

Quadrant II - Notes

Course Code: POD 103

Module Name: Features of Management

Functions of Management

Many management experts have discussed the functions of management. But there is no unanimity among them about the classification of managerial functions. The chief reason for this lack of unanimity is that the different management experts discussed the management functions by studying different organisations and from different angles.

Henry Fayol, the father of principles of management, has classified managerial functions as follows:

- (a) Planning, including forecasting, (b) Organising, (c) Commanding, (d) Coordinating, and (e) Controlling.
- **Gulick and Urwick have classified management functions into seven. They coined the word 'PODSCORB' to describe the functions of management.**
- Each letter of this word denotes the initial letter of management functions, namely- (a) Planning, (b) Organising, (c) Directing, (d) Staffing, (e) Coordinating, (f) Reporting, and (g) Budgeting.

Thus, the functions of management may be classified as:

- 1. Planning,
- 2. Organising,
- 3. Staffing,
- 4. Directing, and
- 5. Controlling
- Planning-Planning 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. According to 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". Planning helps in achieving the objectives efficiently and effectively. Planning involves selecting of objectives and strategies, policies and programmes and procedures for achieving them.

- Thus, planning is a systematic thinking about ways & means for accomplishment of pre-determined goals. Planning is necessary to ensure proper utilization of human & non-human resources. It is all pervasive, it is an intellectual activity and it also helps in avoiding confusion, uncertainties, risks, wastages etc.

Organising-It is the process of bringing together physical, financial and human resources and developing productive relationship amongst them for achievement of organizational goals. According to Henry Fayol, "To organize a business is to provide it with everything useful or its functioning i.e. raw material, tools, capital and personnel's".

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

Staffing- It is the function of manning the organization structure and keeping it manned. Staffing has assumed greater importance in the recent years due to advancement of technology, increase in size of business, complexity of human behavior etc. The main purpose of staffing is to put right man on right job .

According to 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 into the structure."

Directing- It is that part of managerial function which actuates the organizational methods to work efficiently for achievement of organizational purposes. It is considered life-spark of the enterprise which sets it in motion the action of people because planning, organizing and staffing are the mere preparations for doing the work.

- Direction is that inert-personnel aspect of management which deals directly with influencing, guiding, supervising, motivating sub-ordinate for the achievement of organizational goals

Controlling is related to all other management functions. It is concerned with seeing whether the activities have been or being performed in conformity with the plans. According to Haimann, "Control is the process of checking to determine whether or not, proper progress is being made towards the objectives and goals and acting if necessary to correct any deviation."

- Koontz and O'Donnell have defined controlling "as the measurement and correction of the performance of activities of subordinates in order to make sure that enterprise's objectives and the plans devised to attain them are being accomplished."