



The Functions of Management

- Generally managers often view their work as task or supervisory in orientation. **In fact** it is more than this.
- The primary challenge is to solve problems creatively (Problems are not identical).
- Managers are responsible for the processes of getting activities completed efficiently with and through other people and setting & achieving goals through the execution of four basic management functions.
- These four functions on how to be a successful and efficient manager are:
- Planning, Organizing, Leading, Controlling



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- They are very useful way of classifying the activities.

Planning	Organizing	Leading	Controlling
1. Vision & Mission 2. Strategizing 3. Goals & Objectives	1. Organization Design 2. Culture 3. Social Networks	1. Leadership 2. Decision Making 3. Communications 4. Groups/Teams 5. Motivation	1. Systems/Processes 2. Strategic Human Resources

- The P-O-L-C Frame work

- Source: Principles-of-Management, university of Minnesota libraries publishing edition, 2015.



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Planning function: it is the setting objectives and determining a course of action for achieving those objectives. Planning requires that managers be aware of environmental conditions facing their organization and forecast future conditions.

- Planners must constantly evaluate the success of their plans and take corrective action when necessary by using the below **3** techniques:
- **1. Strategic planning** involves analyzing competitive opportunities and threats, as well as the strengths and weaknesses of the organization.
- It has a **long time frame, often three years or more**. Strategic planning generally includes the entire organization and includes formulation of objectives. It is often based on the organization's mission. Often it is the duty of top management to conduct strategic planning.



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- **2.Tactical planning** is an intermediate-range (one to three years) planning that is designed to develop relatively concrete and specific means to implement the strategic plan. Middle-level managers often engage in tactical planning.
- **3.Operational planning** is a short-range (less than a year) planning that is designed to develop specific action steps that support the strategic and tactical plans.



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Organizing function: is the function of management that involves developing an organizational structure (Organization chart) and allocating human resources to ensure the accomplishment of objectives/goals.

- It is the process of establishing worker relationships, it allows workers to work together to achieve their organizational goals.
- Organizing at the level of the organization involves deciding how best to departmentalize, or cluster, jobs into departments to coordinate effort effectively. There are many different ways to departmentalize, including organizing by function, product, geography, or customer. Many larger organizations use multiple methods of departmentalization.



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- **Leading function:** involves the social and informal sources of influence to be used to inspire action taken by others. If managers are effective leaders, their subordinates will be enthusiastic/satisfied about exerting effort to meet the organization objectives, this can be conducted by understanding subordinates' personalities, values, attitudes, and emotions.
- It involves energizing employees, and **motivating people using vision, influence, persuasion, and effective communication skills.**



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- **Controlling function:** Evaluate and monitor how well you are achieving your goals, improving performance, taking actions. Put processes in place to help you establish standards, so you can measure, compare, and make decisions relying the **3** below steps:

1. Establishing performance standards: They are often stated in monetary terms such as revenue, costs, or profits but may also be stated in other terms, such as units produced, number of defective products, or levels of quality or customer service.

2. Comparing actual performance against standards: it can be done in several ways, depending on the performance standards, including financial statements, sales reports, production results, customer satisfaction, and formal performance appraisals. Managers at all levels engage in the managerial function of controlling to some degree.



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- **3. Taking corrective action when necessary:** Controlling also requires a clear understanding of where responsibility for deviations from standards lies. Two traditional control techniques are **budget** and **performance audits**.
- An audit involves an examination and verification of records and supporting documents.
- A budget audit provides information about where the organization is with respect to what was planned or budgeted for, whereas a performance audit might try to determine whether the figures reported are a reflection of actual performance.