

## WHAT DO MANAGERS DO?

No two managers' jobs are alike. But management writers and researchers have developed some specific categorization schemes to describe what managers do. We're going to look at five categorization schemes: functions and processes, roles, skills, managing systems, and situational analysis.

- A. Management Functions and Processes. Henri Fayol, a French industrialist from the early part of the 1900s, proposed that managers perform five management functions: POCCC (plan, organize, command, coordinate, control). These functions still provide the basis around which popular management textbooks are organized, but the functions have been condensed to four.
  - a. **Planning** involves the process of defining goals, establishing strategies for achieving those goals, and developing plans to integrate and coordinate activities.
  - b. **Organizing** is the process of determining what tasks are to be done, who is to do them, how the tasks are to be grouped, who reports to whom, and where decisions are to be made.
  - c. **Staffing** is the process of determination who will do the tasks identified during organizing.
  - c. **Leading** includes motivating subordinates, influencing individuals or teams as they work, selecting the most effective communication channel, or dealing in any way with employee behavior issues.
  - d. **Controlling** is monitoring activities to ensure that they are being accomplished, comparing performance with previously set goals, and correcting any significant deviations.
2. The reality of managing isn't quite as simplistic as these descriptions imply. It's more realistic to describe managers' functions from the point of view of a process.
3. The **management process** is the set of ongoing decisions and work activities in which managers engage as they plan, organize, lead, and control.