

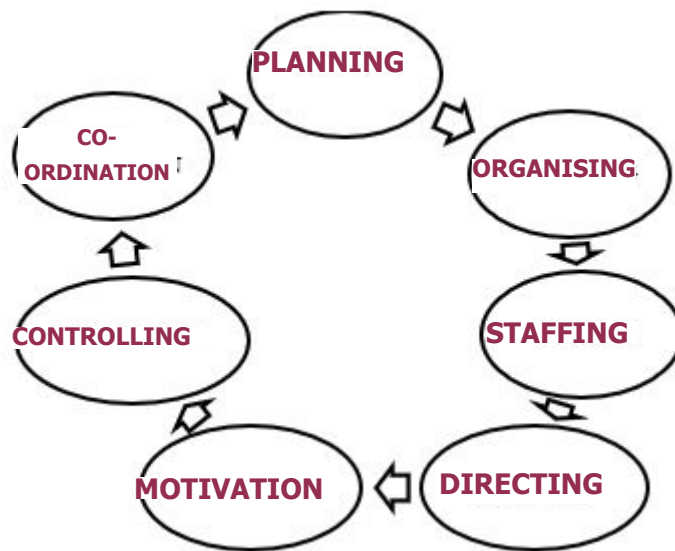
UNIT-I
CHAPTER
2

FUNCTIONS OF MANAGEMENT

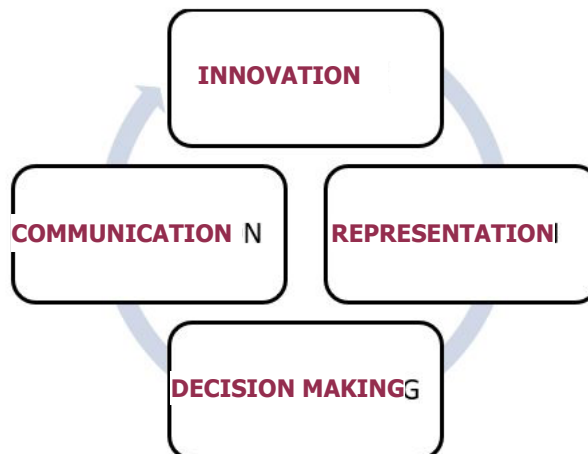
INTRODUCTION

The elements of management process are known as Functions of Management. The managerial functions are time specific, Institution specific and Country specific. Management is a set of principles relating to the functions of planning, organizing, directing, and controlling. The applications of these principles in harnessing the physical, financial, human and informational resources efficiently and effectively to achieve the organizational goals. This chapter is an attempt to explain the management functions of 20th century and after.

PRIMARY FUNCTIONS OF MANAGEMENT



SECONDARY FUNCTIONS OF MANAGEMENT



I. CHOOSE THE CORRECT ANSWERS**1. Which is the primary function of management?**

- a) Innovating b) Controlling
c) Planning d) Decision-making

2. Which of the following is not a main function?

- a) Decision-making b) Planning
c) Organising d) Staffing

3. Distribution of work in groupwise or section is called as _____

- a) Co-ordinating b) Controlling
c) Staffing d) Organising

4. Which of the following is verification function?

- a) Planning b) Organising
c) Staffing d) Controlling

ANSWERS

1	c)	2	a)	3	d)	4	d)
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II. VERY SHORT ANSWER QUESTIONS**1. Write a short note about planning.**

- ❖ Planning is the primary function of management.
- ❖ Planning is a constructive reviewing of future needs so that present actions can be adjusted in the view of the established goal.
- ❖ Planning should take place before doing.
- ❖ Planning involves identification of alternative and selection from alternative.

2. What is meant by motivation?

- ❖ Motivation is the psychological technique of executing plans and policies through the efforts of others.
- ❖ Motivation includes increasing the speed of performance of a work and developing willingness on the part of workers.

3. What is meant by controlling?

- ❖ The function of controlling consists of the activities of the people who conform to the plans and objectives of the organization.

- ❖ It is performed to evaluate the performance of employees and deciding increments and promotion decisions.
- ❖ It helps in identifying under performers and arranging remedial training for them.

4. How do you coordinate your classroom with peace?

- ❖ Children from various sources come to school with those who are different from them, from other cultures.
- ❖ It is high time the teachers and government should take necessary steps for avoiding the cultural and other problems.
- ❖ We should respect the Earth and all the people that live on it.
- ❖ By giving group work to them, the coordination among them will be increased.
- ❖ A target like painting on the wall can be given to them.
- ❖ The students may asked to tell moral stories.

5. What is meant by Innovation?

- ❖ Innovation refers to the preparation of personnel and organization to face the changes made in the business world.
- ❖ It includes developing new material, new products, new techniques in production, new package, new design of a product and cost reduction.

III. SHORT ANSWER QUESTIONS**1. List out the main functions of management?**

The following are the main functions of management.

- ❖ Planning
- ❖ Organizing
- ❖ Staffing
- ❖ Directing
- ❖ Motivation
- ❖ Controlling
- ❖ Co-ordination

2. State the importance of staffing.

- ❖ The success of any enterprise depends upon the successful performance of staffing function.
- ❖ Staffing refers to placement of right persons in the right jobs.

- ❖ It 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 or personnel.

3. Bring out the subsidiary functions of management.

The following are the subsidiary functions of management.

- ❖ Innovation
- ❖ Representation
- ❖ Decision-making
- ❖ communication

4. State the importance of Motivation.

- ❖ Motivation helps to achieve the goal.
- ❖ Motivation is done by resourceful leader.
- ❖ It helps in improving performance level
- ❖ It helps in changing negative or indifferent attitudes of employees.
- ❖ It helps in reducing the employee turnover.
- ❖ It helps to reduce absenteeism in the organization.

5. What are the main duties of a manager?

The following are the main duties of a manager. A manager has to act in the following roles.

- ❖ Management's Interpersonal Role
- ❖ Management's Disseminator Role
- ❖ Management's Decision-making Role

IV. LONG ANSWER QUESTIONS

1. Explain the various functions of management?

Main Functions

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

1. Planning

- ❖ Planning is the primary function of management.
- ❖ 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.
- ❖ 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. 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.

6. Co-ordination

- ❖ Co-ordination is the synchronization of the actions of all individuals, working in the enterprise in different capacities.
- ❖ Co-ordination is included in every managerial function.
- ❖ Eg (i) Planning and co-ordination, (ii) Organizing and co-ordination, (iii) Staffing and co-ordination, (iv) Directing and co-ordination, (v) Motivation and co-ordination and (vi) Controlling and co-ordination.
- ❖ All the activities are divided group wise or section wise 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 organization.
- ❖ The difficulty of co-ordination is increased with the increasing size of the organisation.

7. 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, favorable climate conditions to work, fair treatment, monetary or non-monetary incentive, effective communication and gentleman approach.

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.

ADDITIONAL QUESTIONS:

I. CHOOSE THE CORRECT ANSWERS:

- Which of the following functions or activities requires recruiting and placing qualified personnel needed for the organization so that it may achieve its objectives and goals?

- | | |
|---------------|----------------|
| a) Planning | b) Staffing |
| c) Organizing | d) Controlling |

- _____ is concerned with marshalling the human and other resources of the organization.

- | | |
|--------------|----------------|
| a) Planning | b) Organizing |
| c) Directing | d) Controlling |

3. Which of the following management functions involve analyzing information, setting goals, and making decisions about what needs to be done?
a) Planning b) Organizing
c) Directing d) Controlling
4. The word _____ denotes a function, a task, and a discipline
a) Management b) Leadership
c) Motivation d) None of the above
5. Span of management may be larger in the case of _____.
a) Hard working subordinates
b) Loyal subordinates
c) Centralised works and less responsibility
d) repetitive work and clear responsibility
6. Following are some of the statements related with management.
a) Management is essential in all organizations as well as at all levels of an organization.
b) Management makes policy and administration carries it out
c) In modern times, management can be replaced by the computer.
d) Top Management is also known as administrative management
The correct statements are :
a) 1 and 2 b) 2 and 3
c) 1 and 4 d) 3 and 4
7. Which of the following skills is equally important at all levels of management?
a) Technical skill b) Human Relation skill
c) Conceptual skill d) All of the above
8. Which principle of management emphasizes replacement of rule of thumb method?
a) Decision Theory
b) Administrative Theory
c) Scientific Management Theory
d) Contingency Theory
9. The number of subordinates a superior can effectively handle is called _____.
a) Organizing people b) Span of Control
c) Co-ordination d) Direction
10. "Espirit De Corps" principle was enunciated by _____.
a) Earnest Dale b) Chestor Bernard
c) Henry Fayol d) None of the above
11. Which of the following is not the management function?
a) Co-operation b) Planning
c) Organising d) Controlling
12. Empirical Approach of management is also known as _____ approach of management.
a) Traditional b) Contingency
c) systems d) behavioural
13. "The principles of scientific management" book is published by F.W.Taylor in the year _____.
a) 1911 b) 1921
c) 1931 d) 1941
14. Administration is concerned with thinking function while management is concerned with _____ function.
a) Planning b) Auditing
c) Doing d) Developing
15. POSDCORB means _____.
a) Planning, Organising, Directing, Controlling, Report Writing
b) Planning, Organising, Staffing, Directing, Controlling, Reporting and Budgeting
c) Planning, Organising, Staffing, Directing, Costing, Reconsiliation and Budgeting
d) None of the above
16. Assertion (A): When span of control is wide co-ordination and control becomes difficult.
Reason (R): In a narrow span, levels of authority reduce.
Codes:
(A) Both (A) and (R) are true and (R) is the correct explanation of (A).
(B) Both (A) and (R) are true, but (R) is not a correct explanation of (A).
(C) (A) is true, but (R) is false.
(D) (A) is false, but (R) is true.

17. Assertion (A): Corporate planning deals with the futurity of present decisions in terms of setting goals, developing strategies to achieve them, translating strategies into detailed operational programmes and assuring that plans are carried out.

Reason (R): Corporate planning is essential in large organizations to develop a unified framework in planning and decision-making.

Now select your answer according to the coding scheme given below

- (A) Both A and R are true and R is the correct explanation of A
 (B) Both A and R are true but R is not the correct explanation of A
 (C) A is true, but R is false
 (D) A is false, but R is true

18. Assertion (A): Self help by mutual help is feature of cooperation.

Reason (R): The ultimate aim of co-operation is the production of fine human being and not the production of rich goods.

Now select your answer according to the coding scheme given below-

- (A) Both A and R are true and R is the correct explanation of A
 (B) Both A and R are true but R is not the correct explanation of A
 (C) A is true, but R is false
 (D) A is false, but R is true

19. Assertion (A): Operating style of the international business can be spread to the entire globe.

Reason (R): The style is limited to the internal economy only.

Codes:

- (A) Both (A) and (R) are true.
 (B) (A) is true, but (R) is false.
 (C) (A) is false, but (R) is true.
 (D) Both (A) and (R) are false.

20. Assertion (A): All decisions taken through mental process are rational.

Reason (R): Decision making is a mental process.

- (A) (R) is correct, but (A) is not correct
 (B) (A) is correct, but (R) is not correct
 (C) Both (A) and (R) are correct
 (D) Both (A) and (R) are not correct

ANSWERS									
1	b)	2	b)	3	a)	4	a)	5	c)
6	c)	7	b)	8	c)	9	b)	10	c)
11	a)	12	a)	13	a)	14	c)	15	b)
16	c)	17	a)	18	a)	19	b)	20	a)

II. VERY SHORT ANSWER QUESTIONS:

1. What is meant by Staffing?

- ❖ The function which comprises the activities of selection and placement of competent personnel.
- ❖ It refers to placement of right persons in the right jobs.

III. SHORT ANSWER QUESTIONS:

1. How does a manager act as a 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.
- ❖ A manager has to act as representative of a company.