The process of management and the four management functions.


Management is commonly described using the concepts of planning, organising and controlling. Leading is only considered as one aspect of this view of management with the main focus on the technical processes of planning, organising and controlling. Samson and Daft (2012, pp.11-16) define these concepts as follows:

**Planning** involves defining goals for future organisational performance and deciding on the tasks and use of resources needed to attain them. This involves understanding the enterprise’s environment and how it is changing, including social, political, environmental and economic aspects. The management activity associated with planning is to select goals and the ways to attain them.

**Organising** typically follows planning and reflects how the organisation will attempt to accomplish its plans. Organising is concerned with assigning tasks and responsibilities for task accomplishment, grouping tasks into departments, and allocating resources to departments. The management activity associated with organising is to assign responsibility for task accomplishment.

**Leading** involves the use of influence to motivate employees to achieve the organisation’s goals by creating a shared culture of values and communicating goals in a way that encourages employees to perform at their best. The management activity associated with leading is to motivate employees.

**Controlling** means monitoring employees’ activities, keeping the organisation on track toward its goals, and making corrections as needed. Today’s organisations tend away from top-down control towards trust and empowerment by training their employees to monitor and correct themselves. The management activity associated with controlling is to monitor activities and make corrections.

These four management functions are shown in the process of management below: