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CHAPTER - 7

DIRECTING

Meaning of Directing

In the Ordinary sense, directing means giving instructions and guiding people in doing work. In the context of management of an organization, directing refers to the process of instructing guiding, counseling, motivating and leading people in the organization to achieve its objectives.

Definition of Directing

According to koontz and O'Donnell, "Directing is the executive function of guiding and observing subordinates.

Characteristics of Directing

1. Directing initiates action: - Directing is a key managerial function. A manager has to perform this function along with planning, organizing, staffing and controlling while discharging his duties in the Organization. While other function prepares a setting for action, directing initiates action in the organization.

2. Directing takes place at every level: - Every manager, from top executive to superior performs the function of directing. The directing takes place whenever superior-subordinate relations exist.

3. Directing is a Continuous process: - Directing is a continuous process. The work of a manager is not merely accomplishing by issuing directions and instructions. He has to constantly review the work of his subordinates, guide them correctly and also to motivate them from time-to-time. He has to constantly ensure that work is progressing as per the plans and in case of any negative deviation, he has to take correction action immediately.

4. Directing flow from Top to bottom: - Directing flow from top to bottom. It starts from the top level management and end at the supervisory level management.

Importance of Directing

The importance of directing can be understood by the fact that every action is initiated through directing only. Directing guides towards the achievement of common objectives. Through directing manager not only tell the people in the organization as to what they should do, when they should do but also see that their instruction and implemented in proper perspective.

The importance of directing are presented as follows

- ➢ Directing initiate action by the people in the organization towards attainment of desired objectives.

- ➢ Directing integrates employees efforts in the organization in such a way that every individual effort Contributes to the organizational performance. Thus, it ensures that the individuals work for organizational goals.

- ➢ Directing facilitates introduction of needed changes in the organization. Generally people have a tendency to resist changes in the organization. Effective directing through motivation, communication and leadership helps to such resistance and develop required co-operation in introducing changes in the organization.

- ➢ 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 employees and motivate them to extract work to their full potential.

Elements of Directing

The process of directing involves guiding, coaching, instructing, motivating, Leading Many other activities related to directing may be broadly grouped into 4 categories which are the elements of directing. These are

- ➢ **Supervision**

- ➢ **Motivation**

- ➢ **Leadership**

- ➢ **Communication**

Supervision

Meaning of Supervision

Supervision refers to monitor the progress of the routine work of one's subordinate and guiding them property. Supervision includes both Looking into the work of the subordinates as well as guide them properly.

Definition of Supervision

According to Davis, "Supervision is the function of assuring that the work is being done as per plan and instruction .

Characteristics of Supervision

- ➢ It is a universal activity performed at all management.

- ➢ It is an important part of directing function of management.

- ➢ It is a Continuous process since supervision is required at all times.

- ➢ It ensure that work is proceeding as per the required level of performance.

- ➢ It aims at ensuring optimum utilization of human resources and other resources.

➢ It has special importance for lower level managers.

Importance of Supervision

The importance of supervision can be understood from the different roles played by a supervisor:-

➢ Supervisor maintain day-to-day contact and maintain friendly relations with workers. A good supervisor act as a guide, friend and philosopher to the workers.

➢ Supervisor acts as a link between worker and management. He Conveys management ideas to the workers on one hand and workers problem to the management on the other. This role played by the supervisor helps to avoid misunderstandings and conflict between management and employees.

➢ Supervisor plays a key role in maintain group unity among workers placed under his control. He sort out internal differences and maintain harmony among workers.

➢ Supervisor ensure that performance of work according to the targets set. He takes responsibility for task achievement and motivates his workers.

➢ A good supervisor analyses the work performed and gives feedback to the workers. He suggests ways and means of developing work skills.

➢ Supervisor provides good on - job- training to the workers and employees. A skilled and knowledgeable supervisor can built efficient team of worker.

> ➤ Under supervision, all the activities are closely monitored. In this situation, better utilization of all the resources like human, material, machinery etc. takes place.

Motivation

Meaning of Motivation

Motivation means inducement to act or move. In the context of manner to achieve certain organisational goals, it means the process of making subordinates to act in a desire manner to achieve certain organisational goal.

Three interrelated terms used in motivation

(i) **Motive**: - A motive is an inner state that energises, activates or moves and directs behavior towards goals. Motives arise out of the needs of individuals.

(ii) **Motivation**: - Motivation is the process of stimulating people to action to accomplish desired goals. Motivation depends upon satisfying the needs of people.

(iii) **Motivator**: - Motivator is the techniques used her to motivate people in an organisation . Managers use diverse motivator like pay, bonus, promotion, recognition, praise, responsibility etc. in the organisation to influence people.

Definition of Motivation

According to William G.Scott. Motivation means a process of stimulating people to action to accomplish desired goals. According to Koontz and Donnell, "To motivate is to induce people to act in a desired Manner".

Features of Motivation

1. Motivation is an internal feeling: - Motivation is a psychological Concept which lies within the person. First of all some needs appear in the mind of the individual which affects his behaviour. He want to do some work in order to satisfy those wants.

2. Motivation produces good directed behaviour: - For example, the promotion in the job may be given to the employee with the objectives of improving his performance. If the employees is interested in promotion, it helps to produce a behaviour to improve performance.

3. Motivation can be either Positive or negative: - Positive motivation provides positive rewards like increase in pay, promotion, recognition etc. Negative motivation uses negative means likes punishment, stopping increments, threatening etc. which may also induce a person to act in the desired way.

4. Motivation is a complex process:- Motivation process is a complex process as the individuals are heterogeneous in their expectations, perceptions and reactions. Any type of motivation may not have uniform effect on all the members.

Motivation Process

The objectives of motivation process is to know as to where from it starts and where does it end. This is a work that cannot be finished at one go. It is a combination of various steps

1. Unsatisfied needs: - At the first step of motivation a person feels the need of something or there is a feeling that he lack something.

2. Tension: - The person concerned gets tensed at the very idea of his need not being satisfied.

3. Drive: - At this step the person concerned endeavor to fulfil his need. Fulfilment of needs depends on the direction and intensity of the drive.

4. Search behaviour: - At this step, a person tries to discover different options to fulfill his needs. He puts the option into operation.

5. Need Satisfied: - Is the option really happens to be a correct one, satisfaction is obtained.

6. Reduction of Tension: - The person concerned gets his tension relived when his needs is satisfied.

IMPORTANCE OF MOTIVATION

Motivation is considered important because it helps to identify and satisfy the needs of human resources in the organisation and thereby helps in improving their performance. The importance of motivation:

- ➢ Motivation helps to improve performance levels of employees as well as the organisation. Since proper motivation satisfy the needs of the employees, they in turn devote all their energies for optimum

performance in their work. A satisfied employee can always turnout expected performance. Good motivation in the organisation helps to achieve higher level of performance as motivated employee contributed to their maximum effort for organisational goals.

➢ Motivation helps to change negative or indifference attitudes of employees to positive attitude so as to achieve organisational goals.

➢ Motivation helps to reduce employee's turnover. The reputation of an organisation is affected by employee's turnover. This create lot of problem for the manager. A lot of time and money go waste in repeatedly recruiting employees and giving them education and training .Only motivation can save an organisation from such a wastage. Motivated employee work for a longer time and there is decline in the rate of turnover.

➢ Motivation helps to reduce absenteeism in the organisation. Some important reason for absenteeism are bad working condition inadequate rewards, lack of recognition, poor relations with subordinates and supervisors etc. Through sound motivational system, all these deficiencies are covered.

<u>Maslow's Need Hierarchy Theory</u>

Marlow need Hierarchy Theory was introduced by Abraham Maslow, a well-known psychologist in a classic paper published in 1943. Maslow developed the theory of motivation on the basis of a chain or Sequence of needs. According to him, a man has countless needs and they can be categorised on the basis of priority. Maslow has divided different human needs on the basis of priority into 5 parts:

1. Physiological needs: - In this category, those needs are included which need to be satisfied to keep a man alive. These needs includes food,

shelter, Clothing etc.

2. Safety / Security needs: - These needs provides security and protection physical and emotional harm Example: Job security, stability of income, pension plans etc.

3. Affiliation or social needs: - Man is a social animal and want to live in society honorably. It is therefore necessary to have friends and relatives with whom he can share his joy and sorrow's. Maslow has placed social need in third order of priority.

4. Esteem needs: - These needs are called ego needs of a man. This means that every human being want to attain a higher status. So that his power increases and he gets authority. These includes self-respect, autonomy status, recognition and attention.

5. Self Actualisation needs: - It is the highest level of need in the hierarchy. It refers to the drive to become what one is capable of becoming. This includes growth, self - fulfillment and achievement of goals.

Assumption of Maslow's Theory

- ➢ People's behaviour is based on their needs

- ➢ There are many needs of people and their order or priority can be made.

- ➢ A Satisfied need can no need can motivate a person; only next higher level need can motivate him.

- ➢ People move to next higher need only when the lower lever needs are satisfied.

Maslow's Theory focuses on the needs as the basis for the motivation. This theory is widely recognied and appreciated. However, some of his propositions are questioned on his classification of needs. But despite of

such criticism, the theory is still relevant because needs, no matter how they are classified, are important to understand the behaviour. It helps manager to realise that need level of employee should be identified to provide motivation to them.

Financial and Non - Financial Incentives

Incentives means all measures which are used to motivate people to improve performance. These incentives may be broadly classified as financial and non- financial incentives.

Financial Incentives

Financial Incentives are those incentives which are evaluated in terms of money. Financial incentives serves to motivate people for better performance. These incentives may be provided on individual or group basis. Followings can be included among the chief financial incentives:

1. Pay and allowance: - For every employee, salary is the basic monetary incentives. It includes basic pay, dearness allowance and other allowance. Salary system consists of regular increments in the pay every year and enhancement of allowance from time - to - time.

2. Productivity linked wage incentives: - Several incentive plans aims at linking of payment of wages to increase in productivity.

3. Bonus: - Bonus is an incentives offered over or above the wages / salary to the employees.

4. Profit Sharing: - Profit sharing is meant to provide a share to employees in the profit of the organisation.

5. Co-partnership/ Stock option: - Under these incentive schemes, employees are offered company shares at a set price which is lower than market price. Sometimes, management may allot shares in line of various

incentives payable in cash. The allotment of shares creates a feeling of ownership to the employees and makes them to contribute for the growth of the organisation.

6. Retirement Benefits: Several retirement benefits such as provident fund, pension, and gratuity provide financial security to employees after their retirement.

7. Perquisites: In many companies perquisites and fringe benefits are offered such as car allowance, housing, medical aid, and education to the children, etc., over and above the salary. These measures help to provide motivation to the employees/ managers.

Non-Financial Incentives

All the needs of individuals are not satisfied by money alone. Psychological, social and emotional factors also play important role in providing motivation. Non-financial incentives mainly focus on these needs. Some of the non-financial incentives are:

(i) Status: In the organisational context, status means ranking of positions in the organisation. The authority, responsibility, rewards, recognition, perquisites and prestige of job indicate the status given to a person holding a managerial position. Psychological, social and esteem needs of an individual are satisfied by status given to their job.

(ii) Organisational Climate: Organisational climate indicates the characteristics which describe an organisation and distinguish one organisation from the other. These characteristics influence the behaviour of individuals in the organisation. Some of these characteristics are–individual autonomy, reward orientation, consideration to employees, risk taking etc.

(iii) Career Advancement Opportunity:- Every individual wants to grow to the higher level in the organisation. Managers should provide opportunity to employees to improve their skills and be promoted to the higher level jobs. Appropriate skill development programmes, and sound promotion policy will help employees to achieve promotions. Promotion works as a tonic and encourages employees to exhibit improved performance.

(iv) Job Enrichment: Job enrichment is concerned with designing jobs that include greater variety of work content, require higher level of knowledge and skill; give workers more autonomy and responsibility; and provide the opportunity for personal growth and a meaningful work experience. If jobs are enriched and made interesting, the job itself becomes a source of motivation to the individual.

(v) Employee Recognition programmes: - Most people have a need for evaluation of their work and due recognition. They feel that what they do should be recognised by others concerned. Recognition means acknowledgment with a show of appreciation. When such appreciation is given to the work performed by employees, they feel motivated to perform/work at higher level.

(vi) Job security: Employees want their job to be secure. They want certain stability about future income and work so that they do not feel worried on these aspects and work with greater zeal. However, there is one negative aspect of job security. When people feel that they are not likely to lose their jobs, they may become complacent.

(vii) Employee participation: It means involving employees in decision making of the issues related to them.

Leadership

Leadership is the process of influencing the behaviour of people by making them strive voluntarily towards achievement of organisational goals. Leadership indicates the ability of an individual to maintain good interpersonal relations with followers and motivate them to contribute for achieving organisational objectives.

DEFINITION OF LEADERSHIP

Leadership is the activity of influencing people to strive willingly for group objectives.

George Terry

Leadership is the art or process of influencing people so that they will strive willingly and enthusiastically towards the achievement of group goals.

<div align="right">**Harold Koontz and Heinz Weihrich**</div>

Features of leadership

An examination of the above definition reveals the following important features of leadership:

(i) Leadership indicates ability of an individual to influence others.

(ii) Leadership tries to bring change in the behaviour of others.

(iii) Leadership indicates interpersonal relations between leaders and followers.

(iv) Leadership is exercised to achieve common goals of the organisation.

(v) Leadership is a continuous process.

Importance of Leadership:

Leadership is a key factor in making any organisation successful. A leader not only commits his followers to organisational goals but also pools needed resources, guides and motivates subordinates to reach the goals.
The importance of leadership can be discussed from the following benefits to the organisation:

(i) Leadership influences the behaviour of people and makes them to positively contribute their energies for the benefit of the organisation. Good leaders always produce goods results through their followers.

(ii) A leader maintains personal relations and helps followers in fulfilling their needs. He provides needed confidence, support and encouragement and thereby creates congenial work environment.

(iii) Leader plays a key role in introducing required changes in the organisation. He persuades, clarifies and inspires people to accept changes

whole-heartedly. Thus, he overcomes the problem of resistance to change and introduces it with minimum discontentment.

(iv) A leader handles conflicts effectively and does not allow adverse effects resulting from the conflicts. A good leader always allows his followers to ventilate their feelings and disagreement but persuades them by giving suitable clarifications.

(v) Leader provides training to their subordinates. A good leader always builds up his successor and helps in smooth succession process.

Qualities of a Good Leader

(i) Physical features: Physical features like height, weight, health, appearance determine the physical personality of an individual. It is believed that good physical features attract people. Health and endurance help a leader to work hard which inspires others to work with same tempo.

(ii) Knowledge: A good leader should have required knowledge and competence. Only such person can instruct subordinates correctly and influence them.

(iii) Integrity: A leader should possess high level of integrity and honesty. He should be a role model to others regarding the ethics and values.

(iv) Initiative: A leader should have courage and initiative. He should not wait for opportunities come to his way, rather he should grab the opportunity and use it to the advantage of organisation.

(v) Communication skills: A leader should be a good communicator. He should have the capacity to clearly explain his ideas and make the people to understand his ideas. He should be not only good speaker but a good listener, teacher, counsellor and persuader.

(vi) Motivation skills: A leader should be an effective motivator. He should understand the needs of people and motivate them through satisfying their needs.

(vii) Self Confidence: A leader should have high level of self-confidence. He should not loose his confidence even in most difficult times. In fact, if the leader lacks self-confidence, he cannot provide confidence to his followers.

(viii) Social skills: A leader should be sociable and friendly with his colleagues and followers. He should understand people and maintain good human relations with them.

Leadership Style

Depending on the use of authority, there are three basic styles of leadership: (i) Autocratic (ii) Democratic, and (iii) Laissez-faire

COMMUNICATION

MEANING OF COMMUNICATION

The word communication has been derived from the Latin word 'communis' which means 'common' which consequently implies common understanding. Communication is defined in different ways. Generally, it is understood as a process of exchange of ideas, views, facts, feelings, etc.

DEFINITION OF COMMUNICATION

Communication is transfer of information from the sender to the receiver with the information being understood by the receiver.

<div align="right">

Harold Koontz and Heniz Weihrich

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Communication is a process by which people create and share information with one another in order to reach common understanding.

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Rogers

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ELEMENTS OF COMMUNICATION PROCESS

Communication has been defined as a process. This process involves elements like source, encoding, media/channel, receiver, decoding, noise and feedback. The process is represented in the figure. The elements involved in communication process are:

(i) Sender: Sender means person who conveys his thoughts or ideas to the receiver. The sender represents source of communication.

(ii) Message: It is the content of ideas, feelings, suggestions, order, etc., intended to be communicated.

(iii) Encoding: It is the process of converting the message into communication symbols such as words, pictures, gestures etc.

(iv) Media: It is the path through which encoded message is transmitted to receiver. The channel may be in written form, face to face, phone call, Internet etc.,

(v) Decoding: It is the process of converting encoded symbols of the sender.

(vi) Receiver: The person who receives communication of the sender.

(vii) Feedback: It includes all those actions of receiver indicating that he has received and understood message of sender.

(viii) Noise: Noise means some obstruction or hindrance to communication. This hindrance may be caused to sender, message or receiver. Some examples of noise are:

(a) Ambiguous symbols that lead to faulty encoding.

(b) A poor telephone connection.

(c) An inattentive receiver.

(d) Faulty decoding.

IMPORTANCE OF COMMUNICATION

Communication is one of the most central aspects of managerial activities. It has been estimated that a manager spends 90 percent of his time in communicating-reading, writing, listening, guiding, instructing, approving, reprimanding, etc. Effectiveness of a manager depends significantly on his

ability to communicate effectively with his superiors, subordinates and external agencies such as bankers, suppliers, union and government. The importance of communication in management can be judged from the following:

(i) Acts as basis of coordination: Communication acts as basis of coordination. It provides coordination among departments, activities and persons in the organisation. Such coordination is provided by explaining about organisational goals, the mode of their achievement and inter relationships between different individuals, etc.

(ii) Helps in smooth working of an enterprise: Communication makes possible for the smooth and unrestricted working of the enterprise. All organisational interactions depend on communications. The job of a manager is to coordinate the human and physical elements of an organisation into an efficient and active working unit that achieves common objectives. It is only communication which makes smooth working of an enterprise possible.

(iii) Acts as basis of decision making: Communication provides needed information for decision making. In its absence, it may not be possible for the managers to take any meaningful decision. Only on the basis of communication of relevant information one can take right decision.

(iv) Increases managerial efficiency: Communication is essential for quick and effective performance of managerial functions. The management conveys the goals and targets, issues instructions, allocates jobs and responsibilities and looks after the performance of subordinates. Communication is involved in all these aspects.

(v) Promotes cooperation and industrial peace: Efficient operation is the aim of all prudent management. It may be possible only when there is industrial peace in the factory and mutual cooperation between management and workers. The two way communication promotes cooperation and mutual understanding between the management and workers.

(vi) Establishes effective leadership: Communication is the basis of leadership. Effective communication helps to influence subordinates. While influencing people, leader should possess good communication skills.

FORMAL AND INFORMAL COMMUNICATION

Communication taking place within an organisation may be broadly classified as formal and informal communication.

FORMAL COMMUNICATION

Formal communication flows through official channels designed in the organisation chart. This communication may take place between a superior and subordinate, a subordinate and superior or among same cadre employees or managers. The communications may be oral or written but generally recorded and filed in the office.

Formal communication may be further classified as – Vertical and Horizontal.

Vertical communication flows vertically, i.e., upwards or downwards through formal channels. **Upward communications** refer to flow of communication from subordinate to superior whereas **Downward communication** indicates communication from a superior to subordinate. **Horizontal or lateral communication** takes place between one division and another.

The pattern through which communication flows within the organisation is generally indicated through communication network.
Different types of communication networks may operate in formal organisation.

(i) Single chain: This network exists between a supervisor and his subordinates. Since many levels exist in an organisation structure, communication flows from every superior to his subordinate through single chain.

(ii) Wheel: In wheel network, all subordinates under one superior communicate through him only as he acts as a hub of the wheel. The subordinates are not allowed to talk among themselves.

(iii) Circular: In circular network, the communication moves in a circle. Each person can communicate with his adjoining two persons. In this network, communication flow is slow.

(iv) Free flow: In this network, each person can communicate with others freely. The flow of communication is fast in this network.

(v) Inverted V: In this network, a subordinate is allowed to communicate with his immediate superior as well as his superiors' superior. However, in later case, only prescribed communication takes place.

INFORMAL COMMUNICATION

Communication that takes place without following the formal lines of communication is said to be informal communication. Informal system of communication is generally referred to as the 'grapevine' because it spreads throughout the organisation with its
branches going out in all directions in utter disregard to the levels of authority.

The informal communication arises out of needs of employees to exchange their views, which cannot be done through formal channels. Workers chit chating in a canteen about the behaviour of the superior, discussing about rumours that some employees are likely to be transferred are some examples of informal communications.

In **single strand network**, each person communicates to the others in sequence.

In **gossip network**, each person communicates with all on non-selective basis.

In **probability network**, the individual communicates randomly with other individual.

In **cluster**, the individual communicates with only those people whom he trusts. Of these four types of networks.

BARRIERS TO COMMUNICATION

The barriers to communication in the organisations can be broadly grouped as: semantic barriers, psychological barriers, organisational barriers, and personal barriers. These are briefly discussed below:

Semantic barriers:

Semantic barriers are concerned with problems and obstructions in the process of encoding and decoding of message into words or impressions. Normally, such barriers result on account of use of wrong words, faulty translations, different interpretations, etc.

(i) Badly expressed message: Sometimes intended meaning may not be conveyed by a manager to his subordinates. These badly expressed messages may be an account of inadequate vocabulary, usage of wrong words, omission of needed words, etc.

(ii) Symbols with different meanings:
A word may have several meanings. Receiver has to perceive one such meaning for the word used by communicator.

(iii) Faulty translations: Sometimes the communications originally drafted in one language need to be translated to the language understandable to workers. If the translator is not proficient with both the languages, mistakes creep in causing different meanings to the communication.

(iv) Unclarified assumptions: Some communications may have certain assumptions which are subject to different interpretations. For example, a boss may instruct his subordinate, "Take care of our guest". Boss may mean that subordinate should take care of transport, food, accommodation of the guest until he leaves the place. The subordinate may interpret that guest should be taken to hotel with care.

 (v) Body language and gesture decoding: Every movement of body communicates some meaning. The body movement and gestures of communicator matters so much in conveying the message. If there is no

match between what is said and what is expressed in body movements, communications may be wrongly perceived.

Psychological barriers

Emotional or psychological factors acts as barriers to communicators. The state of mind of both sender and receiver of communication reflects in the effective communication. Some of the psychological barrier

(i) Premature evaluation: Sometimes people evaluate the meaning of message before the sender completes his message. Such premature evaluation may be due to pre conceived prejudices against the communication.

(ii) Lack of attention: The pre-occupied mind of receiver and the resultant non-listening of message acts as a major psychological barrier.

(iii) Loss by transmission and poor retention: When communication passes through various levels, successive transmissions of the message results in loss of, or transmission of inaccurate information. This is more so in case of oral communication.

Poor retention is another problem. Usually people cannot retain the information for a long time if they are inattentive or not interested.

Organisational barriers:
The factors related to organisation structure, authority relationships, rules and regulations may, sometimes, act as barriers to effective communication.

(i) Organisational policy: If the organisational policy, explicit or implicit, is not supportive to free flow of communication, it may hamper effectiveness of communications.

(ii) Rules and regulations: Rigid rules and cumbersome procedures may be a hurdle to communication. Similarly, communications through prescribed channel may result in delays.

(iii) Status: Status of superior may create psychological distance between him and his subordinates. A status conscious manager also may not allow his subordinates to express their feelings freely.

(iv) Complexity in organisation structure: In an organisation where there are number of managerial levels, communication gets delayed and distorted as number of filtering points are more.

Personal barriers

The personal factors of both sender and receiver may exert influence on effective communication. Some of the personal barriers of superiors and subordinates are mentioned below:

(i) Fear of challenge to authority: If a superior perceives that a particular communication may adversely affect his authority, he or she may withhold or suppress such communication.

(ii) Lack of confidence of superior on his subordinates: If superiors do not have confidence on the competency of their subordinates, they may not seek their advice or opinions.

(iii) Unwillingness to communicate: Sometimes, subordinates may not be prepared to communicate with their superiors, if they perceive that it may adversely affect their interests.

IMPROVING COMMUNICATION EFFECTIVENESS

The barriers to effective communication exists in all organisations to a greater or lesser degree. Organisations keen on developing effective communication should adopt suitable measures to overcome the barriers and improve communication effectiveness.

(i) Clarify the ideas before communication: The problem to be communicated to subordinates should be clear in all its perspective to the executive himself. The entire problem should be studied in depth, analysed and stated in such a manner that is clearly conveyed to subordinates.

(ii) Communicate according to the needs of receiver: The level of understanding of receiver should be crystal clear to the communicator. Manager should adjust his communication according to the education and understanding levels of subordinates.

(iii) Consult others before communicating: Before actually communicating the message, it is better to involve others in developing a plan for communication.

(iv) Be aware of languages, tone and content of message: The contents of the message, tone, and language used, manner in which the message is to be communicated are the important aspects of effective communication. The language used should be understandable to the receiver and should not offend the sentiments of listeners. The message should be stimulating to evoke response from the listeners.

(v) Ensure proper feedback: The communicator may ensure the success of communication by asking questions regarding the message conveyed. The receiver of communication may also be encouraged to respond to communication. The communication process may be improved by the feedback received to make it more responsive.

(vi) Communicate for present as well as future: Generally, communication is needed to meet the existing commitments to maintain consistency, the communication should aim at future goals of the enterprise also.

(vii) Follow up communications: There should be regular follow up and review on the instructions given to subordinates. Such follow up measures help in removing hurdles if any in implementing the instructions.

(viii) Be a good listener: Manager should be a good listener. Patient and attentive listening solves half of the problems.