



# UNIT I

## MANAGEMENT PROCESS



### 2

#### CHAPTER

## FUNCTIONS OF MANAGEMENT

இதனை இதனால் இவன்முடிக்கும் என்றாய்ந்து  
அதனை அவன்கண் விடல்.

—குறள் 517

#### COUPLET

After having considered, "this man can accomplish this, by these means", let (the king) leave with him the discharge of that duty.



### Learning Objectives

To enable the students to understand the

- Various functions of management
- Significance of functions of management

### Chapter Synopsis

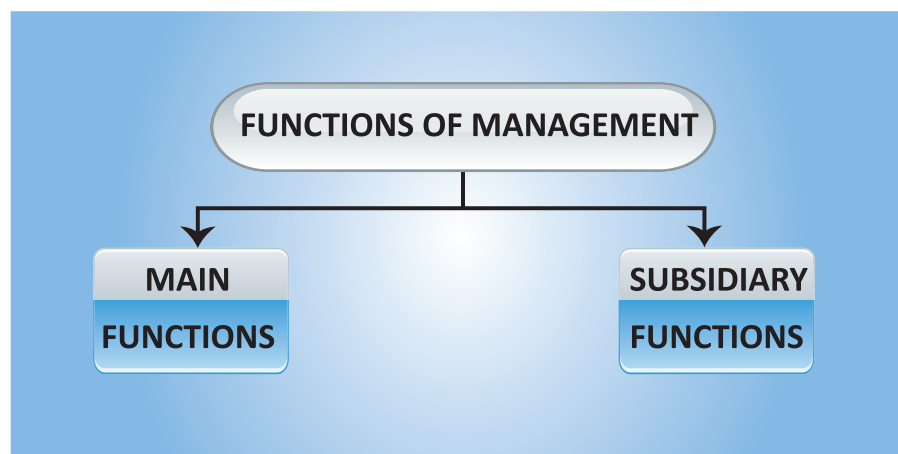
2.01 Main Functions

2.02 Subsidiary Functions

### FUNCTIONS OF MANAGEMENT

Managerial functions are time specific, institution specific and country specific. The management functions of industrial revolution may differ from the management functions of 19th century and followed by 20th century. This chapter is an attempt to explain the management functions of 20th century and after.

Management functions are called as Managerial process. This process is 24 hours non stop process for attaining the objectives again and again for reaching the highest level.





Functions of management can be classified into two categories, they are A. Main functions and B. Subsidiary functions. All functions of management are briefly discussed below:

## 2.01 Main Functions

Planning, Organising, Staffing, Directing, Motivating, Controlling and Co-ordination are the main functions of management.

### 1. Planning

'Think Before you Act' or 'Look Before you Leap' are some of the usual traditional proverbs; which provide a basis or logic for planning. Planning is the primary function of management. Nothing can be performed without planning. (For eg., Writing a book starts with planning). In short, planning refers to deciding in advance. Planning is a constructive reviewing of future needs so that present actions can be adjusted in view of the established goal. Planning should take place before doing; most individual or group efforts are made by determining before any operative action takes place, what shall be done, where, how and who shall do it.

### 2. Organising

Organising is the process of establishing harmonious relationship among the members of an organisation and the creation of network of relationship among them. Organising function work is assigned to employees who are given authority to carry out the work assigned and made accountable for it.

### 3. Staffing

Staffing function comprises the activities of selection and placement of competent personnel. In other words, staffing refers to placement of right persons in the right jobs. Staffing includes selection of right persons, training to those needy persons, promotion of best persons, retirement of old persons, performance appraisal of all the personnel, and adequate remuneration of personnel. The success of any enterprise depends upon the successful performance of staffing function.

### 4. Directing

Directing denotes motivating, leading, guiding and communicating with

subordinates on an ongoing basis in order to accomplish pre-set goals. Employees are kept informed of all necessary matters by circulars, instructions manuals, newsletters, notice-boards, meeting, participative mechanism etc., in order to enable the employees to accomplish the organizational goals.

## 5. Motivating

The goals are achieved with the help of motivation. Motivation includes increasing the speed of performance of a work and developing a willingness on the part of workers. This is done by a resourceful leader. The workers expect, favourable climate conditions to work, fair treatment, monetary or non-monetary incentive, effective communication and gentleman approach.

## 6. Controlling


Controlling is performed to evaluate the performance of employees and deciding increments and promotion decisions. The control function helps in identifying under performers and arranging remedial training for them. It is the control function which facilitates synchronization of actual performance with predetermined standards.

## 7. Co-ordination

Co-ordination is the synchronization (or unification or integration) of the actions of all individuals, working in the enterprise in different capacities; so as to lead to the most successful attainment of the common objectives. Co-ordination is included in every managerial function; Eg (i) Planning and co-ordination, (ii).Organising and co-ordination, (iii) Staffing and co-ordination, (iv) Directing and co-ordination, (v) Motivation and co-ordination and (iv) Controlling and co-ordination.

All the activities are divided groupwise or sectionwise under organising function.

Now, such grouped activities are co-ordinated towards the accomplishment of objectives of an organisation. The difficulty of co-ordination depends upon the size of organisation. The difficulty of co-ordination is increased with the increasing size of the organisation.



**“ Passing the buck, the buck stops here”**

To shift or reassign the blame or responsibility (for something) to another person, group, or thing.

## 2.02 Subsidiary Functions

Innovation, Representation, Decision-making, and Communication are the subsidiary functions of management.

### 1. Innovation

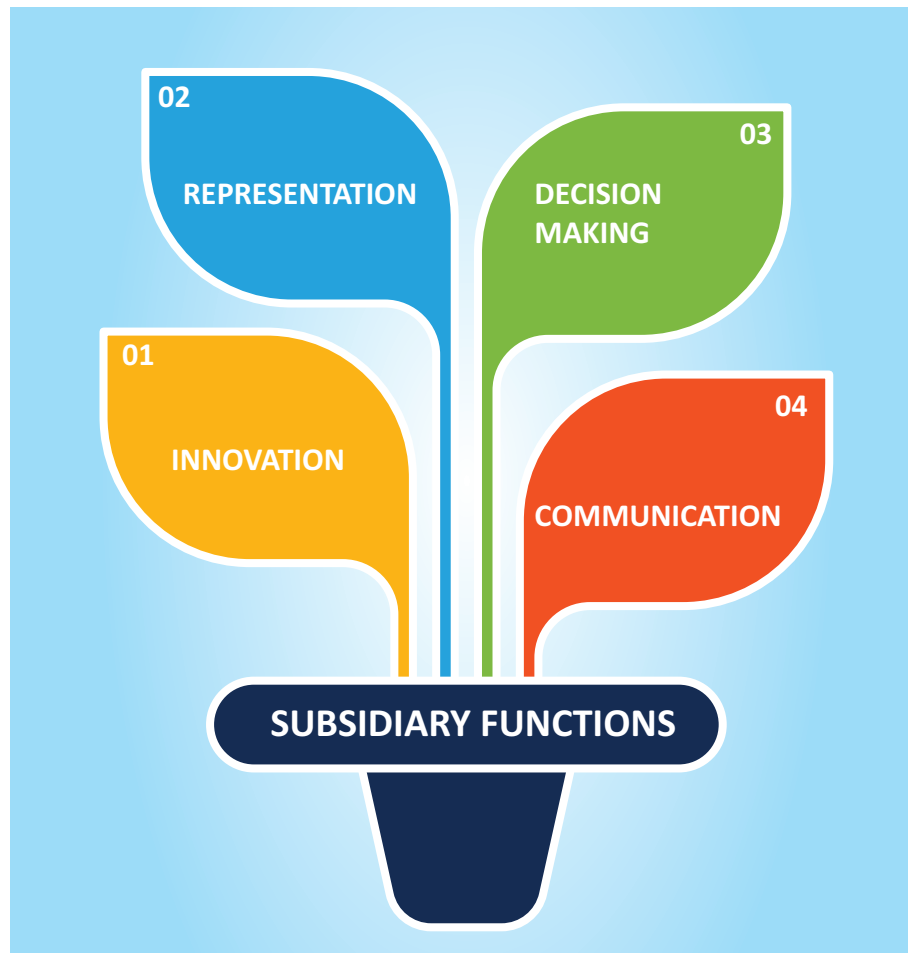
Innovation refers to the preparation of personnel and organisation to face the changes made in the business world. Continuous changes are being made in the business. Consumers are satisfied through innovation. Innovation includes developing new material, new products, new techniques in production, new package, new design of a product and cost reduction.

### 2. Representation

A manager has to act as representative of a company. Manager has dealings with customers, suppliers, government officials, banks, financial institutions, trade unions and the like. It is the duty of every manager to have good relation with others.

### 3. Decision-making

Every employee of an organisation has to take a number of decisions every day. Decision-making helps in the smooth functioning of an organisation.



#### 4. Communication

Communication is the transmission of human thoughts, views or opinions from one person to another person. Workers are informed about what should be done, where it is to be done, how it is to be done and when it is to be done. Communication helps the regulation of job and co-ordinates the activities.

Scholars in the field of management have their own classification of functions of management. Some scholars add few functions and delete some other functions.

##### Key Words

Motivation	Control
Co-ordination	Innovation
Decision - making	Change



##### For Own Thinking

1. Check for the criterias that add cost in the absence of planning.
2. Design a communication network that speeds up the work.



##### For Future Learning

1. Identify the need for financial and non-financial motivators relating to Gen Z.
2. What kind of control measures can be planned for minimal waste for future organisations.



The generation Z workers motivators are as follows:

- Flexible schedule
- Skip annual performance review
- Embrace tech centered work place
- Plan for in-person interaction
- Expect to provide more structure and direction
- Re-evaluate formal education
- Have a plan for professional growth
- Set clear expectations
- Make them feel valued
- Be transparent.



## Exercise



### I. Choose the Correct Answers:

- Which is the primary function of management?  
(a) Innovating (b) Controlling  
(c) Planning (d) Decision-making
- Which of the following is not a main function?  
(a) Decision-making (b) Planning  
(c) Organising (d) Staffing
- \_\_\_\_\_ is included in every managerial function.  
(a) Co-ordinating (b) Controlling  
(c) Staffing (d) Organising
- Which of the following is verification function?  
(a) Planning (b) Organising  
(c) Staffing (d) Controlling
- The goals are achieved with the help of \_\_\_\_  
(a) Motivation (b) Controlling  
(c) Planning (d) Staffing

### Answers:

1	c	2	a	3	a	4	d	5	a
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### II. Very Short Answer Questions:

- Write a short note about Planning.
- What is meant by Motivation?
- List the subsidiary functions of management.
- What is the Traditional proverb used in planning?

### III. Short Answer Questions:

- List out the main functions of management?
- State the importance of staffing.
- How the employees are informed about important matters in a company?

### IV. Long Answer Questions:

- Explain the various functions of management. (any 5)

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