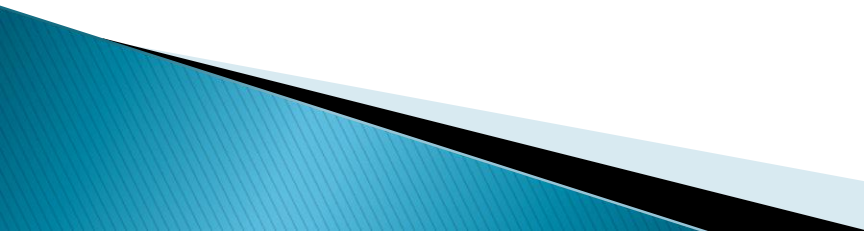


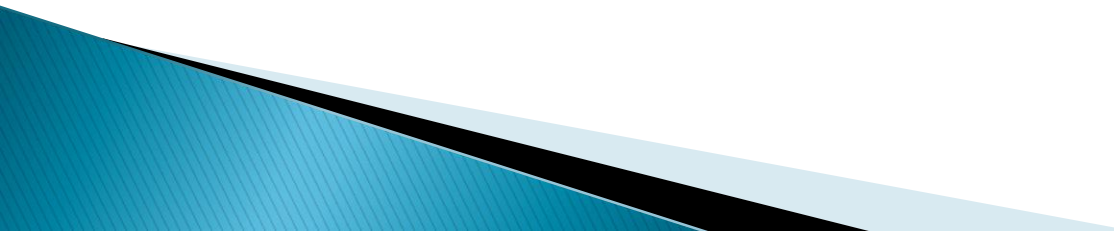
DIRECTING

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Meaning

- ❖ Directing initiates action and it is from here actual work starts.
 - ❖ In simple words, it can be described as providing guidance to workers who doing work.
 - ❖ In field of management, direction is said to be all those activities which are designed to encourage the subordinates to work effectively and efficiently.
 - ❖ Directing is said to be the heart of management process. Planning, organizing, staffing have got no importance if direction function does not take place.
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Definition

- ❖ **DIRECTING** is said to be a process in which the managers instruct, guide and oversee the performance of the workers to achieve predetermined goals.
 - ❖ **Directing** consists of process or technique by which instruction can be issued and operations can be carried out as originally planned” Therefore, Directing is the function of guiding inspiring, overseeing and instructing people towards accomplishment of organizational goals.
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Characteristics

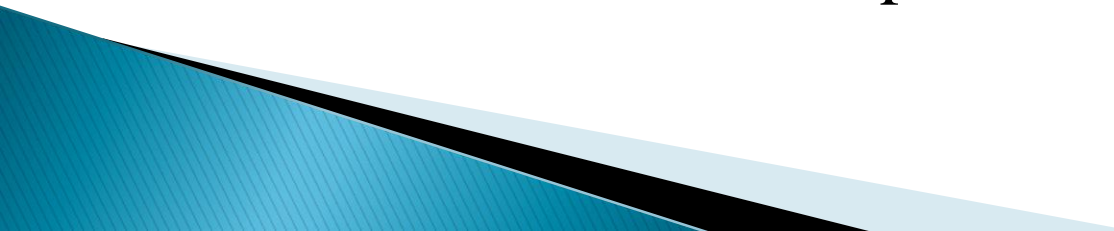
- **Pervasive Function** - Directing is required at all levels of organization. Every manager provides guidance and inspiration to his subordinates.
- **Continuous Activity** - Direction is a continuous activity as it continuous throughout the life of organization.
- **Human Factor** - Directing function is related to subordinates and therefore it is related to human factor. Since human factor is complex and behaviour is unpredictable, direction function becomes important.
- **Creative Activity** - Direction function helps in converting plans into performance. Without this function, people become inactive and physical resources are meaningless.
- **Executive Function** - Direction function is carried out by all managers and executives at all levels throughout the working of an enterprise, a subordinate receives instructions from his superior only.
- **Delegate Function** - Direction is supposed to be a function dealing with human beings. Human behaviour is unpredictable by nature and conditioning the people's behaviour towards the goals of the enterprise is what the executive does in this function. Therefore, it is termed as having delicacy in it to tackle human behaviour.

IMPORTANCE

- **It Initiates Actions.** Directions is the function which is the starting point of the work performance of subordinates
- **It Ingrates Efforts** Through direction, the superiors are able to guide, inspire and instruct the subordinates to work
- **Means of Motivation** A manager makes use of the element of motivation here to improve the performances of subordinates.
- **It Provides Stability** Stability and balance in concern becomes very important for long term sun survival in the market
- **Coping up with the changes** Adaptability with changing environment helps in sustaining planned growth and becoming a market leader
- **Efficient Utilization of Resources** The resources can be utilized properly only when less of wastages, duplication of efforts, overlapping of performances, etc. doesn't take place.

CONTROLLING

Meaning

- ❖ **Control** is one of the managerial functions like *planning, organizing, staffing* and *directing*.
 - ❖ It is an important function because it helps to check the errors and to take the corrective action so that deviation from standards are minimized and stated goals of the organization are achieved in desired manner.
 - ❖ According to modern concepts, control is a foreseeing action whereas earlier concept of control was used only when errors were detected.
 - ❖ Control in management means setting standards, measuring actual performance and taking corrective action. Thus, control comprises these three main activities
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Definition

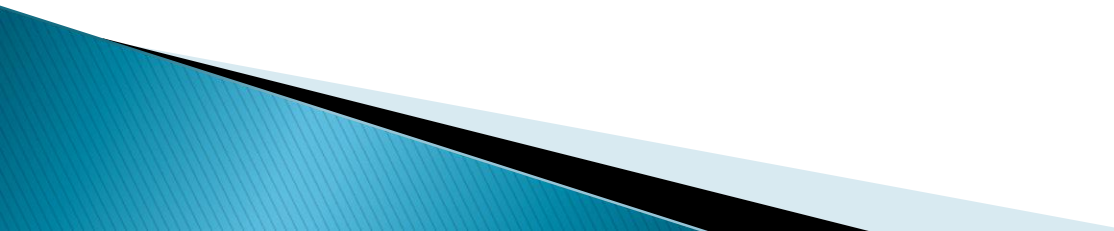
- ▶ *Control of an undertaking consists of seeing that everything is being carried out in accordance with the plan which has been adopted, the orders which have been given, and the principles which have been laid down. Its object is to point out mistakes in order that they may be rectified and prevented from recurring.*

Henri Fayol,

- ▶ *Control is checking current performance against pre-determined standards contained in the plans, with a view to ensure adequate progress and satisfactory performance*

EFL Breach

CHARACTERISTICS

- Control is a continuous process
 - Control is a management process
 - Control is embedded in each level of organizational hierarchy
 - Control is forward looking
 - Control is closely linked with planning
 - Control is a tool for achieving organizational activities
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TYPES

Three types of control in an organisation

1. Feed-Forward
2. Concurrent (Preventive)
3. Feedback Controls.

1. **Feed forward controls:** are future-directed

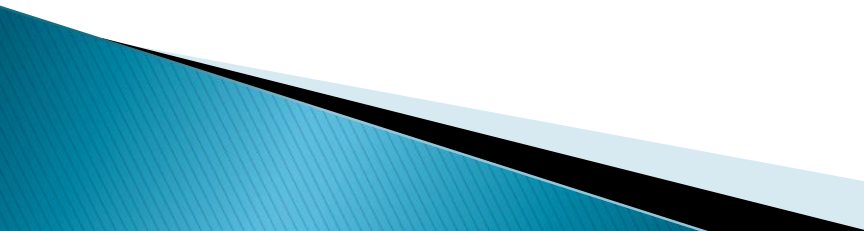
They attempt to detect and anticipate problems or deviations from the standards in advance of their occurrence (at various points throughout the processes).

2. **Concurrent (Prevention) Control:**

Concurrent control, also called steering control because it allows people to act on a process or activity while it is proceeding, not after it is proceeding, nor after it is completed. Corrections and adjustments can be made as and when the need arises.

3. **Feedback Controls:**

Feedback control is future-oriented. It is historical in nature and is also known as post-action control. The implication is that the measured activity has already occurred, and it is impossible to go back and correct performance to bring it up to standard. Rather, corrections must occur after the act.



PROCESS OF CONTROLLING

- Setting performance standards.
 - Measurement of actual performance.
 - Comparing actual performance with standards.
 - Analysing deviations.
 - Correcting deviations.
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