

3. Management Process

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3.1 Introduction to Management Process :

Do you know ? :

Family is the basic unit of any society. It is a group of two or more members sharing the same household who are related to each other by blood, marriage or adoption. In the house, as a group they share various resources like money, various equipments, vehicles, services like electricity, air conditioning etc. All such resources are limited. This is where a need of management is realized. The family members work for achievement of common goals of the family for example, building a house, purchase of a car etc. thus it becomes necessary to formulate a plan of action, delegate responsibilities and to organize and control the use of available human and non-human resources. Efficient and effective management plays a very crucial role here. It is a means of using available resources for the achievement of family goals, leading to satisfaction and happiness. Effective use of resources helps in the overall development of family members and to improve the quality of life.

Remember it :

The home has to be managed for twenty four hours for giving utmost satisfaction to family members. Each woman is a home-manager to some extent. She handles and manages lot many resources like money, energy, time, skills, capacities, intelligence, equipments etc. for providing maximum satisfaction to the family members. Each day management process is used consciously or unconsciously in most of the activities. It might be a very simple activity like purchase of monthly grocery where management process would be used at an unconscious level. But for an activity like organizing a birthday party in the house, scientific use of management process becomes necessary, where conscious decisions have to be made to reach the goals.

In the earlier chapter, we have seen the concept and meaning of management. This unit focuses on the process of management.

3.2 Steps in Management Process :

Always remember :

Management process consists of three basic steps-planning, controlling, and evaluating the results.

Use of steps in management process is essential for achievement of a goal. Planning is done before the action starts, controlling is done during the action and evaluation is carried out after the action is completed.

Thus it can be stated that these three steps occur in a time sequence -

- Planning is done for future-takes place before the action.

- Controlling takes place for present action- occurs while the action takes place
- Evaluation is carried out when the action is over-takes place after the action has taken place.

For example, if a group of friends want to go for watching a movie on coming Sunday, they will plan for it on the previous Sunday. Control the plan while going and watching the movie. Look back to find out whether the movie was enjoyed by everyone, whether there was any problem after they return from the movie.

a) Planning :

Let's Discuss :

What is planning?

Planning is defined as - 'mapping out the course of action for achievement of a goal'.

It is the first and a very important step in management process. It decides the effectiveness of management process. It is a mental process of choosing an appropriate solution or procedure for the achievement of a goal or for solving some problem. It involves a series of decisions for future action. Decision is an important part of planning, where the best method of achieving a goal is clearly chalked out in detail.

The value of planning lies in the fact that it occurs before the action takes place.

Let's Discuss:

Various abilities useful in the step of planning :

- **Mental thinking and memory** : Through the ability to recollect and remember, a home maker uses her past experiences which give an advantage for preparing a better plan.
- **Observation** : Home maker uses her observation to make use of what has been learnt in the past through observation as well as what is being observed in the surrounding when people are working towards achievement of their goals.

- **Reasoning and analytical ability**: Home maker's reasoning and analytical ability helps in identifying the merits and priorities of the various alternatives that are available to her.

Always remember :

The above abilities help to judge a situation in a perfect manner to prepare a good and workable plan.

Do you know ?

The steps in planning :

Following are the three major steps :

1. **Recognizing the problem or recognizing the goals to be accomplished** : The problem or the goal must be clearly identified and understood by the family members so that collective efforts can be done for its solution or achievement. For example, a family may set a goal of purchase of car which must be accepted by each family member so that efforts can be diverted for its accomplishment.
2. **Seeking different alternatives** : Once the problem or goal is understood, family members should start finding out alternatives. For the example stated above, various alternatives may be found out by the family like purchase of a car available on resale, purchase of a new car that runs on petrol or on diesel or on CNG or purchase an Electric car.
3. **Choosing between alternatives** : It is necessary to think about each alternative and to find out the advantages and disadvantages of each alternative that means to mentally go through each alternative. After this the choice is clearly indicated.

In addition to these steps, planning involves three more steps :

- a) Developing an order of importance between the various parts of the plan, so that a part of the plan can be omitted if needed.
- b) Coordinating various parts of the plan.
- c) Determining a time sequence for carrying out most of the plans.

Find out an example and identify the steps in planning

Characteristics of planning :

Remember the following :

- **Flexible :** Both the plan and the planner should be flexible to meet the necessary changes. As soon as the planner realizes about the changes in the situation, goals or availability of resources, it becomes necessary to make modification in the plan. Such modifications can be incorporated only if the plan and the planner both are flexible. For example, on receiving a message from the maid about her absence, the home maker postpones her plan of a shopping trip to the next week so that she can attend to completion of the household tasks.
- **Realistic :** Plan should be realistic in the use of available resources. For example, a homemaker must understand the limitations on her human resources especially on time and energy, before she plans to accept the proposal of overtime work in the office after the regular office hours.
- **Compatible :** The plan must be suitable to the person for whom it is prepared. The likes, dislikes, habits must be considered. For example, a student who has the habit of taking short breaks after studying for an hour or so may find it difficult if the time plan specifies continuous hours of study.

Use your brain :

Search one example for each of the characteristics learnt above.

Know this :

Advantages of planning in management process.

- Planning helps to forecast the future action.
- It helps to see the activities that must be performed to reach goals.
- Planning involves problem solving. Thus it provides guidelines to solve problems or to reach the goals.
- Planning makes it possible for the individual or the family to use the available resources effectively for reaching the goals.
- Planning provides a basis for other managerial activities like : organizing, controlling, and evaluating.

Let's discuss the step of controlling :

Controlling is the second step of management process. **It is defined as - 'putting the plan into action and adjusting it if and when required'.** It simply means starting the work according to the plan and adjusting the same when and where it seems necessary. It means individual or joint efforts in making the plan work. When the plan is for an individual himself, it requires motivating oneself to initially start the action and also at times at an intermediate stage. When a group is involved for example, when it is a plan for a group project to be completed before the deadline for submission, there is a need for leadership and joint action.

Always Remember :

- Lot of plans are made but they are not put into action. Controlling step is important for putting the plan into action.
- Some people feel that controlling is just working according the plan, but at times it

becomes necessary to make modifications in the plan and to control it.

- Many new decisions have to be taken; especially if the situation or the availability of resources has changed. For example, a person goes to the market for purchase of some specific gift in mind for a friend to be given next day. But finds out that it is not available in the market currently. Some new decision has to be taken on the spot regarding purchase of a different gift article that fits into the budget.
- A person should have a quick mind and knowledge about the available alternatives. If the person is aware of lot of available alternatives, it becomes rather easy to make quick and timely adjustments in the plan and controlling helps a person in this process.

Phases of controlling : When the plan is put into action, to make it workable it becomes necessary to detail out the decisions. This is essential if persons, not involved in planning have been given the responsibility to work as per the plan. The detailing of decisions has its relation to the phases of controlling. Energizing, checking and adjusting are the phases of controlling.

Understand the following phases :

- Energizing :** It means initiating and sustaining the action. It is very important in management. Many times plans are made but they are not put into action. The plan may be very good, realistic and flexible but there may be lack of implementation. Thus energizing becomes important. For the achievement of long term goals, many short term objectives can be created. The creation of short term objectives has certain advantages in energizing phase. Short term objectives make long term goals tangible and meaningful. They provide a means of bridging the gap between hope and expectation. They provide benchmark for measuring the progress.
- Checking :** It means keeping a track of progress of the plan. Checking is many a times done automatically. Checking becomes easy by having suitable checking devices, setting standards and by setting intermediate goals. For example, a student uses a watch while giving a presentation of the project when time limit is given; a homemaker uses a wall clock especially in the morning which is her peak time to check her time plans. In food preparation standards regarding the texture, taste, and colour of the product indicating the quality of the finished product are useful in checking. Timely checking is crucial in controlling step for making suitable adjustments in the plan.
- Adjusting :** Adjusting the plan if necessary requires new decisions to be taken. If there is a change in the situation or supply of resources there is a need to adjust the plan. For example, the plan of going for a picnic will have to be postponed on receiving an intimation of arrival from the guests.

Let's Discuss : What is evaluation?

Evaluation is the third and the final step in management process. **It is defined as - 'taking a review of the completed action and getting guidelines for future plans'.** It means looking back to find out what has been achieved. It consists of looking back over the steps of planning and controlling to know how good or how poor the job has been done. Evaluation, in general is used more widely by people than controlling. Evaluation is similar to the checking phase of controlling. But checking in controlling is done while the plan is in action and its purpose is to make adjustment in the plan. Evaluation

involves a total review of what has already taken place. The purpose of evaluation is to get guidelines for improving the steps of planning and controlling in future. Effective evaluation depends upon the ability of objective analysis of events and conditions. Evaluation must be related to goals, to make it move meaningful.

Always Remember -

Advantages of Evaluation :

- Evaluation helps us to recognize the quality of work. It helps us to assess what has been done and how effective the process was in relation to the goals achieved.
- It tells us whether the plan was good or not, whether there were lot of drawbacks in the plan, what factors have affected the plan, whether fresh decisions were taken at proper time for making adjustments in the plan where needed.
- Evaluation helps a person to know how effectively the limited resources have been used for achievement of family goals.
- Most important is that it serves as a basis for future planning. It helps a person to get himself/herself away from the set ideas towards oneself and others, and to see a situation freshly.
- To be effective, evaluation must be related to goals. The goals must be specific to serve as a means for evaluation.

There are three types of evaluation :

- **General Evaluation** : The general evaluation is very casual and subjective. Without analyzing each and every aspect of the job, the manager may recognize it as good or poor in relation to a given situation.
- **Specific Evaluation** : This evaluation is done in detail and one observes all different aspects of management and determines the

degree of excellence of the job. The devices used indicate measurement on a scale at least to the extent of comparative descriptive words like excellent, good, poor etc.

- **Self-Evaluation** : Life situations involve a large amount of self-evaluation. A home manager often works in isolation and in a very small informal group, where there are no set patterns for self-evaluation and hence it is difficult to be very objective. Even then self-evaluation is a worthwhile activity.

Complete the following table.

Remark/Opinion	Types of Evaluation
Taste of the recipe is good.	
Nutritive value of the recipe is high.	
I have cooked the recipe nicely.	
Overall appearance of the recipe is excellent.	

A home maker or a group can practice self-evaluation by -

- Checking the quality of one's management and by comparing it with the quality of others.
- One can compare her/his standards with that of others and may ask questions to herself about the changes to be made for similar future action or plan.
- The home maker can make use of a diary for recording the jobs to be done and for checking whether they have been completed and checking the quality as well.

Can you identify?

The type of evaluation depicted in the examples given below.

- From student life, for example, when the result is declared, one sees the percentage of marks and gives a remark as good or poor.
- For example, the result of a student is observed thoroughly, seeing the marks or grades of each subject, determining the achievement in each subject. It thus may indicate that even though the percentage or the grades obtained by a student are very good, he needs extra guidance in a particular subject.

3.3 Relationship between planning, controlling and evaluation :

The steps of planning, controlling and evaluation are based on each other. Problem solving or action towards goal achievement starts with planning, which is a mental process. The second step, i.e. controlling is based on the planning step, which is carrying out the

action as per the plan. The third step which is evaluation is related to both planning and controlling step. Once the goal is achieved or the problem is solved, the person reviews the planning and controlling steps, in order to find out the positive and / or negative points. This feedback from evaluation is used for better planning in future.

Thus, all the three steps are very much related to each other and one cannot proceed until the previous step is carried out properly.

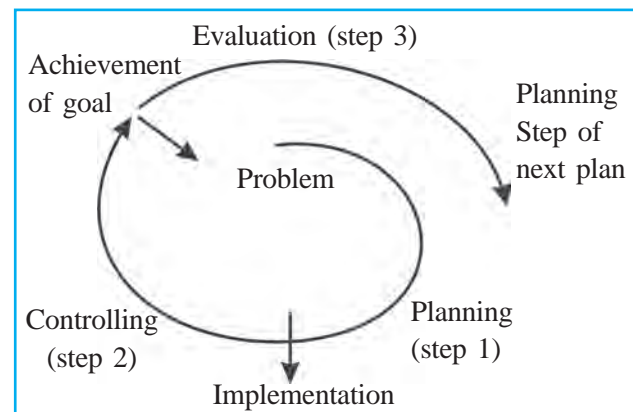


Fig. 3.3 : Relationship between planning, controlling and evaluation.

Can You Recall?

- Management is an essential component of family life. Home Management is a means for achieving family goals.
- It is a means of using available resources for the achievement of family goals, leading to satisfaction and happiness.
- Effective use of resources helps in the overall development of family members and to improve the quality of life.
- Each day a person uses management process to accomplish most of the activities.
- Home management is a mental process involving a series of decisions, leading to action. Management process consists of three more or less consecutive steps- planning, controlling, and evaluation.
- Planning is mapping out the course of action for achievement of a goal. Planning occurs before the action. To be successful it should be flexible, realistic and compatible.
- Controlling is putting the plan into action and adjusting the same when and where necessary. It takes place while the action is going on.
- There are three phases of controlling- energizing, checking and adjusting.
- Evaluation means looking back to find out the successfulness and / or drawbacks of planning and controlling steps. It takes place after the action is completed or the goal is achieved.

Exercise

• **Objective questions :**

1) Multiple choice questions.

1. Planning involves series of _____.
 - a) decisions
 - b) resources
 - c) goals
2. Modifications in a plan are possible if it is _____.
 - a) rigid
 - b) flexible
 - c) realistic
3. Importance of planning lays in the fact that it is done _____ the action.
 - a) after
 - b) during
 - c) before
4. The step of management process that is often neglected by many people is _____.
 - a) planning
 - b) evaluation
 - c) controlling
5. The three phases of controlling are energizing, checking and _____.
 - a) initiating
 - b) adapting
 - c) adjusting
6. The step of evaluation gives guidelines for _____.
 - a) Future planning
 - b) present plans
 - c) controlling
7. The evaluation that is very casual and subjective is called as _____.
 - a) specific
 - b) self
 - c) general

2) Match the following pairs.

A	B
i) Adjusting	a) Checking after the goal is achieved.
ii) Planning	b) Checking all aspects in detail.
iii) Evaluation	c) Phase of controlling step.
iv) Specific evaluation	d) Taking new suitable decisions.
v) Energizing	e) Mapping the course of action.

3) Identify whether the following questions are true or false.

- a) Planning is done while the action is being carried out.
- b) New decisions might be taken in controlling.
- c) Creation of short term objectives is helpful in energizing.
- d) Evaluation provides guidelines for future planning.
- e) Controlling is the first step in management process.

• **Short Answer Questions :**

1. Define the following terms.

- i) Planning
- ii) Controlling
- iii) Energizing
- iv) Evaluation
- v) Self evaluation

2. Answer the following questions in brief.

- a) What is planning? What are its characteristics?
- b) Explain the steps involved in planning.
- c) What is controlling? What are the phases of controlling?

- d) What is evaluation? What are its advantages?
- e) What is self-evaluation? What are its techniques?

3. Differentiate between the following.

- a) Controlling and evaluation.
- b) Energizing and checking.
- c) General and specific evaluation.

4. Write short notes on the following.

- a) Importance of planning.
- b) Steps in planning.
- c) Phases of controlling.
- d) General and specific evaluation.

5. Give reasons for the following.

- a) A plan and the planner should be flexible and realistic.
- b) Energizing is an important phase of controlling.

- c) Timely checking is crucial in controlling.
- d) Specific evaluation determines the degree of excellence of the job.

• Long Answer questions :

- a) Describe the phases of controlling by giving suitable examples.
- b) What are the three steps in management process? Explain the relationship between them with the help of a neat sketch.

Projects/Assignments :

- i) Plan a one day picnic for your class using the knowledge of Management process.
- ii) Apply your knowledge of Management process to the achievement of a goal of securing First Class in the Annual Examination.

