

Management Definitions

Dalton E. McFarland: The process of creating, directing, and maintaining organizations through coordinated human effort.

Harold Koontz: The art of getting things done through others in a formal group environment.

George R. Terry: Process of achieving objectives using human and other resources.

Henry Fayol: Functions: planning, organizing, commanding, coordinating, and controlling.

Peter Drucker: A key social institution that makes resources productive.

Lawrence Appley: Getting things done through others.

Meaning of Management:

- It involves effective use of resources to achieve goals.
- It exists in all areas of life.
- It is a distinct, dynamic process made up of interrelated activities.
- It improves efficiency, coordination, and order in human efforts.

Functions of Management

Five core functions of management:

- Planning:** Deciding **what**, **when**, and **how** tasks will be done in advance.
- Organising:** Identifying **activities**, creating **departments**, and establishing **authority and responsibility relationships**.
- Staffing:** Managing **human resources** through **recruitment**, **selection**, **training**, **development**, and **performance appraisal**.
- Leading:** **Directing** and **motivating** employees through **communication**, **supervision**, and **leadership** to achieve **common goals**.
- Controlling:** Setting **performance standards**, comparing **actual results** with them, and taking **corrective actions** when needed.

Planning

Planning is a **key function of management** that involves **analyzing present conditions** and deciding how to achieve a **desired future state**. It is both an **organizational necessity** and a **managerial responsibility**, focused on **setting goals** and preparing for **future changes**.

Dalton McFarland: Planning aims to set **appropriate goals** and prepare for **adaptive and innovative change**.

Harold Koontz and Cyril O'Donnell: Planning is an **intellectual process** involving **conscious decision-making** based on **facts and estimates**.

George R. Terry: Planning is the **foundation of successful actions** in organizations.

Theo Haimann: Planning involves **deciding in advance what to do**, including **objectives, policies, programs, and procedures**.

Characteristics of Planning:

- Primary function:** First step in management.
- Goal-oriented:** Focuses on **achieving objectives**.
- Intellectual:** Based on **thinking and facts**.
- Pervasive:** Applies at **all levels**.
- Continuous:** Ongoing process.
- Choice-based:** Selects **best alternative**.
- Group-focused:** Aims at **organizational goals**.
- Flexible:** Can **adapt to changes**.