

MANAGEMENT

PRINCIPLES AND APPLICATIONS

UNIT-1

PART-III

MANAGERIAL FUNCTIONS

The study of the functions of management is an important topic in the theory of management. Management is the art of getting things done through and with people for the accomplishment of pre-determined objectives. For attaining these objectives, a manager has to perform a series of functions. According to **George R. Terry**, "Functions are the main entities around which a manager builds an effective organisation structure." According to **Koontz and O'Donnell**, "The most useful method of classifying managerial functions is to group them around the activities of planning, organising, staffing, direction and controlling." Thus, the steps required to ensure that the objectives are achieved may be referred to as the functions of management.

Different classifications of managerial functions have been attempted by different experts in the field. It is strange that every author accepts the pervasiveness of the managerial functions but there is hardly any unanimity among them. Every author has his own list of functions. The basic characteristics of efficient management are common whether the unit to be managed is as small as a family or large enough as a business, social, political or religious organisation.

Broadly the functions of management can be classified in to two ways:

- Classification according to Henry Fayol
- Classification according to Koontz and O' Donnell

Classification According to Henry Fayol

Henry Fayol, in his definition of management, has made it clear as to what should be the functions of management, He says, "To manage is to forecast and plan, to organise, to command, to co-ordinate and to control." The five functions of management given by him are most commonly known as 'P.O.C.C.C. Theo Haimann has observed, "By and large, the functions as outlined by Henry Fayol, are as current as those set forth by any of the other writers in the area of management."

Henry Fayol has classified the managerial functions as follows:

- (i) Forecasting and Planning
- (ii) Organising
- (iii) Commanding
- (iv) Co-ordinating
- (v) Controlling.

Classification according Harold Koontz and Cyril O'Donnell have classified the managerial functions under the following five heads most commonly known as 'P.O.D.C.S.':

- (i) Planning
- (ii) Organising
- (iii) Direction and Leadership
- (iv) Controlling
- (v) Staffing

Koontz and O' Donnell do not consider 'Co-ordination' as a separate function of management. Most of the authors agree with the view given by Koontz and O'Donnell.

Besides the above two categories, some other authors have classified the functions of management as follows:

(i) **Luther Gullick**, the first director of the National Institute of Public Administration of U.S.A. has prepared a list of functions of management under the catchword 'P.O.D.S.C.O.R.B.' as follows:

- (i) Planning
- (ii) Organising
- (iii) Directing
- (iv) Staffing
- (v) Co-ordinating
- (vi) Reporting
- (vii) Budgeting

(ii) **R.C. Davis** has suggested three main functions of management under the catchword 'P.O.C.' as under:

- (i) Planning
- (ii) Organising
- (iii) Controlling

(iii) **Lyndall Urwick** has prepared a list of functions most commonly known as F.P.O.C.C.C.' as follows:

- (i) Forecasting
- (ii) Planning
- (iii) Organising
- (iv) Commanding
- (v) Co-ordinating
- (vi) Controlling

(iv) According to **J.L. Massie** the functions of management under the catchword 'D.O.S.P.C.C.D.' are as follows:

- (i) Decision-making
- (ii) Organising
- (iii) Staffing
- (iv) Planning

- (v) Controlling
- (vi) Communication.
- (vii) Directing

(v) **George R. Terry** has suggested the following four functions of management under the catchword 'P.O.A. C.':

- (i) Planning
- (ii) Organising
- (iii) Actuating
- (iv) Control

(vi) **Newmann, Summer and Warren** have classified the managerial functions under four heads under the catchword 'O.P.L.M. viz.,

- (i) Organising
- (ii) Planning
- (iii) Leading
- (iv) Measuring and Controlling