

UNIT IV

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STAFFING

Staffing can be defined as one of the most important functions of management. It involves the process of filling the vacant position of the right personnel at the right job, at right time. Thus it can be said that it is staffing is an essential function of every business organization.

Importance of Staffing

Staffing is a very important function of management. No organisation can be successful unless it can fill and keep filled the various positions with the right type of employees. Managers would be more competent and effective if they are carefully selected and trained. Staffing provides manpower which is the key input of an organisation. Effective staffing provides the following benefits:

1. It helps in discovering and obtaining competent personnel for various jobs.
2. It makes for higher performance by placing right persons on the right jobs.
3. It improves job satisfaction and morale of employees through objective assessment and fair compensation of their contributions.
4. 4. It facilitates optimum utilisation of human resources and in minimising costs of manpower.
5. It ensures the continuity and growth of the organisation through the development of managers.
6. It enables an organisation to cope with the shortage of executive talent.

In recent years, the need for staffing has increased due to the following reasons:
(1) Increasing size of organisations. In a large organisation, there are several positions. Systematic programmes for the selection, training and appraisal of employees are required for efficient functioning of the enterprise. This has increased the significance of staffing.

(2) Advancement of technology. Significant improvements have taken place in technology.

In order to make use of the latest technology, the appointment of right type of persons is necessary. Right personnel can be procured, developed and maintained for new jobs only if the management performs its staffing function effectively.

(3) Long-range needs for manpower. In order to execute the long-term plans, management must determine the manpower requirements well in advance. It is also necessary to develop managers for succession in future. The need for staffing has increased due to shortage of good managerial talent and high rate of labour turnover.

(4) High wage bill. Personnel cost accounts for a major portion of operating costs today. Efficient performance of the staffing function is essential to make the best use of personnel. For example, if right type of people are selected and trained, management can obtain optimum results from the expenses incurred on recruitment, selection and training.

(5) Trade Unionism. Efficient system for staffing has become necessary to negotiate effectively with organisations of executives. With the spread of education, executives have become increasingly aware of their prerogatives. Collective bargaining has brought about change in their attitudes, Separation of ownership from management requires a more professional approach towards the staffing function.

(6) Human relations movement. Enlightened employers have come to recognise the dignity of labour —increasing awareness of the role of human factor in industry. Now managers can use the knowledge of behavioural sciences in moulding the behaviour of employees in the right direction. At the executive level, there is greater need for non-financial motivation. By performing the staffing function well, management can show the significance it attaches to the human resources in the organisation.

Manpower Planning

Manpower Planning which is also called as Human Resource Planning consists of putting right number of people, right kind of people at the right place, right time, doing the right things for which they are suited for the achievement of goals of the organization. Human Resource Planning has got an important place in the arena of industrialization. Human Resource Planning has to be a systems approach and is carried out in a set procedure.

The procedure is as follows:

1. Analysing the current manpower inventory
2. Making future manpower forecasts
3. Developing employment programmes

4. Design training programmes

Steps in Manpower Planning

1. Analysing the current manpower inventory-

- Type of organization
- Number of departments

Before a manager makes forecast of future manpower, the current manpower status has to be analysed. For this the following things have to be noted-

2. Making future manpower forecasts- Once the factors affecting the future manpower forecasts are known, planning can be done for the future manpower requirements in several work units. i. **Expert Forecasts:** This includes informal decisions, formal expert surveys and Delphi technique.

ii. **Trend Analysis:** Manpower needs can be projected through extrapolation (projecting past trends), indexation (using base year as basis), and statistical analysis (central tendency measure).

iii. **Work Load Analysis:** It is dependent upon the nature of work load in a department, in a branch or in a division.

iv. **Work Force Analysis:** Whenever production and time period has to be analysed, due allowances have to be made for getting net manpower requirements.

v. **Other methods:** Several Mathematical models, with the aid of computers are used to forecast manpower needs, like budget and planning analysis, regression, new venture analysis.

The Manpower forecasting techniques commonly employed by the organizations are as follows:

3. Developing employment programmes- Once the current inventory is compared with future forecasts, the employment programmes can be framed and developed accordingly, which will include recruitment, selection procedures and placement plans.

4. Design training programmes- These will be based upon extent of diversification, expansion plans, development programmes, etc. Training programmes depend upon the extent of improvement in technology and advancement to take place. It is also done to improve upon the skills, capabilities, knowledge of the workers.

Importance of Manpower Planning

1. Key to managerial functions- The four managerial functions, i.e., planning, organizing, directing and controlling are based upon the manpower. Human resources help

in the implementation of all these managerial activities. Therefore, staffing becomes a key to all managerial functions.

2. **Efficient utilization-** Efficient management of personnel becomes an important function in the industrialization world of today. Setting of large scale enterprises require management of large scale manpower. It can be effectively done through staffing function.

3. **Motivation-** Staffing function not only includes putting right men on right job, but it also comprises of motivational programmes, i.e., incentive plans to be framed for further participation and employment of employees in a concern. Therefore, all types of incentive plans becomes an integral part of staffing function.

4. **Better human relations-** A concern can stabilize itself if human relations develop and are strong. Human relations become strong through effective control, clear communication, effective supervision and leadership in a concern. Staffing function also looks after training and development of the work force which leads to co-operation and better human relations.

5. **Higher productivity-** Productivity level increases when resources are utilized in best possible manner. Higher productivity is a result of minimum wastage of time, money, efforts and energies. This is possible through the staffing and its related activities (Performance appraisal, training and development, remuneration)

Need of Manpower Planning

Manpower Planning is a two-phased process because manpower planning not only analyses the current human resources but also makes manpower forecasts and thereby draw employment programmes. Manpower Planning is advantageous to firm in following manner:

1. Shortages and surpluses can be identified so that quick action can be taken wherever required.
2. All the recruitment and selection programmes are based on manpower planning.
3. It also helps to reduce the labour cost as excess staff can be identified and thereby overstaffing can be avoided.
4. It also helps to identify the available talents in a concern and accordingly training programmes can be chalked out to develop those talents.
5. It helps in growth and diversification of business. Through manpower planning, human resources can be readily available and they can be utilized in best manner.
6. It helps the organization to realize the importance of manpower management which ultimately helps in the stability of a concern.

MOTIVATION

“Motivation is a general inspirational process which gets the members of the team to pull their weight effectively, to give their loyalty to the group, to carry out properly the tasks that they have accepted and generally to play an effective part in the job that the group has undertaken.”

Motivation is the process of steering a person's inner drives and actions towards certain goals and committing his energies to achieve these goals. It involves a chain reaction starting with felt needs, resulting in motives which give rise to tension (unfulfilled desires) which causes action towards goals. It is the process of stimulating people to strive willingly towards the achievement of organisational goals.

Motivation may be defined as the work a manager performs in order to induce subordinates to act in the desired manner by satisfying their needs and desires, Thus, motivation is concerned with how behaviour gets started, is energised, sustained and directed.

There are 3 components of motivation:

- direction – what a person is trying to do
- effort – how hard a person is trying
- persistence – how long a person keeps on trying

NATURE OF MOTIVATION

The following characteristics motivation:

(i) **Motivation is a personal and internal feeling.** Motivation is a psychological phenomenon which generates within an individual. Motives are the energetic forces within a person that drive him to action.

(ii) **Motivation produces goal-directed behaviour.** Motivation is a behavioural concept that directs human behaviour towards certain goals.

(iii) **Motivation is a continuous process.** Human needs are unlimited. Therefore, motivation is an ongoing process.

(iv) **Motivation is complex.** Individuals differ in their motivation. Different people seek different things or they work for different reasons. Human needs and motives are varied and they change from time to time. Human motivation is partly logical and partly emotional. Part of it is in the subconscious state and not measurable while the other part is visible in observed behaviour. People satisfy their needs in many different ways. Moreover, goal directed behaviour does not always lead to need satisfaction.

(v) **Motivation is system-oriented.** Motivation is the result of interplay among three groups of factors: (a) influences operating within an individual e.g., his goals, needs and values, (b) influences operating within the organisation, e.g., organisation structure, technology, physical facilities and nature of the job, etc. and (c) forces operating in the external environment, e.g., culture, customs, norms, etc., of the society.

(vi) A person cannot be partly motivated as he is a self-contained and inseparable unit. Motivation creates goal directed behaviour.

(vii) **Motivation can be either positive or negative.** Positive motivation implies use of pay, incentives, etc., to satisfy human needs while negative motivation emphasizes penalties, e.g., reprimands, threat of demotion, fear of loss of job, etc.

(viii) **Motivation is different from job satisfaction.** Motivation is the driving to satisfy a want and it is concerned with goal directed behaviour. Satisfaction refers to contentment experienced after the satisfaction of a want. Motivating is the while satisfaction is the outcome or consequence.

IMPORTANCE OF MOTIVATION

Motivation is one of the most crucial factors that determine the efficient and effectiveness of an organisation. All organisational facilities will remain unless people are motivated to utilise these facilities in a productive manner. Motivation is an integral part of management process and every manager must motivate his subordinates to create in them the will to work. High motivation provides the following advantages.

1. **Higher efficiency.** Motivation is an effective instrument in the hands of Management to maximise efficiency of operations. A worker may be very competent but no activity can take place until the individual is willing to perform that activity, what employees do depends largely on how much and why they want to do. Motivated employees give greater performance than demotivated ones.

2. **Optimum utilisation of resources.** Motivation inspires employees to make best possible use of different factors of production. They work whole heartedly to apply their abilities and potential in minimising waste and cost, The enterprise can make maximum use of its physical and financial resources.

3. **Reduction in labour turnover.** Higher motivation leads to job satisfaction of workers. Opportunities for need satisfaction make employees loyal and committed to the organisation. As a result labour absenteeism and turnover are low.

4. **Better industrial relations.** Increased labour productivity in turn result, in higher wages

for employees. Motivational schemes create integration of individual interests with organisational objectives. There arises a sense of belonging and mutual co-operation at all levels. Motivation will foster team spirit among workers. This will reduce labour unrest and create better relations between management and workers.

5. **Easier selection.** An enterprise that offers abundant financial and non-financial incentives enjoys reputation in the labour market. Therefore, it can easily attract competent persons for filling various vacancies.

6. **Facilitates change.** High motivation helps to reduce resistance to change. An organisation has to incorporate changes to cope with environmental changes. Properly motivated employees accept, introduce and implement changes keeping the organisation effective.

THEORIES OF MOTIVATION

Some of the popular theories of motivation are given below:

1. Maslow's Need Priority Model
2. Herzberg's Two-Factor Theory
3. McGregor's Theory X and Theory Y
4. Achievement Motivation Model
5. Adam's Equity Theory
6. Vroom's Expectancy Theory
7. Transactional Analysis

Two types of factors that influence motivation:

- **Intrinsic** – self generated factors (responsibility, freedom to act, scope to use and develop skills and abilities, interesting and challenging work, opportunities for advancement) – they have a deeper and longer-term effect
- **Extrinsic** – what is done for people to motivate them (rewards, promotion, punishment) – they have an immediate and powerful effect, but won't necessarily last long
- **Extrinsic** - In other words: Intrinsic motivation comes from a person's internal desire to do something. Reasons may be that a particular activity gives him or her pleasure, helps to develop a particular skill or seems to be the right thing to do in moral / ethical terms. Extrinsic motivation is generated by external factors that are less related to the particular task.

Maslows hierarchy of needs Theory

Maslows hierarchy of needs

- If a lower need is satisfied, it no longer motivates behavior; the next higher one becomes dominant. (Deficit principle)
- The five needs exist in a hierarchy. Higher needs only become important when lower needs are satisfied
- Higher-order needs provide greater motivation.
- Different people may have different priorities.
- The theory helps managers to identify which particular needs are relevant for employees and thus to determine appropriate motivators.

Herzbergs two-factor model

There are some factors that result in satisfaction and some factors that just prevent dissatisfaction. According to Herzberg, the opposite of Satisfaction is No Satisfaction and the opposite of Dissatisfaction is No Dissatisfaction.

- **Motivators** – factors that really motivate people, also called satisfiers, provide intrinsic motivation *Examples for Motivators*: recognition, growth and career development opportunities, responsibility, autonomy, self-fulfillment
- **Hygiene factors** – dissatisfiers; their absence would demotivate people, but their presence not necessarily improves motivation; essentially describe the environment, little effect on positive job attitudes *Examples for Hygiene factors*: salary, work conditions, relationships with superiors and peers, company policy.

MORALE AND DISCIPLINE

Meaning. Morale is used to describe the overall attitudes of an individual or «+ « collectively towards all aspects of their work - the job, the company, supervisors, fellow workers, working conditions, etc. It is the summation of the attitudes of employees. Attitude is a predisposition to respond, positively or negatively, to different aspects of the job. According to Edwin B. Flippo, “morale is_a mental condition or attitude of individuals and groups which determines their willingness to co-operate.” Morale is contagious.

Morale as essentially an individual concept indicating the attitude of an employee . Others consider it essentially a social concept reflecting general acceptance of group goals by group members, Morale may be high or low, high morale is an attitude of satisfaction, togetherness and identification with the organisation. It shows readiness to co-operate warmly in the task and willingness to work for the accomplishment of group goals, High morale is generally

associated with high motivation, high performance and a sense of well-being. On the other hand, low morale is usually associated with frustration, labour turnover, absenteeism and low performance. High morale is essential for the successful functioning of every organisation just as good health is essential for every person.

Morale should be distinguished from motivation. The two concepts are inter-related but differ from each other. Morale is composite of attitudes and feelings whereas motivation is the process of inspiring people. Morale is a group phenomenon while motivation is basically an individual's willingness to work. Morale indicates predisposition towards all aspects of work but motivation is basically a predisposition towards the job itself. Morale is a function of group relationships. On the other hand, motivation is a function of needs and incentives. Morale is concerned with the mobilisation of sentiments while motivation is concerned with energy mobilisation.

Morale and Productivity It is generally assumed that morale and productivity go hand in hand, i.e., there is a direct and positive correlation between them. Even now many managers believe that higher the morale, higher the productivity and vice versa. However, this is not true in all cases. Research reveals that there is some positive correlation between morale and productivity but they are not absolutely related. They may not increase in the same proportion. For instance, an increase of 10 per cent in morale does not necessarily lead to a proportionate increase in productivity. It is quite possible that morale may increase with either favourable or unfavourable shifts in productivity. Morale is only one of the factors influencing productivity. Many other factors like technology, style of supervision, employee training, etc., also influence productivity.

High morale is associated with low productivity when the employees are merely happy but they are not properly motivated to work. Inefficient supervision, faulty materials, outdated technology and low degree of employee skills may be other causes of low productivity. Workers may derive social satisfaction by conforming to group norms which restrict productivity. Low morale may be associated with high productivity when management uses strict supervision, punishments against low productivity and better technology. But this situation cannot be sustained for long because the will to work is low.

Thus, the relationship between morale and productivity is not always predictable. It will differ from organisation to organisation and from one time period to another.

Building High Morale Morale building is a dynamic and perpetual exercise. It is the responsibility of every manager. Both individual and collective efforts are required to develop and maintain high morale. The following suggestions may be followed in order to

improve morale in the organisation:

1. Two-way communication. There should be a two-way communication between management and workers. The workers should be kept fully informed about the policies and programmes of the organisation. But more important than this is upward communication through which workers can express their doubts and seek clarifications. For this purpose, effective suggestion schemes and grievance handling procedures should be created. Managers can also have informal discussions with the workers.

2. Human relations approach. Human relations approach suggests that every individual should be treated as a human being. No individual or group is more important than others. Therefore, the contribution of each individual should be recognised. Trustful and co-operative relationships should be created among employees. They should be given the opportunity to develop to their fullest potential.

3. Management of attitudes. Morale is contagious in the sense that people learn from each other. Moreover, the attitudes of a manager very often influence the attitudes of his subordinates. Therefore, a manager should become the master of his own attitudes before trying to cultivate favourable attitudes among his subordinates. Morale is the net result of effective direction by individual supervisors. Persuasion and genuine concern for people are more effective in raising morale than threat or Punishment.

5. Incentive schemes. There should be an effective incentive system to provide financial and non-financial awards to employees who perform well. The discipline rules must also be clear.

6. Welfare measures. Employee welfare schemes like housing, medical benefits, educational facilities for children, canteens, sports clubs, credit facilities, safety measures, etc., are very helpful in developing positive attitudes among employees. These schemes reflect management's interest in workers' welfare. Management should also encourage social activities among workers to improve group cohesiveness and morale.

7. Workers' participation in management. Management should allow workers a say in the decision-making process. They should be consulted and taken into confidence before a change which affects them is introduced. This will help to improve their enthusiasm in implementing decisions. Joint consultation and collective bargaining are useful in resolving conflicts in the organisation.

8. Job enrichment. Morale tends to be high when employees have worthwhile and common goal and feel that the goal can be reached. Workers should be given challenging and exciting tasks to perform. Job enrichment helps to avoid monotony, fatigue and disinterest

among employees. Their attitudes towards work become more positive. Moreover, workers should be given proper training so that they may perform their jobs without frustration and get job satisfaction.

Any morale improvement programme should follow the following basic rules: Respect the individual, Give fair compensation, Set worthwhile goals, Provide good-work environment, Ensure job security, Adopt an open-door policy, Give financial and non-financial incentives, Appoint courteous and trustworthy supervisors, Handle all conflicts in a constructive manner, Be just and fair in all dealings with employees. Morale building techniques are of two types. Individual techniques focus on the individual employee while group techniques concentrate on group attitudes. Personal counseling, exit interviews, attitude surveys, job enrichment, group meetings, collective bargaining, etc., are some of the important techniques of improving employee morale. Attitude surveys' are made to determine employee reactions to jobs, wage rates, etc.

LEADERSHIP

Meaning and Definition

Leadership is the ability to build up confidence and zeal among people to create an urge them to be led. To be a successful leader, a manager must possess the qualities of foresight, drive, initiative, self-confidence and personal integrity. Different situations may demand different types of leadership. Leadership has been defined in various ways. Stogdill has rightly remarked that there are almost as many definitions of leadership as there are people who have tried to define it.

“Leadership is the ability of a manager to induce subordinates to work with confidence and zeal.”—**Koontz and O'Donnell.**

“Leadership is the exercise of authority and making of decisions.” —**Dubin, R.**

“Leadership is the ability to secure desirable actions from a group of followers voluntarily, without the use of coercion.”—**Allford and Beaty.**

Nature and Characteristics

Characteristics of leadership

- 1- Leadership is a personal quality.
2. It exists only with followers. If there are no followers, there is no leadership.
3. It is the willingness of people to follow that makes person a leader.

4. Leadership is a process of influence. A leader must be able to influence the behaviour, attitude and beliefs of his subordinates.
5. It exists only for the realization of common goals.
6. It involves readiness to accept complete responsibility in all situations.
7. Leadership is the function of stimulating the followers to strive willingly to attain organisational objectives.
8. Leadership styles do change under different circumstances.
9. Leadership is neither bossism nor synonymous with management.

Leadership Styles or Types of Leaders:

1. Autocratic or authoritarian style leader.
2. Laissez-faire or Free-rein style leader.
3. Democratic or participative style leader.
4. Paternalistic style leader.

1. Autocratic or Authoritarian Style Leader:

An autocratic also known as authoritarian style of leadership implies yielding absolute power. Under this style, the leader expects complete obedience from his subordinates and all decision- making power is centralized in the leader. No suggestions or initiative from subordinates is entertained. The leader forces the subordinates to obey him without questioning. An autocratic leader is, in fact, no leader. He is merely the formal head of the organisation and is generally disliked by the subordinates. The style of leadership may be practiced to direct those subordinates who feel comfortable to depend completely on the leader.

2. Laissez-faire or Free-rein Style Leader:

Under this type of leadership, maximum freedom is allowed to subordinates. They are given free had in deciding their own policies and methods and to make independent decisions. The leader provides help only when required by his subordinates otherwise he does not interfere in their work. The style of leadership creates self-confidence in the workers and provides them an opportunity to develop their talents. But it may not work under all situations with all the workers and under all situations. Such leadership can be employed with success where workers are competent, sincere and self-disciplined.

3. Democratic or Participative Style Leader:

The democratic or participative style of leadership implies compromise between the two extremes of autocratic and laissez-fair style of leadership. Under this style, the supervisor acts according to the mutual consent and the decisions reached after consulting the subordinates. Subordinates are encouraged to make suggestions and take initiative. It provides necessary motivation to the workers by ensuring their participation and acceptance of work methods. Mutual trust and confidence is also created resulting in job satisfaction and improved morale of workers. It reduces the number of complaints, employee's grievances, industrial unrest and strikes. But this style of leadership may sometimes cause delay in decisions and lead to indiscipline in workers.

4. Paternalistic Style Leader:

This style of leadership is based upon sentiments and emotions of people. A paternalistic leader is like a father to his subordinates. He looks after the subordinates like a father looks after his family. He helps guides and protects all of his subordinates but under him no one grows. The subordinates become dependent upon the leader.

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

Comparison between Leadership Styles

S. No.	Point of comparison	Autocratic Style	Democratic Style	Free-rein Style
	(1)	(2)	(3)	(4)
1.	Decision-making	Leader sole decision-maker	Leader makes decisions in consultation with subordinates	Subordinates themselves make decisions
2.	Communication	One way (downward) communication	Two-way communication	Free flow of communication
3.	Motivation technique	Fear and punishment (negative incentives)	Rewards and involvement (positive incentives)	Self-direction and self-control
4.	Nature of discipline	Implicit obedience of orders and instructions	Interchange of ideas and recognition of human values	Self-discipline or control
5.	Authority delegation	Strict supervision and control. No delegation	Delegation of authority	Complete delegation of authority
6.	Focus	Task-oriented style	People-oriented style	People-oriented style
7.	Needs	Physiological and safety	Ego needs	Self-actualisation needs
8.	Opportunity to subordinates	No scope for initiative and creativity 'I' style.	Scope for initiative and creativity 'We' style.	Full scope for initiative and creativity 'You' style.

Formal and Informal Leader:

1. Formal Leader
2. Informal Leader

1. Formal Leader:

A formal leader is one who is formally appointed or elected to direct and control the activities of the subordinates. He is a person created by the formal structure, enjoys organisational authority and is accountable to those who have elected him in a formal way. The formal leader has a two- fold responsibility. On the one hand, he has to fulfill the demands of the organisation, while on the other he is also supposed to help, guide and direct his subordinates in satisfying their needs and aspirations.

2. Informal Leader:

Informal leaders are not formally recognized. They derive authority from the people who are under their influence. In any organisation we can always find some persons who command respect and who are approached to help guide and protect the interest of the people. They are known as informal leaders. The informal leaders have only one task to perform, i.e., to help their followers in achieving their individual and group goals. Informal leaders are created to satisfy those needs which are not satisfied by the formal leaders. An organisation can make effective use of informal leaders to strengthen the formal leadership.

Qualities of a Leader

- Integrity.
- Ability to delegate.
- Communication.
- Self-awareness.
- Gratitude.
- Learning agility.
- Influence.
- Empathy.

SUPERVISION

Supervision is direction, guidance and control of working force with a view to see that they are working according to plan and are keeping time schedule. Further, they are getting all possible help in accomplishing their assigned work. 'Supervision' refers to an act by which

any person inspects or supervises the work of other people, that is, whether they are working properly or not.

In business organisations, there are ‘supervisors’ and ‘subordinates’. Supervision refers to the direct, immediate guidance and control of subordinates in the performance of their jobs. Thus, the activity of supervision is concerned with the direction, guidance, control and superintendence of the subordinates. A supervisor performs these tasks. R. C. Allan has called it a ‘responsibility job’, which is above ‘work job’.

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According to Vitiates – “Supervision refers to the direct and immediate guidance and control of subordinates in the performance of their task.” Thus, the supervision is concerned with three main functions of management, i.e., direction, immediate guidance and control with a view —

- (1) To see, they are working, according to plans, policies, programmes, instructions and the time schedule,
- (2) To guide them at the work if they are doing something inconsistent to directions given and need help so as to let them able to accomplish their assigned task, and
- (3) To give them directions to get the work done, if necessary.

SIGNIFICANCE OF SUPERVISION

Supervision is primarily concerned with overseeing or watching the performance of workers under his control. He plays an important role in the management set up. He is the person who is directly connected with the workers and acts as a vital link between the management and workers.

The significance of supervision can be explained as follows:

1. **Issue of Orders and Instructions** - The workers require guidance of supervisor at every step. He clears their doubts and tells them the proper method of doing a job. A sub-ordinate can give better performance when he knows the work he is supposed to do.
2. **Planning and Organizing the Work**- A superior acts as a planner and a guide for his subordinates. A schedule of work is prepared so as to ensure an even and steady flow of work. The supervisor lays down production targets for the workers and determines the methods and procedures for doing the work.

3. It is Important at All Levels - Supervision means overseeing and watching sub-ordinates. The time devoted by top management to supervision is only 20% whereas supervisor (or foreman or overseer or superintendent or section officer) devotes about 80% of his time to supervision. Top management supervises managers whereas supervisor supervises workers. The supervision at the front line or firing line is most important since actual work is done at that level.

4. Vital Link between Workers and Management- A supervisor is a representative of the management and a very important figure from workers point of view. He communicates the policies of the management to workers (downward communication) and also provides feed back to the management as to what is happening at the lowest level (upward communication).

5. Motivating Subordinates - A supervisor is a leader at the lowest rung of management ladder. He serves as a friend, philosopher and guide to workers. He inspires team work and secures maximum co-operation from the employees. It is he who can help in getting optimum utilization of manpower.

6. Feedback to Workers - A supervisor compares the actual performance of workers against the standards laid down and identifies weaknesses of workers and suggests corrective measures to overcome them. In this way, workers can improve their performance in future.

7. Proper Assignment of Work- A supervisor makes systematic arrangement of activities and resources for his group. He assigns work to each worker and delegate's authority to workers. Workers feel frustrated when the work being done by them is not properly arranged. Some workers may sit idle whereas others may be overburdened if work is not properly assigned.

FUNCTIONS OF SUPERVISOR

A supervisor has to:

1. Help his/her workers to develop their innate qualities to improve their performance
2. Help his/her subordinates to adjust to their job requirements and to develop
3. Make the workers loyal towards their organisation
4. Provide expertise, skills, knowledge and experience to make workers learn without fear and hesitation
5. Encourage free communication
6. Develop employee potential to an extent where they need no supervision
7. Cooperate with other supervisors
8. Prove a good link between the management and workers
9. Solve personal problems of his/her subordinates to the extent possible

10. Maintain discipline
11. Correct the mistakes of his/her subordinates
12. Explore new fields of knowledge
13. Introduce new, useful and scientific methods of production and administration
14. Have a clear understanding about his/her plan of action
15. Know his/her job, duties, responsibilities, authority, accountability and so on
16. Divide responsibilities and duties to his/her subordinates rationally and scientifically
17. Listen and look into the grievance of his/her subordinates
18. Delegate authority and win their confidence.