

“Management is a multi-purpose organ that manages a business, manages manager and manages worker and work”.

George Terry

“Management is a distinct process consisting of planning, organizing, actuating and controlling performance to determine and accomplish the objectives by the use of people and resources”.

Having gone through the above definitions of management, now we can define it as getting things done through others/subordinates. In other words, it is a process of various functions like planning, organizing, leading and controlling the business operations in such a manner as to achieve the objectives set by the business firm. It consists of all activities beginning from business planning to its actual survival.

Elements of Good Management

A successful small business that is thriving and providing, has key characteristics. One of these characteristics is good management. Good management is not just about how to manage the business, but it is just as much about how you manage people. It is the people, after all, who build successful businesses full of passion and provision.

When we look closely at what makes up good management, there are 4 fundamental elements that translate into a more effective business:

- 1. Objectives:** Objectives are the ends towards which activities are aimed. For each overall goal that one develops, there should be specific, measurable, appropriate, and realistic and time bound (SMART) objectives. These objectives relate to problem statement and desirable anticipated results that represents changes in knowledge, attitude or behavior of project staff and beneficiaries. The objectives should be used to develop evaluation criteria to ensure that evaluations conducted later in the program will measure the results that projects intend to achieve.

Characteristics of Objectives: Are as follows;

- i.** Relevant: When objectives fit into the overall general policy or help to solve the problem.
 - ii.** Feasible: When it is possible to achieve, that is, the resources (land, labor, capital and organization) are available and constraints can be removed.
 - iii.** Observable: When results can be clearly seen.
 - iv.** Measurable: An objective is measurable when results can be stated in number i.e. Mortality will be deducted by 30% is measurable.
- 2. Means:** Are the ways/ tools/ instruments (Government, NGO etc.) to be used for successful implementation, monitoring, controlling and evaluating planned activities of resources.
 - 3. Resources:** Are the inputs (physical, financial or human) used by means for timely and efficient completion of planned activities of resources.

- 4. Work Plan:** It shows the sequence of activities which lead to achieve the objectives of business enterprise.

Functions of Management

For theoretical purposes, it may be convenient to separate the function of management but practically these functions are overlapping in nature i.e. they are highly inseparable. Each function blends into the other & each affects the performance of others. Following are the main functions of management.

1. Planning

It 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 between where we are & where we want to be”. A plan is a future course of actions. It is an exercise in problem solving & decision making. Planning is determination of courses of action to achieve desired goals. 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.

2. Organizing

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 for 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. Organizing as a process involves:

- Identification of activities.
- Classification or grouping of activities.
- Assignment of duties.
- Delegation of authority and creation of responsibility.
- Coordinating authority and subordinate relationships.

3. 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 i.e. square pegs in square holes and round pegs in round holes. According to Kootz & O’Donell, “Managerial function of staffing involves manning the organization structure through proper and effective selection, appraisal & development of personnel’s”.

Staffing involves:

- Manpower Planning (estimating man power in terms of searching, choose the person and giving them the right place).
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- Recruitment, Selection & Placement.
- Training & Development.
- Remuneration.
- Performance Appraisal.
- Promotions & Transfer.

4. 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 the personnel aspect of management which deals directly with influencing, guiding, supervising and motivating sub-ordinate for the achievement of organizational goals. Direction has following elements:

I)Supervision: implies overseeing the work of subordinates by their superiors. It is the act of watching & directing work & workers.

II)Motivation: means inspiring, stimulating or encouraging the sub-ordinates with zeal to work. Positive, negative, monetary, non-monetary incentives may be used for this purpose.

III)Leadership: may be defined as a process by which manager guides and influences the work of subordinates in desired direction.

IV)Communications: is the process of passing information, experience and opinion etc. from one person to another. It is a bridge of understanding.

5. Controlling

It implies measurement of accomplishment against the standards and correction of deviation if any to ensure achievement of organizational goals. The purpose of controlling is to ensure that everything occurs in conformities with the standards. An efficient system of control helps to predict deviations before they actually occur. According to Theo Haimann, “Controlling is the process of checking whether or not proper progress is being made towards the objectives and goals and acting if necessary, to correct any deviation”. According to Koontz & O’Donell “Controlling is the measurement & correction of performance activities of subordinates in order to make sure that the enterprise objectives and plans desired to obtain them are being accomplished”. Therefore, controlling has following steps:

I) Establishment of standard performance.

II)Measurement of actual performance.

III)Comparison of actual performance with the standards and finding out deviation if any.

IV)Corrective action.