

Q. Define management and explain the functions of management with suitable examples from your area of work?

Answer.

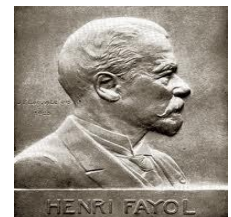
Introduction

1. Controlling a complex organization so as to achieve desired goals resulted in the evolution of the concept of management. Management includes all those people who are concerned with managing an organization. It is a sum of organized activities by a group of people. Management involves decision making at various levels of organization for getting things done by others. It is both science as well as an art, because the fundamentals of management are same everywhere but the practices differ.

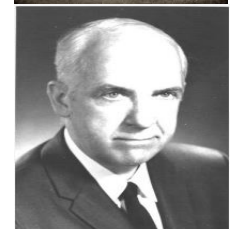


Definition of Management

2. Different experts have defined the term “Management”. Some of these definitions are given below: “To manage is to forecast and plan, to organize, to co-ordinate and to control.” – Henry Fayol



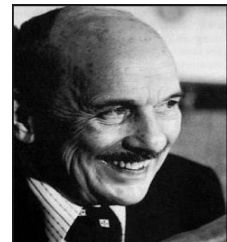
“Management is a distinct process consisting of planning, organizing, activating and controlling to determine and accomplish the objectives by the use of people and resources.”- G.R. Terry



“Management is simply the process of decision making and control over the action of human beings for the express purpose of attaining pre-determined goals.”- Stanley Vance



“Management is the art of getting things done through and with the people in formally organized groups.”- Harold Koontz



Functions of Management

3. Different experts have classified functions of management. According to George & Terry, “There are four fundamental functions of management i.e. planning, organizing, actuating and controlling”. According to Henry Fayol, “To manage is to forecast and plan, to organize, to command, & to control”. Whereas, Luther Gullick has given a keyword ‘POSDCORB’ where ‘P’ stands for Planning, ‘O’ for Organizing, ‘S’ for Staffing, ‘D’ for Directing, ‘C’ for Co-ordination, ‘R’ for reporting & ‘B’ for Budgeting. But the most widely accepted are functions of management given by Koontz and O'Donnell i.e. **Planning, Organizing, Staffing, Directing and Controlling**; which are described below:-

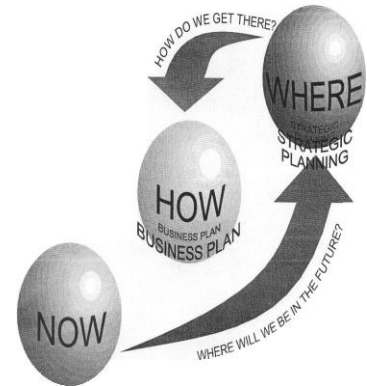


4. **Planning.** The function of management of systematically making decisions about the goals to be achieved and activities or actions needed to achieve those that an individual, a group, a work unit, or the overall organization will pursue in the future. Plans are developed for the entire organization unit and individuals for certain period of time. Its activities include:-

- (a) Analyzing the current situation.
- (b) Anticipating the future.
- (c) Determining the organizational objectives.
- (d) Deciding the activities to be involved.
- (e) Choosing strategies.

- (f) Determining resources to achieve organizational goals.

5. Every plan has to contribute positively towards the accomplishments of the objectives. Efficiency is measured by the contribution of the plan to objectives implementing the plan. Planning is the primary prerequisite for all other function of management. Every action of the manager follows a planning step. If more people in an organization use common and consistent planning premises, the enterprise planning will be more coordinated. Planning covers a period over which commitment of resources can be clearly visualized. Building flexibility in planning beneficial, but cost of building flexibility needs to be evaluated against the benefits. Manager needs to periodically check events of the plan and redraw plans to maintain the move towards a desired goal.



6. In my area of work (Simulator Squadron), we at the beginning of a year plan what maintenance procedures should be adopted to ensure 100% utilization of the simulators by the aircrew. We identify the resources that are mandatory for the maintenance of the simulators. Estimation of monetary resources is being done to complete the tasks well in time. After this, we used to prepare a comprehensive plan to execute the tasks.



7. **Organizing.** The management function of assembling and coordinating human, financial, physical, information and other resources needed to achieve organizational goals. Its activities include:-

- (a) Specifying Job responsibilities.
- (b) Grouping jobs into work units.

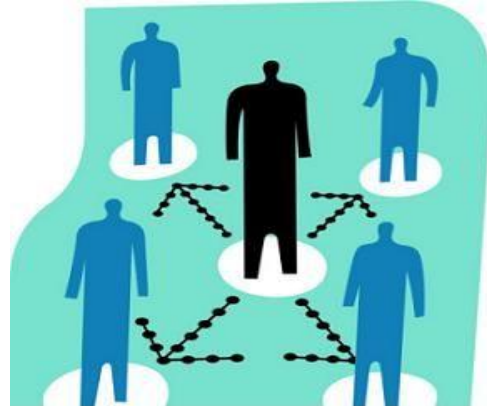
(c) Resource allocation

8. An organization is effective if it as a whole, and every part of it, makes possible accomplishment of individuals in contributing towards the attainment of objectives. There is a limit at each managerial position on the number of persons an individual can effectively manage. Maintenance of authority delegation requires that decisions within the authority competence of an individual manager be made by him and not referred upward in the organization. The better an organizational structure reflects a classification of the tasks and activities required for achievement of objectives and assists their coordination through creating a system of interrelated roles; and the more these roles are designed to fit the capabilities and motivations of people available to fill them, the more effective and efficient an organization structure will be. The more a position or a department has clear definition of results expected, activities to be undertaken, organization authority delegated, and authority and informational relationships with other positions, the more adequately individual responsible can contribute toward accomplishing objectives.

9. In my area, I used to delegate responsibilities to my subordinates according to their trade structure initially when they posted-in with appropriate level of authority, and after some time I delegate them other trade duties to expand the radius of their experience and intellect.



10. **Staffing.** The positions provided by the organization structure must be staffed with personnel able and willing to carry out the assigned functions. The quality of management personnel can be ensured through proper definition of the job and its appraisal in terms of human requirements, evaluation of candidates and incumbents, and appropriate training. Specifications for the job rest on organization requirements and on provision for incentives to induce effective and efficient performance of the tasks involved. Performance must be appraised against the management action required by superiors and against the standard of adherence in practice to managerial principles. Managers should be selected from among the best available candidates for the job, whether they are inside or outside the enterprise. The objective of management development is to strengthen existing managers. The most effective means of developing managers is to have the task performed primarily by a manager's superior.



11. In my area of work, I used to put special emphasis on the training of deployed manpower, evaluate them on daily basis and appreciate them by granting them day-off etc.

12. **Directing.** The management function that involves the manager's efforts to stimulate high performance by employees and includes directing, motivating and communicating with employees, individually and in groups. Its activities include:

- (a) Directing the workforce.
- (b) Motivating your subordinates.
- (c) Communicating with employees
- (d) Leadership



13. Effective directing depends on the extent to which individual objectives in cooperative activity are harmonized with group objectives. The more completely an individual has a reporting relationship to a single superior, the less the problem of conflict in instructions and the greater the feeling of personal responsibility for results. Effective direction requires that management supplement objective methods of supervision with direct personal contact. Since people, tasks, and organizational environment vary, techniques of supervision will be most effective if appropriately varied. At one time there was a management emphasis on directing in the directorial (autocratic) sense, but in recent times, the concept of directing has become more congruent with leading than with pushing. Thus today, directing is more related to leading and leadership styles. Leadership in this context means the process whereby a work environment is created in which people can do their best work and feel an interest in producing a quality product or service.



14. In my area of work, I religiously direct my subordinates before, during and after the execution of a task. I assure that there should be no communication gap at all levels of my squadron. I used to communicate with my subordinates quite often.

15. **Controlling.** The function of management of monitoring progress and making needed changes to make sure that the organizational goals are achieved. Its activities include:



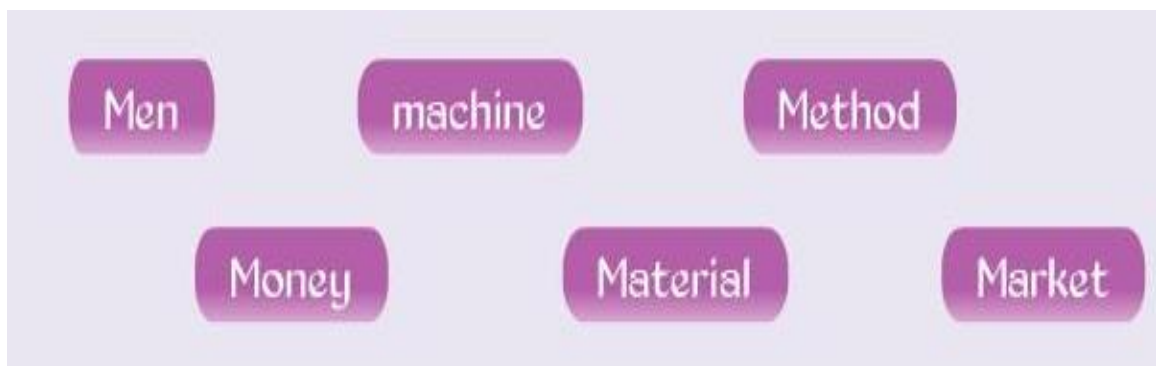
- (a) Setting performance standards that indicate progress toward long-term goals.
- (b) Monitoring staff performance through performance data evaluation.
- (c) Identifying performance problems by comparing performance data against standards and take corrective actions.

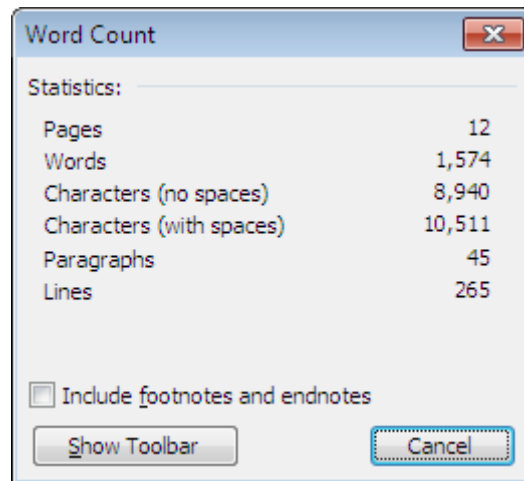
16. The task of control is to assure accomplishment of objectives by detecting potential or actual deviation from plans early enough to permit effective corrective action. The primary responsibility for the exercise of control rests in the manager charged with the execution of plans. The more controls are designed to deal with and reflect the specific nature and structure of plans, the more effective they will serve the interests of the enterprises and its managers. The more controls are designed to reflect the place in the organization structure where responsibility for action lies, the more they will facilitate correction of deviation of events from plans. Controls have to be consistent with the position, operational responsibility, competence, and needs of the individuals who have to interpret the control measures and exercise control. Effective control requires objective, accurate, and suitable controls. Effective control requires attention to those factors critical to appraising performance against an individual plan. Control is justified only if indicated or experienced deviations from plans are corrected through appropriate planning, organizing, staffing and directing.

17. In my area of work, I used to monitor the scheduled tasks regularly. If there is certain deviation in the completion of task(s) due to any reason such as procurement of items, non-availability of manpower etc. I correct that misbehavior and change the strategy if appropriate.

Conclusion

18. In conclusion, "Management" is an individual or group of individuals that accept responsibilities to run an organization. Management brings together all six M's i.e. **M**en and **W**omen, **M**oney, **M**achines, **M**aterials, **M**ethods and **M**arkets.





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