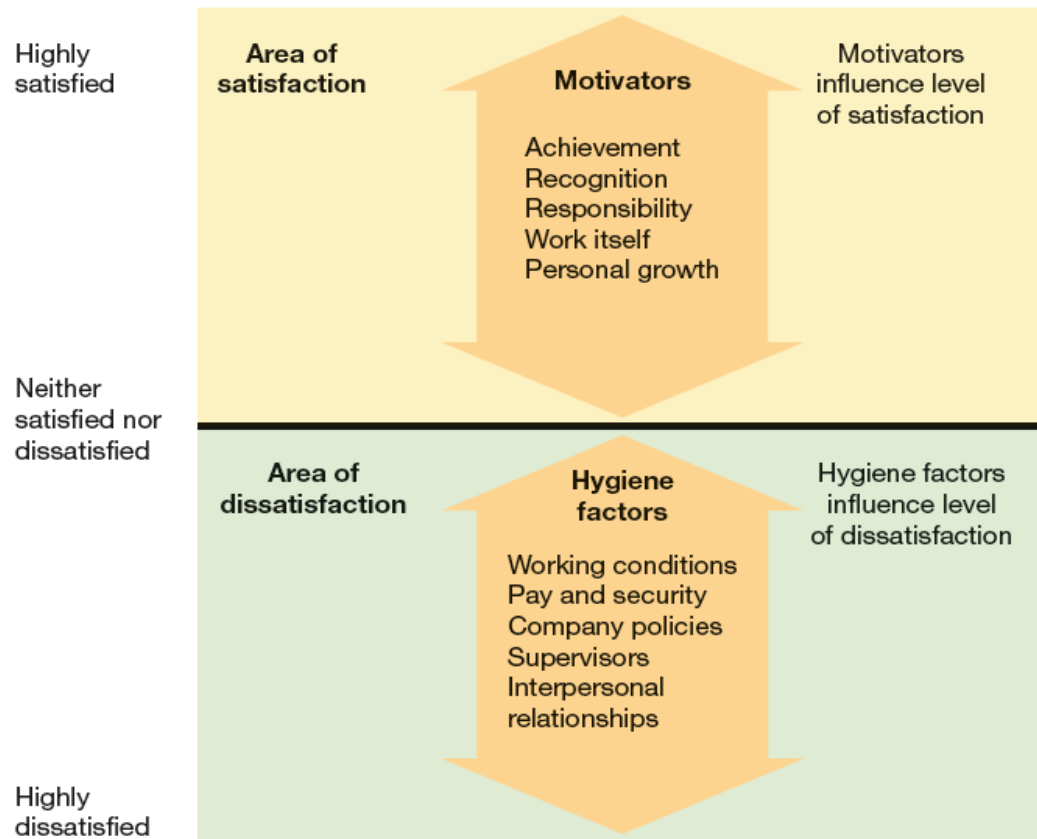
- Theory X and Y
- Need Hierarchy
- Two factor theory

Herzberg's Two Factors

- **Herzberg's two-factor theory**
 - A model that divides motivational forces into satisfiers (“motivators”) and dissatisfiers (“hygiene factors”)

Herzberg's Two-Factor Theory

According to Herzberg, *hygiene factors* such as working conditions and company policies can influence employee dissatisfaction. On the other hand, *motivators* such as opportunities for achievement and recognition can influence employee satisfaction.



Douglas Mc Gregor: He divides leadership in two styles labeled theory “X” and theory “Y”.

Theory x ('authoritarian management' style):

- The average person dislikes work and will avoid it he/she can.
- Therefore most people must be forced with the threat of punishment to work towards organizational objectives.
- The average person prefers to be directed; to avoid responsibility; is relatively un-ambitious, and wants security above all else.

Theory y ('participative management' style):

- Effort in work is as natural as work and play.
- People will apply self-control and self-direction in the pursuit of organizational objectives, without external control or the threat of punishment.
- Commitment to objectives is a function of rewards associated with their achievement.
- People usually accept and often seek responsibility.
- The capacity to use a high degree of imagination, ingenuity and creativity in solving organizational problems is widely, not narrowly, distributed in the population.
- In industry the intellectual potential of the average person is only partly utilized.

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Maslow's Hierarchy of Needs is shown above. The pyramid illustrates the five levels of human needs. The most basic are physiological and safety/security, shown at the base of the pyramid. As one moves to higher levels of the pyramid, the needs become more complex.

Leadership

- Taking a team from ordinary to extraordinary means understanding and embracing the difference between management and leadership.
- Definition
 - According to writer and consultant Peter Drucker, "Management is doing things right; leadership is doing the right things."

Major Characteristics of a leader:

- Proactive Vs. Reactive
- Flexible/Adaptable
- A Good Communicator
- Quiet Confidence
- Enthusiastic
- Open-Minded
- Resourceful
- Rewarding
- Well Educated
- Open to Change
- Interested in Feedback
- Evaluative
- Organized
- Consistent
- Delegator
- Initiative

Leadership Styles:

- **Lewin's Leadership Styles**
 - Autocratic leader
 - Democratic leader
 - Laissez-faire
- **The Blake-Mouton Managerial Grid**
 - People-oriented
 - Task-oriented
- **Other common styles:**
 1. Charismatic
 2. Innovative