

PLANNING

It means “Preparing a sketch or an outline of any proposed plan of actions”. It implies considering and arranging in advance a projected course of action. It can also be defined as determining what is to be done, making the decisions to do it, and devising a procedure, method and time table to do it. Planning is a general activity. It is a necessary part of all operations of an enterprise, and for the operations of each of the departments and sections. It stimulates people to action and also determines their mode of action. For eg. Sales manager plans his sales campaign The purchasing Manager plans his purchasing and transporting operations The production Manager plans his production programs. Planning is an exercise in forecasting and decision making. It involves forecast of future conditions and an estimate of how the proposed plans would be affected by them. Thus planning involves two aspects. First it involves mental formulations of an idea of what is desired to be achieved. Upto this, it remains at the thinking level and is based on forecasts and estimates. Secondly it determines the mode of action to be pursued to achieve what has been thought up. At this stage, the idea takes a definite shape with a due regard to the ordinary and immediate circumstances facing the enterprise.

ORGANISATION

To organize means to put into working order and arrange in a system. In this sense, an organization is an organized body or persons. Organising may be defined as arranging a number of complex tasks into manageable units and defining the formal relationship among the people who are assigned the various units of tasks. This definition is in the context of attainment of the goals and objectives of an undertaking. Generally, identifiable units of tasks are put under

the charge of a department, section or division. The head of that department, section or unit being given with the authority to perform those tasks.

After classification and analysis of functions to be performed by each department, persons possessing requisite qualifications and experience may be appointed as head of each of these departments. Such persons should also be given proper authority to discharge their functions efficiently. . Thus basically organization is concerned with grouping the activities required to attain the planned objectives, defining responsibilities of the people in the organization, delegating the appropriate authority to them to discharge the respective responsibilities and establishing structural relationships to enable Co-ordination of the individual efforts towards accomplishment of the enterprise objectives. The main objective of organization is to establish well defined relationships as between individuals and groups of individuals and between the activities performed by them.

STAFFING

It has been defined as manning and keeping manned the positions provided by the organization structure. Thus staffing involves four things: Assessment of personnel needs of the enterprise and selection and training of employees. Determination of employees remuneration. Evaluation of employees performance. Establishment of effective communication skills. Staffing is a difficult managerial function, because it is concerned with selection of properly qualified and mentally well-adjusted persons and their retention in the enterprise as a contented and motivated work force.

DIRECTING

To direct means to guide and supervise any action or conduct. It implies guidance or instructions about what to do and how to do it. We have seen that in

organisatin executives assign responsibilities and duties to their subordinates and delegate to them with requisite authority to perform the assigned responsibilities of duties. This in fact is of very essence of management the art and process of getting things done by others. No doubt, executives have the authority to force their subordinates to comply with their directives. In case any subordinates faisl or refuses to comply, be may be thrown out or punished in some other manner. But this a wrong view of the enterprise entire process of management. On any case, with strong trade unions and a number of labour laws to protect the worker, it would not be wise to demand compliance from one's subordinated. For securing whole-hearted compliance from subordinated, the function of direction assumes considerable significance. Direction function involves 1.Issuing orders and instructions to subordinated. 2. Guiding, training, energizing and leading the subordinates to perform the work methodically. 3.Exercising supervision over the work done by subordinates to ensure that it is in conformity with aims and objectives of the enterprise. From all accounts, the function of directions is very important. Thus to make the organization click, it becomes necessary to direct one's subordinates in a manner that they become effective instruments in the realization of enterprise goods. The process of direction comprises of the following elements viz.

- i. Leadership
- ii. Communication
- iii. Motivation and
- iv. Supervision

CO-ORDINATION

Some authorities emphasize co-ordination as a separate function of Management. This approach has not been adopted here because it is felt that co-ordination is emphasized in each of the functions of management process. Co-ordination must be sought from the very first step, namely, planning, so that plans of all departments are integrated into a master plan, ensuring the adequate co-ordination. Similarly organizing of people into groups and work into activities involves adequate co-ordination. It can also be secured through proper motivation of the workers towards organized efforts in terms of organizational objectives and personal objectives of the employees through an integration of such objectives. Finally the controlling aspect also indicates further co-ordination is required resulting in improvements and fresh plans.

CONTROL

Controlling can be defined as “comparing results with plans and taking corrective action when results deviate from plans.”

In an organizational set up, It every Manager’s responsibility to control the performance of work and workers places under his charge.

Pre-requisites of control:

1. Control is possible only where there is a plan according to which actual performance is intended to proceed. 2. The second requirement of control is measurement of the results of actual operations. 3. The third requirement of control is taking corrective action as soon as deviation from the plan is discovered. Fundamentally, control is any process that guides activity towards some pre-determined goal. The essence of this concept is in determining whether the activity is achieving the desired results. This is what control is all

about. For control to be effective and fruitful, it must be based on a plan. Then on the basis of information received from the operational level, there must be measurement of actual performance to ascertain deviations. Thus the above functions are said to be the important functions of Management.

Planning

Planning is the thinking process, the organized, foresight, the vision based on facts and experience that is required for intelligent action.” - ALFORD & BEATTY

FEATURES

As a process, planning has certain features as given below. –

It is the thinking process. -

“Choosing” is at the root of planning.

It is pervasive prevailing in all activities

Accomplishment of enterprise objectives. - Primacy of planning

Prime - It is all embracing. - It leads to increase in efficiency. - It is an integrated process consisting of objectives, policies, procedures

TYPES OF ORGANIZATION

The problem of organization is to select and combine the efforts of men of proper characteristics so as to produce the desired result. Although character and type of organization would depend largely on the size and nature of enterprise, the following broad patterns of organizing the personnel have been evolved.

Line organization Staff Organisation Functional Organisation Line and Staff Organisation Matrix Organisation Projectised Organisation A brief outline about the three basic organization structures are given below

LINE ORGANISATION

It is the oldest type of organisation in use in which authority flows from the men at the top to the lowest man vertically. i.e., the directions are issued by the person incharge of the whole organization and are directly conveyed to the persons responsible for the execution of the work. The advantages of this structure are: Simple to understand and develop. Clear-cut division of authority and responsibility is possible Discipline can be easily maintained. It makes for quick action However, this structure has following shortcomings: Makes the organization more rigid and inflexible Lack of expert advice may be there. Key man are loaded heavily. Loss of one or two capable men may mar the organisation

LINE AND STAFF ORGNISATION

A manager today cannot hope to think of all possible factors in a given situation. Therefore, he hs a set of expert advisers. Those functions which have direct responsibility for accomplishing the major objectives of the firm are called line functions. The staff functions are supposed to help and assist the line in discharging their responsibility. The staff position established as a measure of support for the line organization may be of personal staff, specialised staff and general staff. This form has certain advantages and limitations. They are It is based planned specialization It brings expert knowledge to bear upon management It provides more opportunity for advancement for able workers. Limitations: Relationship between line and staff member may creates confusion.

Lack of authority may affect the interest of the staff member. Prestige and influence of line member may suffer in front of specialist

ELEMENTS OF DELEGATION

The process of delegation involves three basic actions whether expressed or implied. They are The delegator should assign duties to subordinates. He has to grant authority to subordinates to the delegated part of his work. Delegation should create obligation on the part of subordinate to complete the job.

Merits

1. Relieves manager's workload.
2. Leads to better decisions.
3. Speed up decision builds up morale.
4. Train subordinates and
5. Helps to create formal organization structure.

BARRIERS TO DELEGATION

On the manager's side:

1. Fear of loss of power
2. Lack of confidence in subordinates.

3. Fear of being exposed.

4. Difficulty in briefing.

On the subordinates side:

1. Fear of criticism

2. Lack of adequate information

3. Lack of self confidence and initiative and resources.

4. No positive personal gain.

GUIDELINES FOR EFFECTIVE DELEGATION

1. Clarity in assigning the task

2. Proportionate authority.

3. Limits of subordinates authority.

4. Positive incentive for accepting responsibility.

5. Proper training of subordinates.

6. Create climate for mutual trust and goodwill

7. No over laps or slips in delegation

Direction is instructing the subordinates to follow a certain process to attain a give objectives. It is getting the work done through instructions and orders. It is the function of diversion in the management process to get the work from the subordinates by means of guiding, motivation, communication, supervising, leading and if need be commanding. It is sum of total of managerial efforts that

is applied for guiding and inspiring the working teams to make better accomplishments in the organization. It is the heart and soul of management.

PROCESS OF DIRECTION

1. Defining the objectives.

2. Organizing the efforts.

3. Measuring the work.

4. Developing the people.

Every manager in the organization gives direction to his subordinates as superior and receives directions from his superior. Direction may be defined as the function of management which is related with instructing, guiding and inspiring human factor in the organization to achieve organization objective. The direction is not merely issuing orders and instructions by a superior to his subordinates, but it includes the process of guiding and inspiring them. The analysis of definition reveals that direction function consists of three elements. - Motivation - Leadership - Communication Direction has the following characteristics - Direction is an important managerial function. Through direction management can initiate actions in the organization. - Direction function is performed at every level of management. - Direction is a continuous process and it continues throughout the life of the organization. - Direction initiates at the top level in the organization and flows downwards through the hierarchy. It emphasizes that a subordinate is to be directed by his own superior only.

IMPORTANCE OF DIRECTION

The importance of direction function in the organization can be presented as follows. - Direction initiates action. - Direction integrates employees efforts. Direction attempts to get maximum out of individuals. - Direction facilitates changes in the organization. - Direction provides stability