



Collegedunia Handwritten Notes

Quick-Revision Notes for Class 12 Business Studies

Chapter 7: Directing

1. Directing – One-Line Definition

Memorise This

Directing is the management function of *instructing, guiding, counselling, motivating and leading* people in the organisation to achieve its objectives. It turns plans on paper into actual goal-directed action.

2. Importance of Directing

Aid: I-I-M-F-S

Initiates action · **I**ntegrates efforts · **M**otivates employees · **F**acilitates change
· **S**tability and balance.

3. Principles of Directing (8)

Maximum individual contribution · Harmony of objectives · Unity of command · Appropriateness of direction technique · Managerial communication · Use of informal organisation · Leadership · Follow through.

4. Four Elements of Directing

Memorise the Set

Supervision · Motivation · Leadership · Communication.

5. Motivation – Features & Process

Features: internal feeling · produces goal-directed behaviour · can be positive (carrot) or negative (stick) · complex (people differ) · dynamic.

Process (6 steps, cyclical): Unsatisfied Need → Tension → Drives → Search Behaviour → Satisfied Need → Reduction of Tension → Fresh need (cycle restarts).

6. Maslow's Need Hierarchy

Bottom → Top: P-S-S-E-S

1. **P**hysiological – food, shelter (basic salary)
2. **S**afety – job security, PF, insurance
3. **S**ocial – friendship, belonging
4. **E**steem – status, recognition, promotion
5. **S**elf-actualisation – becoming all one can become (challenging work)

Three rules: (i) lower needs first; (ii) a satisfied need does *not* motivate; (iii) lower needs → financial incentives; higher needs → non-financial.

7. Incentives

Financial (7): Pay & allowances · Productivity-linked wage incentives · Bonus · Profit sharing · Co-partnership / ESOP · Retirement benefits · Perquisites.

Non-financial (8): Status · Organisational climate · Career advancement · Job enrichment · Employee recognition · Job security · Employee participation · Employee empowerment.

Case-Study Spotter

“Medical aid + free education for employees’ children” ⇒ Employee welfare (non-financial). Two more non-financial: status, job security.

8. Leadership Styles

Style	Use of power	Where it fits
Autocratic	Centralised; one-way orders; uses fear	Emergencies; unskilled workforce
Democratic	Shared; consults team; two-way	Most normal situations
Laissez-faire	Held back; used only when essential	Expert, self-motivated teams

Spotter Words

“Inflexible, refuses contradiction, employees fear” ⇒ **Autocratic**. “Does not use power unless absolutely essential” ⇒ **Free-rein / Laissez-faire**.

9. Communication Process (7 Elements)

Mnemonic: S-E-M-C-R-D-F

Sender → Encoding → Message → Channel/Media → Receiver → Decoding → Feedback.

Encoding converts the idea into symbols (words, gestures, pictures). **Decoding** is its reverse at the receiver’s end.

10. Formal vs Informal Communication

Basis	Formal	Informal (Grapevine)
Origin	Designed by management	Spontaneous
Path	Chain of authority	Social ties
Speed	Slower	Very fast
Accuracy	High	Often distorted

11. Four Grapevine Networks

(i) Single-strand – A → B → C → D, straight chain. **(ii) Gossip** – one person tells many at once. **(iii) Probability** – random subsets pass it on. **(iv) Cluster** – selected, trusted people pass on selectively (most common form).

12. Barriers to Communication (4 Families)

1. **Semantic** – language / meaning: bad expression, multi-meaning symbols, faulty translation, jargon, mis-read gestures.
2. **Psychological** – premature evaluation, inattention, distrust, loss by transmission.
3. **Organisational** – policy, rules, status, complexity, facilities.
4. **Personal** – fear of challenge to authority, lack of confidence in subordinates, unwillingness, lack of incentive for upward communication.

Eight measures to overcome: clarify the idea · communicate to receiver's needs · consult before · control tone · convey value · ensure feedback · follow up · be a good listener.

13. Last-Minute Spotters (CBSE Pattern)

Map the Keyword to the Answer

- “Workers refuse new work / unwilling” ⇒ **Motivation** (will-problem, not skill-problem).
- “Inflexible boss creates fear” ⇒ **Autocratic** leadership.
- “Does not believe in use of power unless absolutely essential” ⇒ **Free-rein / Laissez-faire**.
- “Converts message into words, symbols, gestures” ⇒ **Encoding**.
- “Free education for employees’ children” ⇒ **Employee welfare** (non-financial).
- “Everyone freely approaches anyone / leak of secrets” ⇒ install **Formal communication system**.

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