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SM 220-01

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## FOUR FUNCTIONS OF MANAGEMENT

The Four functions of Management identified by Mr. Henri Fayol in the early 1900's. He was a Mining Engineer and a Mining Executive. Through his work experience and leadership skills, he developed a general theory of business administration.

The four functions of Management is: Planning, Organizing, Leading and Controlling or POLC.

Planning: Includes defining goals, establishing strategy and developing plans to coordinate activities.

Organizing: What tasks are to be done, who is to do them, how the tasks are to be grouped, who reports to whom, and who will make decisions.

Leading: Motivating employees, directing the activities of others, selecting the most effective communication channel, and resolving conflicts.

Controlling: Monitor performance, comparing it with goals, correcting any significant deviations.

## OVERALL: ACHIEVING THE ORGANIZATION'S STATED PURPOSE

The terms management and manager are actually centuries old. One source says that the word manager originated in 1588 to describe one who manages. The word management was first popularized by Frederick Winslow Taylor. Taylor is a biggie in management history.

In 1911, Taylor's book Principles of Scientific Management took the business world by storm-his ideas spread in the United States and to other countries and inspired others.

Mr. Taylor observed workers and was continually shocked by how inefficient they were.

- Employees used vastly different techniques to do the same job and often took it easy on the job
- Few, if any, work standards existed
- Workers were placed in jobs with little or no concern for matching their abilities and aptitudes with the tasks they were required to do

Taylor's remedy? Apply scientific management to these manual shop-floor jobs.

- The results were phenomenal increases in worker output and efficiency

- Because of his work, Taylor is known as the “father” of scientific management

The following are Mintzberg’s Managerial Roles.

- Interpersonal Roles:

Figurehead, Leader, Liaison

- Informational Roles:

Spokesperson, Disseminator, Monitor

- Decisional Roles:

Entrepreneur, Disturbance Handler, Resource Allocator, Negotiator

Henry Mintzberg developed the Managerial Roles in the late 1960’s through his Empirical study of five chief executives at work.

With the four functions of Management, you will need Skills and Competencies.

- Conceptual Skills: Analyzing and diagnosing situations
- Interpersonal Skills: Working well with other people both individually and in groups
- Technical Skills: Job-specific knowledge, expertise, and techniques needed to perform work tasks

- Political Skills: Building a power base and establishing the right connections to get needed resources for their groups

Robert Katz and others developed the Skills and Competencies that Managers will need. He developed it in the 1970's and it is still used up to the present.

#### REFERENCES:

FUNDAMENTALS OF MANAGEMENT 10<sup>TH</sup> EDITION

ROBBINS, COULTER, DeCENZO

CHAPTER 1, PAGES 5-11