LEARNING OUTCOME

• Define management
• Explain 5 management functions
INTRODUCTION

• Different experts have classified functions of management.
• *George & Jerry*, - four fundamental functions of management (planning, organizing, actuating and controlling.
• Henry Fayol, “To manage is to forecast and plan, to organize, to command, & to control”.


INTRODUCTION Ct.

• Luther Gullick has given a keyword ‘POSDCORB’
  – P stands for Planning,
  – O for Organizing,
  – S for Staffing,
  – D for Directing,
  – Co for Co-ordination,
  – R for reporting &
  – B for Budgeting.
INTRODUCTION Ct.

• Mostly widely accepted functions of management are according to KOONTZ and O’DONNEL

1. Planning,
2. Organizing,
3. Staffing,
4. Directing and
5. Controlling.
1. Planning

- It is the basic function of management.
- It deals with chalking out a future course of action & deciding in advance the most appropriate course of actions for achievement of pre-determined goals.
- KOONTZ, -Planning is deciding in advance - what to do, when to do & how to do.
- It bridges the gap from where we are & where we want to be”.
- A plan is a future course of actions.
Planning Ct.

• It is an exercise in problem solving & decision making.
• Planning is determination of courses of action to achieve desired goals.
• Thus, planning is a systematic thinking about ways & means for accomplishment of predetermined goals.
• Planning is necessary to ensure proper utilization of human & non-human resources.
• It helps in avoiding confusion, uncertainties, risks, wastages.
2. Organizing

- It is the process of bringing together physical, financial and human resources and developing productive relationship amongst them for achievement of organizational goals.

- Henry Fayol, - To organize is to provide with everything useful for its functioning i.e. raw material, tools, finances and personnel.

- To organize a business involves determining & providing human and non-human resources to the organizational structure.
2. Organizing ct.

• Organizing as a process involves:
  – Identification of activities.
  – Classification of grouping of activities.
  – Assignment of duties.
  – Delegation of authority and creation of responsibility.
3. Staffing

- It is the function of manning the organization structure and keeping it manned.
- The main purpose of staffing is to put right man on right job i.e. square pegs in square holes and round pegs in round holes.
- Kootz & O’Donell, -Managerial function of staffing involves manning the organization structure through proper and effective selection, appraisal & development of personnel to fill the roles designed on the structure”.

• Staffing involves:
  – Manpower Planning (estimating man power in terms of searching, choose the person and putting him in the right place).
  – Recruitment, selection & placement.
  – Training & development.
  – Remuneration.
  – Performance appraisal.
  – Promotions & transfer.
4. Directing

- It activates the organizational methods to work efficiently for achievement of organizational purposes.
- It is considered life-spark of the organisation which sets in motion the action of people.
- Planning, organizing and staffing are the mere preparations for doing the work.
- It deals directly with influencing, guiding, supervising, motivating sub-ordinates for the achievement of organizational goals.
- It has following elements:
  - Supervision
  - Motivation
  - Leadership
  - Communication
4. Directing Ct.

Elements of directing:

• **Supervision** - implies overseeing the work of subordinates. It is the act of watching & directing work & workers.

• **Motivation** - means inspiring, stimulating or encouraging the sub-ordinates with zeal to work. Positive, negative, monetary, non-monetary incentives may be used for this purpose.

• **Leadership** - may be defined as a process by which manager guides and influences the work of subordinates in desired direction.

• **Communications** - is the process of passing information, experience, opinion etc from one person to another. It is a bridge of understanding.
5. Controlling

- It implies measurement of accomplishment against the standards and correction of deviation if any to ensure achievement of organizational goals.
- Ensures that everything occurs in conformities with the standards.
- An efficient system of control helps to predict deviations before they actually occur.
- *Theo Haimann*, “Controlling is the process of checking whether or not proper progress is being made towards the objectives and goals and acting if necessary, to correct any deviation”.
5. Controlling Ct.

• Koontz & O’Donell “Controlling is the measurement & correction of performance activities of subordinates in order to make sure that the objectives and plans desired to obtain them are being accomplished”.

• Therefore, controlling has following steps:
  – Measurement of actual performance.
  – Comparison of actual performance with the standards and finding out deviation if any.
  – Corrective action.
CONCLUSION

• For theoretical purposes, the functions have been separated but practically these functions are overlapping in nature - they are highly inseparable.

• Each function blends into the other & each affects the performance of others.
Summary of management functions

- Planning
- Organizing
- Staffing
- Directing
- Controlling
REFERENCE

• Blackwells (http://www.blackwell-synergy.com)