

**DEPARTMENT OF EDUCATION, PATNA UNIVERSITY,
M.Ed. SEMESTER – IV**

EDUCATIONAL MANAGEMENT & ADMINISTRATION

Course No. - S.C.4

Unit – I

E-CONTENT

on

DIMENSIONS OF MANAGEMENT PROCESS

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OBJECTIVES:

After going through this content, Students will be able to: -

1. Understand the dimensions of management process
2. Describe the functions of management process.

Content:

- INTRODUCTION
- Dimensions / Functions of management Process
- Detailed description of the word “PODSCORB”
 - ❖ Planning
 - ❖ Organising
 - ❖ Directing
 - ❖ Staffing
 - ❖ Coordinating
 - ❖ Reporting
 - ❖ Budgeting

INTRODUCTION:

Management is the process of getting things done through others. Management process is defined as the process, composed of interrelated social and technical functions and activities, occurring in a formal organisational /institutional setting to achieve predetermined objectives through the utilization of human and other resources. For this purpose, the manager performs some fundamental functions they are called managerial functions.

According to **George. R. Terry**, “Management process is a distinct process consisting of Planning, organising ,actuating and controlling, performed to determine and accomplish objectives by the use of people and other resources.”

It is the responsibility of manager to see that all the activities are done in the best possible way. The **management process** consists of four primary functions that managers must perform: planning, organizing, leading, and controlling. It is important to realize that the management process is not always linear. As the management process proceeds, changes and modifications are made whenever required. Managers make sure the necessary changes are implemented and that the unity and integrity of the entire process is maintained.

Dimensions / Functions of management Process:

Many management experts have discussed the functions of management but there is dissension among them. The chief reason for this dissension is that the different management experts discussed the management functions by studying different organisation and from different angles.

Henry Fayol ,the father of principles of management, has classified managerial functions as follows :

- a) Planning, including forecasting
- b) Organising
- c) Commanding
- d) Coordinating, and
- e) Controlling.

R.C.Davis classified management functions into three groups i.e. Planning ,Motivating and Controlling.

G.R.Terry Classified management functions into four groups; viz, planning, organising, activating, and controlling.

Koontz and O' Donnel stated five managerial functions viz, planning, organising, staffing, directing and controlling .

Luther Gullick and Urwiik coined a new formula to suggest the elements of management process i.e. basic functions of management process. According to them, management process may be indicated by the word **“PODSCORB”**. They coined the word PODSCORB to suggest the seven functions of management. Here ‘P’ Stands for Planning, ‘O’ for organizing, ‘D’ for directing, ‘s’ for Staffing, ‘co’ for coordinating, ‘R’ for reporting and ‘B’ for Budgeting.



The key functions in the management process are connected, but not always linear.

Detailed description of the word “PODSCORB”

1. Planning-

means defining performance goals for the organization and determining what actions and resources are needed to achieve the goals. It is the primary function of the management .It involves determination of a course of action to achieve desired result .It is the starting point of management process and all other dimensions of management are related and inter dependent on it. Planning is the key to success of any organisation. It helps to bring prosperity and stability to the organisation. It acts as a tool for solving the problem of the institution. It helps to visualize the future problems and keeps management ready with possible solutions. steps of Planning are as follows:

- a) Gathering information,
- b) Laying down objectives,
- c) Developing planning premises,
- d) Examining alternate course of action,
- e) Evaluation of action patterns,
- f) Reviewing limitations and,
- g) Implementation of plan.

2. Organizing –

According to Fayol, “To organise a business is to provide it with everything useful to its functioning-raw materials, tools, capital and personnel.” Once plans are made, decisions must be made about how to best implement the plans. The organizing function involves deciding how the organization will be structured (by departments, matrix teams, job responsibilities, etc.). Organizing involves assigning authority and responsibility to various departments, allocating resources across the organization, and defining how the activities of groups and individuals will be coordinated.

It means bringing the resources (men, material, machines, etc.) together and use them -means arranging ways and means for the execution of a plan. It provides suitable Administrative structure and facilitates execution of proposed plan. It involves departmentalisation, establishing span of control, delegation of authority, establishment of superior-subordinate relationship and provision of mechanism for co-ordination of various business activities.

Organising involves the following steps:

- a) Determining and defining the activities involved in achieving the objectives laid down by the management.
- b) Grouping the activities into logical pattern.
- c) Assigning the activities to specific positions and people
- d) Delegating authority to their positions and people as to enable them to perform the activities assigned to them.

3. **Directing (Leading) –**

.The best planning and organizing will not be effective if the people in the organization are not willing to support the plan. Directing is telling people what to do and seeing that they do it to the best of their ability. **Leaders** use knowledge, character, and charisma to generate enthusiasm and inspire effort to achieve goals. Managers must also lead by communicating goals throughout the organization, by building commitment to a common vision, by creating shared values and culture, and by encouraging high performance. Managers can use the power of reward and punishment to make people support plans and goals. Directing deals with guiding and instructing people to do the work in the right manner. It is the responsibility of the manager at all levels. They had to work as a leader of their subordinates. A leader must motivate his subordinate. Leader must have leadership quality and good communicating skill. Directing is thus, activating. It is bringing plans into action by supervision, motivation, communication, and leadership. Direction has Following elements:

a) Supervision / Monitoring:

Monitoring is the Systematic process of collecting, analysing and using information to track a programmes progress towards reaching its objectives and to guide management decisions. Monitoring usually focuses on processes of occurring activities. Monitoring is conducted after a programme has begun and continues through, out the programme implementation period.

b) Motivating :

Motivating is the psychological process through which a planner motivates his sub-ordinates to give their best to the organisation. . It is a very important function of management.

It means to encourage people to make more interest and initiative in the work assigned. Employees get motivated through special efforts including provision of facilities and initiatives. It inspires

and encourages employees to work more and contribute more to achieve organisational goals.

c) Communication:

Communication is necessary for the exchange of facts, opinion, and information between individual and departments. It is useful for giving information, and instructions. Instructor should be a good communicator. They should use maximum time on communication to direct, motivates and co-ordinate activities of their sub-ordinates. Communication helps people to think and act properly.

According to **Louis Allen**, “Communication involves a Systematic and continuing process of telling, Listening and understanding.” Communication is essential at all levels of management for decision making and planning. It increases the capacity of manager and facilitates control.

d) Leadership:

It may be defined as a process by which manager guides and influences the work of sub-ordinates in desired direction.

4. Staffing –

Staffing refers to provision of manpower for the execution of a business plan. It involves recruitment, selection, appraisal, remuneration and development of personnel. The need of staffing arises in the initial period and from time to time replacement and along with the expansion and diversification of business activities. Man- power is the most important asset of any organization. Right person for the right job is the basic principle in staffing. In many organisation planning for the man -power and developmental activities are deputed to personal manager or HRD manager.

5. Coordinating-

A manager must coordinate the work for which he is accountable. Coordination is essential at all levels of management. It gives one clear - cut direction to the activities of individuals and departments. Effective coordination is essential for the orderly running of the organisation. Coordination brings unity of action in the organisation.

6. Reporting:

The reporting to management is a process of providing information to various levels of management to enable in judging the effectiveness to their organisation and for taking accurate measure, if essential. It is an organised method of providing manager with all the data and only those data which he needs for his decisions. The reporting to management can also be called as management or internal reporting.

7. Budgeting:

Budgeting is the process of designing implementing or operating budgets. It involves planning for future profitability.it is the process of creating plan to spend your money. It is simply balancing your expenses with your income . It ensures that you will always have enough money for the things you need and the things that are important to you.

Apart from word “PODSCORB” some more dimensions are important in the management process .These are controlling, and evaluation.

From the above study, we can say that management process varies from three to eight and there is unanimity only in planning, organising and controlling. The functions of directing deals with guiding and instructing people to do the work in the right manner has been called by various experts as commanding, motivating or communicating. Some authors split the social aspect of organisation into staffing.

Controlling:

Controlling is the process of monitoring activities, measuring performance, comparing results to objectives, and making modifications and corrections when needed. Managers must have effective control for the success of the plan. It involves three broad aspects:

- a) Establishing Standards of performance.
- b) Measuring work in progress and interpreting results achieved and
- c) Taking right action, if required.

Evaluation:

Evaluation is the systematic assessment of the activity, project, programme, strategy, policy .topic .theme, sector, operational area or institution's performance. It is a rigorous analysis of completed or ongoing activities that determine or support management accountability, effectiveness, and efficiency. Evaluation of completed activities is called ex-post evaluation ,Post-hoc evaluation, or summative evaluation . Evaluation of current or ongoing activities is called in-term evaluation.

Self-Evaluation Question:

- ❖ Explain the dimensions of management process.
- ❖ Write Short notes on PODSCORB.

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