

SMIT SIR COMMERCE

GSEB | ENGLISH MEDIUM

ORGANISATION OF COMMERCE AND MANAGEMENT

STANDARD 12

CHAPTER 6

Directing

Complete Concept Notes | Simple Explanations | Examples | Exam Preparation

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Learn the Concept. Understand the Logic. Write Better Answers.

Chapter at a Glance

Directing is the management function that guides, supervises, motivates and communicates with employees so plans are actually converted into performance.

Stage	Topic	What You Learn
1	Directing	Meaning, characteristics and importance
2	Elements of Directing	Supervision, Motivation, Leadership and Communication
3	Supervision	Meaning and functions of a supervisor
4	Motivation	Meaning, characteristics and Maslow's hierarchy of needs
5	Incentives	Financial and non-financial incentives
6	Leadership	Meaning, characteristics and qualities of a good leader
7	Communication	Meaning, characteristics, formal/informal communication, barriers and remedies

EXAM IMPORTANT

Highest exam value: characteristics/importance of directing, supervisor functions, motivation, Maslow, incentives, qualities of a leader, formal vs informal communication, barriers and remedies.

Learning Objectives

- define directing and explain its nature.
- explain the characteristics and importance of directing.
- identify the four main elements of directing.
- explain supervision and functions of a supervisor.
- define motivation and explain its characteristics.
- understand Maslow's hierarchy of needs.
- distinguish financial and non-financial incentives.
- explain leadership and qualities of a good leader.
- explain communication and distinguish formal and informal communication.
- identify communication barriers and measures to overcome them.

SMIT SIR'S NOTE

The easiest memory line is: Directing = Supervise + Motivate + Lead + Communicate.

6.1 Meaning of Directing

Meaning: Directing means guiding the workers, making them aware of their work, supervising them, and motivating them to work for the organization.

In Simple Words: Directing is the function that tells people what to do, how to do it, why it matters and how to keep moving toward the objective.

KEY TERM - DIRECTING

The managerial function of guiding, supervising, motivating and communicating with employees for the achievement of objectives.

Example: A production manager explains the day's target, gives instructions, solves worker difficulties, motivates the team and checks whether work is progressing properly.

REMEMBER THIS

Planning decides. Organizing arranges. Staffing places people. Directing activates people.

6.1.1 Characteristics of Directing

No.	Characteristic	Core Idea
1	Goal-Oriented Activity	Directing guides employees toward organizational objectives.
2	Function at Every Level of Management	Managers at all levels direct their subordinates.
3	Continuous Process	Guidance and supervision continue as long as work continues.
4	Direction is a Continuous Process	Instructions and guidance are repeatedly required.
5	Wider Scope	Directing includes supervision, motivation, leadership and communication.
6	Communication	Effective direction depends on clear communication.
7	Motivation	Employees need encouragement to give their best effort.
8	Flow of Direction	Direction generally moves from higher level to lower level.
9	Managerial Function	It connects and supports all managerial functions.

1. Goal-Oriented Activity

Explanation: Directing aims at the accomplishment of predetermined business objectives.

Example: A sales manager guides the team toward a monthly sales target.

2. Function at Every Level

Explanation: Top, middle and lower-level managers all guide people working under them.

Example: A principal directs department heads; department heads direct teachers.

3. Continuous Process

Explanation: Employees need instructions, feedback and supervision throughout the work period.

Example: A manager continues guiding staff during the entire project.

4. Direction Continues with Work

Explanation: As circumstances change, fresh instructions and guidance may be needed.

Example: A production manager revises instructions after a machine problem.

5. Wider Scope

Explanation: Directing includes supervision, motivation, leadership and communication.

Example: A manager not only gives orders but also motivates and communicates.

6. Communication

Explanation: Without clear communication, instructions may be misunderstood and objectives may suffer.

Example: A supervisor explains work standards before the shift.

7. Motivation

Explanation: Direction encourages employees to contribute their best efforts.

Example: Recognition and incentives can increase employee effort.

8. Flow of Direction

Explanation: Guidance usually flows downward from superiors to subordinates.

Example: Top management guides middle management, which guides lower levels.

9. Managerial Function

Explanation: Directing helps implement plans and supports organizing, staffing and controlling.

Example: A plan becomes real only when people are guided to act.

EXAM IMPORTANT

For characteristics, emphasize that directing is continuous, downward-flowing, people-oriented and dependent on communication/motivation.

6.1.2 Importance of Directing

No.	Importance	Core Benefit
1	Increase in Efficiency	Proper guidance improves employee performance.
2	Assessment of Work	Managers can understand how work is progressing.
3	Motivation to Employees	Employees are encouraged to perform better.
4	Effective Planning	Plans become meaningful when employees implement them properly.
5	Effective Organization	Authority and responsibility work better through proper direction.
6	Co-ordination and Co-operation	Direction aligns employee efforts.
7	Function of Control	Proper guidance reduces errors and supports control.
8	Increase in Enthusiasm	Employees can develop greater interest in work.
9	Finding Out Deviations	Managers can identify where work differs from instructions.

1. Increase in Efficiency

Explanation: Proper direction explains work and improves use of employee ability.

Example: Employees understand the correct method and make fewer mistakes.

2. Assessment of Work

Explanation: Managers learn whether work is being done correctly and on time.

Example: A supervisor checks progress during the shift.

3. Motivation to Employees

Explanation: Direction includes encouragement that helps employees perform with more willingness.

Example: Recognition of good work raises morale.

4. Effective Planning

Explanation: Plans need people to implement them. Direction converts plans into action.

Example: A sales plan works only when salespeople are guided properly.

5. Effective Organization

Explanation: Authority-responsibility relationships become meaningful when managers actually guide subordinates.

Example: Department heads use their assigned authority to direct teams.

6. Co-ordination and Co-operation

Explanation: Direction aligns individual efforts with business objectives and encourages co-operation.

Example: Departments follow common priorities.

7. Function of Control

Explanation: Guidance and supervision reduce errors and make corrective action easier.

Example: The supervisor corrects a mistake before it becomes serious.

8. Increase in Enthusiasm

Explanation: Positive direction can change employee attitude toward work.

Example: Employees become more interested when their work is recognized.

9. Finding Out Deviations

Explanation: Managers compare instructions with actual work and identify deviations.

Example: A manager notices production below target and investigates the reason.

6.2 Elements of Directing

Element	Simple Meaning
Supervision	Watching and guiding employees while work is being performed.
Motivation	Encouraging people to work willingly toward desired objectives.
Leadership	Influencing and guiding people to follow a common direction.
Communication	Exchange of information, ideas, instructions and feedback.

REMEMBER THIS

Directing has four pillars: Supervision - Motivation - Leadership - Communication.

6.2.1 Supervision - Meaning

Meaning: Supervision means overseeing the work of employees and ensuring that it is performed according to plans and instructions.

In Simple Words: Supervision is watching, guiding and helping workers while they work.

KEY TERM - SUPERVISION

The function of ensuring that work is performed according to plans, instructions and standards.

Example: A factory supervisor observes workers, explains tasks, checks quality and solves day-to-day problems.

6.2.2 Functions of a Supervisor

- Plan the work: Arrange routine work for employees.
- Provide guidance and direction: Help workers complete tasks correctly and on time.
- Supervise implementation: Check whether work follows the plan and instructions.
- Maintain discipline: Ensure proper conduct and adherence to rules.
- Motivate employees: Encourage workers to improve efficiency.
- Maintain employee relations: Support positive relations between workers and management.
- Communication link: Pass information upward and instructions downward.
- Train employees: Guide employees in new technology and work methods.
- Maintain discipline among employees: Encourage proper behaviour and order.
- Maintain group unity: Encourage team spirit and co-operation.
- Act as friend, philosopher and guide: Help employees with work-related difficulties.

EXAM IMPORTANT

Supervisor is the key link between management and workers. This line makes a strong introduction.

6.3 Motivation - Meaning

Meaning: Motivation is the internal feeling or force that encourages a person to work and move toward a desired objective.

In Simple Words: Motivation answers: Why should I put effort into this work?

KEY TERM - MOTIVATION

The process of inspiring or encouraging a person to take action for achieving desired objectives.

Example: An employee may work harder because of recognition, promotion opportunity, responsibility or financial reward.

REMEMBER THIS

Ability tells whether a person can work. Motivation influences whether the person wants to work.

6.3.2 Characteristics of Motivation

No.	Characteristic	Core Idea
1	Internal Inspiration	Motivation originates within a person.
2	Psychological Concept	Different people have different needs and motives.
3	Increase Efficiency of Employees	Motivation can improve productivity and performance.
4	Continuous Process	Human needs continue, so motivation is ongoing.
5	Reduction in Labour Turnover	Satisfied employees may be less likely to leave.
6	Achievement of Goals	Motivation directs effort toward objectives.
7	Wider Scope	Motivation may involve money, status, recognition, choice, growth and more.
8	Adopting Changes	Motivated employees may respond better to change.
9	Tool to Get Co-operation	Motivation helps develop co-operation.
10	Positive Attitude	It can create a constructive attitude toward work.

6.3.3 Maslow's Hierarchy of Needs

The chapter explains motivation through the idea that human needs are arranged in a hierarchy. Generally, lower-level needs become important first, and after reasonable satisfaction, higher-level needs become stronger motivators.

Level	Need	Simple Meaning / Examples
1	Physiological Needs	Food, water, shelter and basic survival needs.
2	Safety / Security Needs	Job security, protection, stability and safety.
3	Social Needs	Friendship, belongingness, affection and group relations.
4	Esteem Needs	Status, recognition, respect, confidence and prestige.
5	Self-Actualization Needs	Realising one's potential, creativity and personal growth.

REMEMBER THIS

Maslow ladder: Survive -> Secure -> Belong -> Respect -> Become your best self.

Maslow's Needs - Workplace Examples

Physiological

Workplace Example: Basic salary helps employees meet food, housing and living needs.

Safety

Workplace Example: Job security, safe workplace and stable service conditions.

Social

Workplace Example: Team belonging, friendship and positive group relationships.

Esteem

Workplace Example: Recognition, title, status, praise and promotion.

Self-Actualization

Workplace Example: Challenging work, creativity, responsibility and opportunities to reach full potential.

SMIT SIR'S NOTE

Maslow does not mean every employee behaves exactly the same. Use the hierarchy as a framework for understanding different needs.

6.4 Financial and Non-Financial Incentives

Managers use different incentives to motivate employees. Incentives may be financial or non-financial.

Type	Meaning	Examples
Financial Incentives	Rewards with direct monetary benefit	Pay, bonus, profit sharing, monetary allowances
Non-Financial Incentives	Rewards that satisfy social, psychological or status needs	Recognition, status, job security, participation, growth opportunities

6.4.1 Financial Incentives

Meaning: Financial incentives motivate employees through direct or indirect monetary benefits.

- Wages / salary-related rewards: Better monetary return for work.
- Bonus and incentives: Additional payment linked with performance or results.
- Profit-related rewards: Employees may receive a share or benefit connected with organizational success.
- Other monetary benefits: Allowances or financially valuable benefits can also motivate.

Example: A salesperson receives an incentive for exceeding the sales target.

REMEMBER THIS

Financial incentive = motivation through money or measurable monetary benefit.

6.4.2 Non-Financial Incentives

Meaning: Non-financial incentives motivate employees by satisfying psychological, social, status and growth-related needs rather than through direct money.

- Recognition: Appreciating good work.
- Status and prestige: Giving meaningful responsibility and position.
- Job security: Creating a feeling of stability.
- Participation: Involving employees in decisions where suitable.
- Opportunity for growth: Training, development and promotion prospects.
- Interesting work: Giving challenging and meaningful tasks.

SMIT SIR'S NOTE

A non-financial incentive may still have long-term economic value, but its main motivational appeal is psychological/social rather than direct cash.

6.5 Leadership - Meaning

Meaning: Leadership is the ability to influence, guide and inspire people so they willingly work toward common objectives.

In Simple Words: A leader does not only tell people what to do; a leader makes people want to follow.

KEY TERM - LEADERSHIP

The process of influencing and guiding individuals or groups toward the achievement of common objectives.

Example: A department head creates confidence during a difficult project and keeps the team focused on the target.

6.5.2 Characteristics of Leadership

- Influence: Leadership affects the behaviour of followers.
- Followers: Leadership requires people who are willing to follow.
- Common Objectives: Leader and followers work toward shared goals.
- Continuous Process: Leadership is required repeatedly as work and situations change.
- Situational: Effective leadership may differ according to people and circumstances.
- Human Relationship: Leadership depends strongly on understanding people.

6.5.3 Qualities of a Good Leader

- Intelligence and knowledge: Understand work and make sound decisions.
- Self-confidence: Inspire trust through confidence and clarity.
- Communication ability: Explain ideas clearly and listen effectively.
- Honesty and integrity: Build trust through ethical behaviour.
- Initiative: Take timely action and encourage improvement.
- Ability to motivate: Understand employee needs and inspire effort.
- Decision-making ability: Choose suitable action when problems arise.
- Co-operation and empathy: Understand people and maintain healthy relations.
- Responsibility: Accept responsibility for decisions and results.

EXAM IMPORTANT

A good leader needs both competence and character: knowledge, communication, confidence, motivation and integrity.

6.6 Communication - Meaning

Meaning: Communication is the process of exchanging information, ideas, instructions or feelings between two or more persons so that common understanding is created.

In Simple Words: Communication is not complete when a message is only sent. It becomes effective when the receiver understands the intended meaning.

KEY TERM - COMMUNICATION

The exchange of information or meaning between people for creating common understanding.

Example: A supervisor explains a safety instruction, the worker understands it and follows it correctly.

6.6.2 Characteristics of Communication

- Two or more persons: Communication requires a sender and receiver.
- Exchange of information: Ideas, facts, feelings or instructions are shared.
- Common understanding: The receiver should understand the intended meaning.
- Continuous process: Communication continues throughout organizational activities.
- Two-way nature: Feedback makes communication more effective.
- Universal: Communication is required at every level and in every function of management.
- Formal or informal: Messages may move through official or unofficial channels.

6.6.3 Formal and Informal Communication

Formal Communication: Communication that follows officially established channels and organizational relationships.

Example: Department head sends an official report to the General Manager.

Informal Communication: Communication that develops naturally among people outside official channels.

Example: Employees from different departments discuss work informally during a break.

REMEMBER THIS

Formal = official channel. Informal = natural human network.

Formal vs Informal Communication

Basis	Formal Communication	Informal Communication
Channel	Officially prescribed	Unofficial / natural
Flow	Follows organizational structure	May move in any direction
Record	More likely to be documented	Often oral and undocumented
Control	Greater managerial control	Limited managerial control
Speed	May be slower due to procedure	Often faster
Reliability	Usually more authoritative	May include incomplete or inaccurate information

6.6.5 Barriers of Effective Communication

Communication may fail because the sender, message, medium, receiver or organizational situation creates difficulty.

Barrier	Simple Meaning / Example
Semantic / Language Barrier	Different meanings, difficult words or unclear language create misunderstanding.
Psychological Barrier	Fear, stress, anger, attitude or lack of trust affects understanding.
Organizational Barrier	Long hierarchy, rigid rules or unsuitable structure slows/distorts information.
Personal Barrier	Poor listening, assumptions or individual differences interfere with communication.
Physical / Technical Barrier	Noise, poor network, distance or defective communication tools disrupt the message.

EXAM IMPORTANT

For barrier answers, explain how the barrier changes or blocks the meaning of the message.

6.6.6 Measures to Overcome Communication Barriers

- Use simple and clear language: Avoid unnecessary technical or confusing words.
- Communicate according to the receiver: Match the message with the receiver's knowledge and needs.
- Choose a suitable medium: Use written, oral or electronic channels appropriately.
- Encourage feedback: Confirm whether the message has been understood.
- Listen effectively: Give full attention to the speaker and avoid premature assumptions.
- Reduce status barriers: Create an environment where employees can communicate openly.
- Improve organizational structure: Avoid unnecessary levels and delays in communication.
- Control noise and technical problems: Use reliable communication systems.
- Build trust: Honest and respectful relationships improve communication.

REMEMBER THIS

Effective communication = Clear message + right medium + active listening + feedback.

Chapter Glossary

Term	Simple Meaning
Directing	Guiding, supervising, motivating and communicating with employees.
Supervision	Overseeing work and ensuring it follows plans and instructions.
Motivation	Internal or external force encouraging action toward objectives.
Physiological Needs	Basic survival needs.
Safety Needs	Need for security and protection.
Social Needs	Need for belongingness and relationships.
Esteem Needs	Need for status, recognition and respect.
Self-Actualization	Need to realise one's full potential.
Financial Incentive	Motivational reward with direct monetary benefit.
Non-Financial Incentive	Motivational reward satisfying social or psychological needs.
Leadership	Influencing people to work willingly toward common objectives.
Communication	Exchange of information for common understanding.
Formal Communication	Official communication through prescribed channels.
Informal Communication	Natural communication outside official channels.
Feedback	Response confirming how the message was understood.
Communication Barrier	Factor that prevents correct transmission or understanding of a message.

Common Mistakes Students Make

COMMON MISTAKE

Wrong idea: Directing means only giving orders.

Correct idea: Directing includes supervision, motivation, leadership and communication.

COMMON MISTAKE

Wrong idea: Supervision and controlling are exactly the same.

Correct idea: Supervision directly oversees employees during work; controlling is a broader managerial function.

COMMON MISTAKE

Wrong idea: Motivation is only about money.

Correct idea: Employees may be motivated by recognition, status, growth, security and meaningful work.

COMMON MISTAKE

Wrong idea: All employees are motivated by the same need.

Correct idea: People may have different needs and priorities.

COMMON MISTAKE

Wrong idea: Leadership means authority only.

Correct idea: A leader influences willingness and behaviour, not merely formal position.

COMMON MISTAKE

Wrong idea: Communication is complete when the sender speaks.

Correct idea: Effective communication requires understanding and usually feedback.

COMMON MISTAKE

Wrong idea: Informal communication is always harmful.

Correct idea: It can be fast and useful, though it may also carry inaccurate information.

COMMON MISTAKE

Wrong idea: Financial incentive means salary only.

Correct idea: Bonuses, performance incentives and other monetary benefits can also be financial incentives.

How to Write Major Answers in the Exam

Q1. Explain Characteristics / Importance of Directing

Best structure: Meaning -> numbered points -> 1-2 lines explanation each.

Q2. Explain Functions of a Supervisor

Best structure: One-line meaning of supervision -> functions in bullet/numbered form.

Q3. Explain Maslow's Hierarchy of Needs

Best structure: Short introduction -> five needs from lower to higher -> one workplace example each.

Q4. Differentiate Financial and Non-Financial Incentives

Best structure: Use meaning, nature and examples.

Q5. Explain Qualities of a Good Leader

Best structure: Meaning of leadership -> qualities with short explanation.

Q6. Formal vs Informal Communication

Best structure: Use a comparison table with 5-6 clear bases.

Q7. Explain Communication Barriers and Remedies

Best structure: Barrier -> how it affects meaning -> matching remedy.

Practice Set A - MCQs

1. Directing mainly deals with:

- A. guiding employees
- B. only budgeting
- C. only recruitment
- D. only audit

2. Which is an element of directing?

- A. Supervision
- B. Capital structure
- C. Recruitment only
- D. Budget only

3. Supervision mainly means:

- A. overseeing work
- B. advertising
- C. financing
- D. ownership

4. Motivation is related to:

- A. willingness to work
- B. only machinery
- C. only capital
- D. only accounting

5. The lowest level in Maslow's hierarchy is:

- A. Physiological needs
- B. Esteem
- C. Self-actualization
- D. Social

6. Recognition mainly satisfies:

- A. esteem needs
- B. physiological needs
- C. safety only
- D. no need

7. Job security is closest to:

- A. safety needs
- B. esteem needs
- C. self-actualization
- D. no need

8. Which is a financial incentive?

- A. Bonus
- B. Recognition only
- C. Status only
- D. Participation only

9. Which is a non-financial incentive?

- A. Recognition
- B. Wage
- C. Bonus
- D. Cash allowance

10. Leadership mainly involves:

- A. influencing people
- B. only issuing salary
- C. only control
- D. only planning

11. Communication requires at least:

- A. sender and receiver
- B. one machine
- C. one account
- D. one budget

12. Official channel communication is:

- A. formal
- B. informal
- C. external only
- D. none

13. Natural unofficial communication is:

- A. informal
- B. formal
- C. financial

- D. technical

14. Feedback helps to:

- A. confirm understanding
- B. increase confusion
- C. remove all objectives
- D. avoid communication

15. Noise is a type of:

- A. communication barrier
- B. incentive
- C. leadership quality
- D. financial reward

Practice Set B - Conceptual MCQs

16. A supervisor checks whether workers follow instructions. Which element?

- A. Supervision
- B. Marketing
- C. Financing
- D. Staffing

17. An employee works harder because of praise and recognition. Which type of incentive?

- A. Non-financial
- B. Financial only
- C. No incentive
- D. Tax incentive

18. An employee wants friendship and group belonging. Which Maslow need?

- A. Social
- B. Safety
- C. Physiological
- D. Self-actualization

19. An employee wants challenging work to reach full potential. Which need?

- A. Self-actualization
- B. Physiological
- C. Safety
- D. Social

20. A team willingly follows a manager because of trust and influence. Which concept?

- A. Leadership
- B. Recruitment
- C. Budgeting
- D. Accounting

21. A message is delayed because it must pass through many management levels. Which barrier?

- A. Organizational barrier
- B. Financial barrier
- C. Incentive barrier
- D. Market barrier

22. A worker misunderstands technical words. Which barrier?

- A. Semantic/language barrier
- B. Physical barrier only
- C. Financial barrier
- D. Leadership

23. A manager asks the receiver to repeat the instruction. Which remedy?

- A. Feedback
- B. More hierarchy
- C. Less listening
- D. More noise

24. Employees exchange information during lunch outside official channels. Which communication?

- A. Informal
- B. Formal
- C. Written only
- D. External

25. A manager explains the message using simple words. Which remedy?

- A. Clear language
- B. More status levels
- C. Less feedback
- D. More complexity

MCQ Answer Key

Q	Ans
1	A
2	A
3	A
4	A
5	A
6	A
7	A
8	A
9	A
10	A
11	A
12	A
13	A
14	A
15	A
16	A
17	A
18	A
19	A
20	A
21	A
22	A
23	A
24	A
25	A

SMIT SIR'S NOTE

For MCQs, identify the chapter bucket first: Directing, Supervision, Motivation, Incentive, Leadership or Communication.

Exam Question Bank - One Sentence

- What is directing?
- What is supervision?
- What is motivation?
- What is leadership?
- What is communication?
- What is formal communication?
- What is informal communication?
- Give one example of a financial incentive.
- Give one example of a non-financial incentive.
- What is feedback?

Exam Question Bank - Short Answers

- State any four characteristics of directing.
- State any four importance points of directing.
- Explain any four functions of a supervisor.
- State any four characteristics of motivation.
- Explain the five levels of Maslow's hierarchy.
- Distinguish financial and non-financial incentives.
- State qualities of a good leader.
- State characteristics of communication.
- Differentiate formal and informal communication.
- State any four barriers to effective communication.

Exam Question Bank - Long Answers

- Define directing and explain its characteristics.
- Explain the importance of directing.
- Explain the functions of a supervisor.
- Define motivation and explain its characteristics.
- Explain Maslow's hierarchy of needs.
- Explain financial and non-financial incentives.
- Define leadership and explain qualities of a good leader.
- Define communication and explain its characteristics.
- Differentiate formal and informal communication.
- Explain barriers to effective communication and measures to overcome them.

Application / Case-Based Practice

Case 1

A manager continuously guides employees, explains tasks and checks progress. Which management function?

Answer: Directing.

Case 2

A worker receives praise in front of the team and works with greater enthusiasm. Which incentive?

Answer: Non-financial incentive - recognition.

Case 3

An employee is worried about losing the job. Which Maslow need is dominant?

Answer: Safety / security need.

Case 4

A manager inspires employees to follow a difficult target willingly. Which element of directing?

Answer: Leadership.

Case 5

A department head sends an official written order through prescribed channels. Which type of communication?

Answer: Formal communication.

Case 6

Employees discuss work informally outside official channels. Which communication?

Answer: Informal communication.

Case 7

A message is misunderstood because of difficult technical vocabulary. Which barrier?

Answer: Semantic / language barrier.

Case 8

The manager asks for feedback to confirm understanding. What problem is being reduced?

Answer: Communication barrier / misunderstanding.

5-Minute Chapter Revision

Directing: Guide, supervise, motivate and communicate.

Elements: Supervision, Motivation, Leadership, Communication.

Supervisor: Plans work, guides workers, maintains discipline, motivates, communicates, trains and solves problems.

Motivation: Internal force encouraging action; continuous and psychological.

Maslow: Physiological -> Safety -> Social -> Esteem -> Self-Actualization.

Incentives: Financial = monetary; Non-financial = recognition/status/security/growth.

Leadership: Influence people toward common objectives.

Communication: Exchange of information for common understanding.

Formal: Official channel. Informal: Natural unofficial channel.

Barriers: Language, psychological, organizational, personal, physical/technical.

Remedies: Clear language, right medium, listening, feedback, trust, fewer unnecessary levels.

EXAM IMPORTANT

Ultra-short memory: Guide the worker, motivate the person, lead the team, communicate the message.

One-Page Master Revision Sheet

Topic	Must Remember
Directing	Guidance + Supervision + Motivation + Leadership + Communication
Supervision	Watch, guide and help employees during work
Motivation	Encourage willingness and effort
Maslow	Physiological, Safety, Social, Esteem, Self-Actualization
Financial Incentive	Money-linked reward
Non-Financial Incentive	Recognition, status, security, growth
Leadership	Influence followers toward common objectives
Communication	Exchange of information for common understanding
Formal Communication	Official channel
Informal Communication	Natural unofficial channel
Barriers	Language, psychology, organization, personal, physical/technical
Remedies	Clarity, right medium, listening, feedback, trust

Have You Mastered This Chapter?

- ☐ I can define directing and its elements.
- ☐ I can explain characteristics and importance.
- ☐ I can explain functions of a supervisor.
- ☐ I can explain motivation and Maslow's hierarchy.
- ☐ I can distinguish financial and non-financial incentives.
- ☐ I can explain leadership and qualities of a good leader.
- ☐ I can distinguish formal and informal communication.
- ☐ I can explain communication barriers and remedies.
- ☐ I can solve the MCQs and cases without guessing.

CHAPTER 6 COMPLETE

Directing

SMIT SIR'S FINAL MESSAGE

Directing is where management becomes human. Plans do not perform themselves - people perform them. Effective managers therefore supervise carefully, motivate intelligently, lead with confidence and communicate clearly.

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