

# Concept, Characteristics, Importance & Elements of Directing

## 1 Mark Questions

**1. Explain in one sentence how directing initiates action in management. (Compartment 2014; Delhi 2011)**

**Ans.** Directing initiates action by ordering employees to attain the desired goal of an organisation.

**2. What is meant by directing? (Delhi 2009)**

**Ans.** Directing is the process of instructing, guiding and inspiring people in the organisation to achieve its objectives.

**3. Give any two elements of directing. (All India 2009)**

**Ans.** (i) Supervision  
(ii) leadership.

**4. State the element of directing which helps in implementing the principle of scalar chain. (HOTS; All India 2008)**

**Ans.** Communication helps in implementing the principle of scalar chain.

**5. State any one characteristic of directing. (Delhi 2008C)**

**Ans.** Directing helps to initiate action by the people in the organisation towards attainment of desired objectives.

## 3 Mark Questions

**6. How directing helps in efficient and effective functioning of the organisation? Explain by giving any three points. (Delhi 2014)**

**Ans.** Directing helps in efficient and effective functioning of management because:

**(i) It integrates employees** Directing integrates employees' efforts in the organisation in such a way that every individual's efforts contributes to the welfare of the organisation. Thus, it ensures that employees work efficiently for the attainment of goals.

**(ii) It improves efficiency** Directing guides employees to fully realise their potentials and capabilities. Through this function, managers utilise the potential of employees and persuade them to work with the best of their ability and contribute their maximum efforts towards the achievement of organisational objectives.

**(iii) It facilitates change** Business environment is changing very frequently, but the



people generally have a tendency to resist change. In this context, directing helps manager to persuade his subordinates to carry out changes from time to time to cope with changes in the environment as the changes are necessary to adapt and it is the need of modern business

#### 4/5 Mark Questions

#### 7. Explain the meaning and any three characteristics of directing. (All India 2010)

**Ans.** Directing refers to the process of instructing, guiding, counselling, motivating and leading people in the organisation through effective communication, so that their efforts result in achievement of organisational objectives.

Characteristics of directing are as follows:

**(i) Initiating process** It involves giving orders and instructions to the employees and thereby decisions are converted into actions.

**(ii) Pervasive function** The directing function is performed by all managers at all levels to achieve the organisational goals.

**(iii) A continuous process** It is an activity that takes place throughout the life of an organisation, irrespective of people occupying managerial position.

#### 8. Directing is the heart of the management process. Do you agree? Give any four reasons in support of your answer. (HOTS; Delhi 2010c, 2009; All India 2010)

**Ans.** Yes, I do agree with this statement. Directing may be regarded as the heart of the management process; Its importance may be explained under the following points

**(i) Initiates action** Directing helps to initiate action by people in the organisation towards attainment of desired objectives, e.g. if a supervisor guides his subordinates and clarifies their doubts in performing a task, it will help workers to achieve work targets given to them.

**(ii) Integrates employees' efforts** Directing integrates employees' efforts in the organisation in such a way that every individual effort contributes to the attainment of organisational objectives. Thus, it ensures that the individuals work for organisational goals.

**(iii) Improves efficiency** Directing guides employees to fully realise their potential and capabilities by motivating and providing effective leadership. A good leader can always identify the potential of his employees and motivate them to extract work up to their potential.

**(iv) Brings balance and stability in the organisation** Effective directing helps to bring

stability and balance in the organisation since, it fosters cooperation and commitment among the people and helps to achieve balance among various group activities and the departments.

**9. Directing is not required at all in management of organisation. Do you agree? Give two reasons in support of your answer. (HOTS; Delhi 2008)**

**Ans.** No, I do not agree with the above statement. Directing is required in organisation as it initiates the action of people towards attainment of desired goals.

**Reasons**

**(i) Initiates action** Directing helps to initiate action by people in the organisation towards attainment of desired objectives, e.g. if a supervisor guides his subordinates and clarifies their doubts in performing a task, it will help workers to achieve work targets given to them.

**(ii) Integrates employees' efforts** Directing integrates employees' efforts in the organisation in such a way that every individual effort contributes to the attainment of organisational objectives. Thus, it ensures that the individuals work for organisational goals.

**(iii) Improves efficiency** Directing guides employees to fully realise their potential and capabilities by motivating and providing effective leadership. A good leader can always identify the potential of his employees and motivate them to extract work up to their potential.

**(iv) Brings balance and stability in the organisation** Effective directing helps to bring stability and balance in the organisation since, it fosters cooperation and commitment among the people and helps to achieve balance among various group activities and the departments.

## 6 Mark Questions

**10. Explain how directing helps in effective and efficient functioning of the organisation. (Compartment 2014)**

or

**What is meant by directing as a function of management? Describe any four points of its importance. (Delhi 2012)**

or

**'Every action in the organisation is initiated through directing'. Explain any four points of importance of directing in the light of this statement. (All India 2012)**

**Ans.** Directing refers to the process of instructing, guiding, counselling, motivating and leading people in the organisation through effective communication so that their efforts result in achievement of organisational objectives. The scope of directing is very wide. It consists of all those activities by which a manager influences the behaviour of his



subordinates to secure desired performance from them. According to William Newman, 'Directing deals with the steps, a manager takes to get subordinates and others to carry out plans'.

### **Importance of directing**

Its importance may be explained under the following points

**(i) Initiates action** Directing helps to initiate action by people in the organisation towards attainment of desired objectives, e.g. if a supervisor guides his subordinates and clarifies their doubts in performing a task, it will help workers to achieve work targets given to them.

**(ii) Integrates employees' efforts** Directing integrates employees' efforts in the organisation in such a way that every individual effort contributes to the attainment of organisational objectives. Thus, it ensures that the individuals work for organisational goals.

**(iii) Improves efficiency** Directing guides employees to fully realise their potential and capabilities by motivating and providing effective leadership. A good leader can always identify the potential of his employees and motivate them to extract work up to their potential.

**(iv) Brings balance and stability in the organisation** Effective directing helps to bring stability and balance in the organisation since, it fosters cooperation and commitment among the people and helps to achieve balance among various group activities and the departments.

