
UNIT 3 POSDCoRBEF

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3.0 OBJECTIVES

This unit will introduce you to the basic functions of a manager in formal organisations. After reading this unit you would be able to:

- Know the various functions of a manager such as Planning, Organising, Staffing, Directing, Coordinating, Reporting, Budgeting, Evaluation and Feedback,
- Explain how these functions are performed in an organization; and
- Know the role of the manager in performing these functions.

3.1 INTRODUCTION

It is not difficult to see why social workers need to know the role and functions of managers in formal organisations. Social work profession seeks to improve the well-being of the clients by providing a variety of services. In most cases these services are provided through governmental or non-governmental organisations. A social worker, therefore, is often part of a large organisation and has to perform his or her functions within such organisation.

Also, as the social workers grow professionally, they attain higher positions in the organisation. Their role in the direct provision of services diminish and their role as a manager gain significance. However, since the ultimate goal is the provision of welfare services, social work administrator cannot be a bureaucrat or a manager with concern only for efficiency. Social work values will form the base for the administrative decisions taken in the context of service delivery.

3.2 POSDCoRBEF

POSDCoRB is an acronym which social welfare administration has borrowed from management theory. The classical management thinker, Luther Gullick gave this acronym to describe the functions of a manager in an organisation.

POSDCoRB stands

P	–	Planning
O	–	Organising
S	–	Staffing
D	–	Directing
Co	–	Coordinating
R	–	Reporting
B	–	Budgeting

This easy-to-remember acronym has become popular with management theorists. Social workers have also been using it to describe functions of social welfare administrators. It was later felt that an important component namely Evaluation (E) and Feedback (F) were left out and so they were added to the acronym and it became POSCoRBEF.

Let us now examine each of these functions in detail.

3.3 PLANNING

According to Terry and Franklin ‘Planning is selecting information and making assumptions regarding the future to formulate activities necessary to achieve organizational objectives’.

Every organization does some form of planning, as they have to prepare for the future. In large organisations, planning is done by a separate division or department which generally reports to the Chief Executive. Planning, here, is a highly specialized area, as a number of factors have to be taken into consideration. The department includes experts from diverse fields such as economics, statistics, management, etc. When any organisation operates in more than one region or country, the complexity of the planning process increases. In smaller organisations, the task is entrusted to staff members who handle other work but have the competence and knowledge to do the planning function; do the planning. Either way, planning is an important activity of the administrator.

Major Steps in Planning

- 1) Define the problem:

Understanding the problem and its various dimensions is the first step in the planning process. Many experts say that if the problem is adequately defined half the problem is solved:

- 2) Collect all relevant data and information about the activities involved:

The sources of information can be from within the organization and outside it. The organization can use outside sources of information like government reports, policies, legislations, etc. Sources from within the organization include policy statements, agency reports, evaluation reports, minutes of meetings, documents, etc.

- 3) Analyze the information:

An enormous amount of data may be collected from various sources. But if they are not seen from the organizational perspective then they cannot be of much use. Every component has to be seen as part of the larger whole. Cause and effect relationships have to be established.

- 4) Establish planning criteria and standards:

Planning criteria are assumptions on which the plan is to be formulated. The criteria will be drawn from the organisation's ideology, socio-economic factors, information gathered and the priorities of the decision-makers. These criteria will form the basis on which different action plans will be judged.

- 5) Preparation of different action plans for achieving the goal:

Most organisations formulate a number of tentative plans. This enables the decision-makers to choose among the alternatives available based on its advantages and disadvantages.

- 6) Decide on one plan from the different alternative plans:

The Plan should be workable and cost effective. It should be realistic enough to be implemented. Often it is said that the plan was good but its improper implementation ruined it. A good planner, therefore, will take into account these factors that impede implementation. A planner should also take into account strengths and weaknesses of the implementing agency:

- 7) Arrange detailed sequence and timing for the plan:

Decide what activities have to be carried out and when. Time is an important but scarce resource and maintaining the time schedule is therefore important.

- 8) Provide channels for feedback:

Constant feedback and monitoring are necessary. It will help identify shortcomings in the plan and its implementation. Some part of the plan may have to be modified if unforeseen factors influence the implementation process.

- 9) Implement the Plan:

The success of any plan sets on its effective implementation.

10) Evaluate the plan performance:

The last step of planning profession the evaluation of its performance. At this stage, only the success or failure of a plan is judged.

Advantages of Planning

- 1) Planning brings direction and order into the functioning of the organisation. When objectives are set and various steps needed to achieve these goals are clear, employees can make decisions easily. All efforts will be focused towards the desired results and unproductive work will be minimized.
- 2) The planning process gives an idea about the future. Any exercise in planning has to study how different political, social, economic and organizational factors will affect the functioning of the organisation. Further, threats and opportunities have to be studied and ways to deal with them should be identified.
- 3) 'What if' questions are consequences of decisions that the organization will have to take in future while dealing with specific situations which may come up. Complex sets of variables have to be studied and their relationship with the situation understood if these questions have to be answered. For example, the additional financial costs have to be calculated, if the organization has to function in new areas.
- 4) Planning gives a basis for enforcing accountability and control.

Accountability and control are important elements in the organisation. Control of the organizational functioning through planning can be internal as well as external. When an organisation formulates a plan and makes it public, it is making itself accountable to the society. The organisation's actual performance will be judged on the basis of the plan objectives.

Within the organisation also, the plan fixes targets and deadlines. The employees have to achieve these targets or else, give reasons for their failures. This condition imposes a sense of responsibility on the organisation's functionaries. Further, the manager can check from time to time whether the organisation is able to meet its interim targets and is moving towards its objectives.

5) Encourage Achievement

Well-established and achievable targets and time schedules encourage employees to take efforts to attain them. That improves the morale and motivation of the employees.

6) Compels a view of the whole

Managers often become so involved in the affairs of their own department that they lose sight of the overall objectives of the organisation. Managers also, have the tendency to give their attention to the immediate, but routine tasks, which keep coming up in any organisation. Long-term needs of the organisation are sidelined and effectiveness of the organization is adversely affected. A

plan gives a vision to the employees helping them focus on the broader and long-term view.

7) **Increases the balanced utilization of resources**

Resources are always limited and their prudent use is important. Plans help effective use of resources.

Disadvantages of Planning

The planning process has some disadvantages also. Planning consumes too much of already scarce resources of the organisation. A lot of money, time and human resources are spent when a plan has to be formulated. At times there seems to be no corresponding benefit. Secondly, planning often demands changes in organisation's functioning and the roles of the employers. This threatens people who are afraid of new work situations and loss of their status. Thirdly, planning affects initiative of lower level managers adversely. As emphasized earlier, planning should only give broad direction to the managers. But if the plan is too rigid and does not give enough flexibility to the managers, planning may restrict their initiative. Planning, in general, tends to increase centralization of authority in the hands of the top executive in the headquarters at the cost of the lower level managers operating in the field. Fourthly, planning as managerial activity is seen as having limited value. Sometimes planning is too theoretical and cannot be related to real life situations. Many factors that are found in real life cannot be taken account of when the plan is being formulated. Further, the planner assumes that there will be no change that is so big that the relationship between the variables could change drastically. For example, an NGO which makes its plan on the basis that the donor agency will provide funds for a specific period will face difficulty if the donor agency stops its funding.

Types of Plans

Strategic Planning

Strategic planning (also called long-term planning) has two important elements. It covers a long period of time which may extend from five to twenty or more years and secondly it covers mostly all the activities within the organisation. In other words, it is long-term and comprehensive planning.

Operationalised Planning

Operationalised Planning is also called tactical planning and it indicates the specific activities to be taken so that specific goals are to be achieved.

Compared to strategic planning, operationalised planning is short-term and deals with specific areas. These two types of planning are not inclusive. Strategic planning depends on the operationalised planning for achieving its goals.

Check Your Progress I

Note: a) Use the space provided for your answer.

b) Check Your answer with those provided at the end of this unit.

1) Expand POSCoRBEF.

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3.4 ORGANISING

Organising means establishing effective behavioural relationship among persons so that they may work together efficiently and gain personal satisfaction in doing selected task under given environmental condition for the purpose of achieving some goal or objective.

The need for an organization emerges when one individual cannot perform all the necessary tasks. As number of individuals increase, they are further divided into groups each of which are given a specific set of tasks to perform. How and on what basis these tasks are divided among individuals and group is the role of 'organising' in management.

Need for Organising

- 1) Clear-cut lines of authority and responsibility in an organization are created which help in controlling and leading the organisation.
- 2) There are lesser opportunities for organization conflicts if organisational responsibilities are clearly defined.
- 3) Organised groups and organizations are more likely to give satisfaction to the employees and thereby positive results for the organisation.

Elements of Organising

There are four important elements in organising—division of labour, degree of centralization and decentralization, departmentalization and span of control. Division of labour means that the total work of the organization is divided into smaller units and distributed among the employees. Work is allotted to the person who is most suited to do it. It allows the employers to attain proficiency in their work and thereby increase the efficiency of the organisation.

Centralization and decentralization refers to the degree to which authority is distributed among the various levels of the organisation. If authority is distributed in such a way that majority of the decisions are taken by the top managers then the organization is called centralized. On the other hand, if the lower levels of the organizations have authority to make decision—without seeking approval from the top level managers than the organization is called decentralized. Important decisions include those related to financial matters, programme schedules, administrative matters, staff problems, etc. The degree of centralization and decentralization depends on a number of factors like organizational history, level of trust in the organisation, subordinate's staff competence, technology available, etc. Excessive centralization is likely to reduce employee's motivation and discourage initiative. It is also time consuming when every decision has to be referred to the top and approval obtained for the same. The quality of decisions making may also suffer, as often it is the lower level staff that know the local conditions better. On the other hand, too much decentralization is also harmful. Decentralization may result in declining control of the top management. Consequently, employees at the lower levels may engage in empire building at the cost of neglecting organizational objectives. Coordination in the organization may suffer as each Part may chart its own course. Chaos and indiscipline will be the result.

Departmentalization refers to the formal structure of the organisation composed of various departmental and managerial positions and their relationship to each other. Departments are formed on the following basis—function, product, territory, clients and process. Based on these factors, some examples of departments are provided below:

- Function based departments—Marketing department, Personnel department, Planning department, etc.
- Product based departments—Micro-credit department, water and sanitation department, etc.
- Territory based departments—Northern Railways, Southern Railways, Eastern Railways.
- Client-based departments—Women and Child Department, Welfare of SC/ST.
- Process-based departments—Marketing, Planning, Administration, etc.

There are at least three departments which will almost inevitably be present

in every organisation. They are - administration, accounts and services. Most of the large organizations have departments based on more than one factors.

Span of control refers to the number of subordinates an individual can supervise and control. Control is not to be seen as something narrow and negative. It refers to the superior's guidance, encouragement and appreciation provided to the subordinates. Management experts recommend that no superior can control more than five or six subordinates without decline in the quality of supervision.

3.5 STAFFING

Staffing is the management function that deals with the recruitment, placement, training and development of organization members. Any organisation is as good as it's employees' performance shows. Staff of the organisation should be selected, retained and promoted based on the needs of the organization and their performance.

Staffing Process

Human Resource Planning should take into consideration the following internal and external factors. The internal factors that need to be taken into consideration are the present and future skill needs, vacancies, areas of priorities of the organization and its financial condition. External factors include the policies of government, donor agencies, collaborating organisations, the labour market, etc.

Recruitment: Recruitment is concerned with developing a large pool of job for candidates in line in view of the needs of the organisation. This can be achieved by giving wide publicity to the position available and attracting many as eligible candidates as possible for the positions.

Selection: Selection involves evaluating and choosing among the job candidates. A number of means like interviews, group discussion, and skill tests are used to select the candidates.

Induction and Orientation: After selection, the newcomer has to be helped to fit into the organisation. They are introduced to their colleagues, acquainted with responsibilities and informed about organization policies and goals.

Training and Development: The process of training and development aims at increasing the knowledge and skills of the employees along with attitude in all changes. The overall aim is to increase organisation's productivity and employee's level of job satisfaction.

Performance Appraisal: Performance appraisal aims at judging the performance of the employee's and his/her contribution to the organisation. Performance appraisal has to be done on the basis of objective standards and not on the whims and fancies of the superior officer. Further the employee should have a clear job profile and should know on what basis he or she is being

judged. If performance is satisfactory, the employee may be rewarded and if it is not, corrective actions to be taken.

People join organizations not merely for monetary gains. They also look for satisfaction of their social needs, self-esteem needs and emotional needs. In any case, after a person has achieved financial security, he or she will most probably seek other kinds of fulfillments namely pride in the job, a sense of achievement, satisfactory associations at work place, autonomy to function independently, etc. It is up to the organization to provide employees with these opportunities.

Check Your Progress II

Note: a) Use the space provided for your answer.

b) Check your answer with those provided at the end of this unit.

1) Identify a few criteria on which departments are formed in a large organization.

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3.6 DIRECTING

Directing is the managerial function of guiding, supervising and leading people. According to Chandan 'it is concerned with directing the human efforts towards organizational goal achievement'. Sometimes directing and leading are seen as one function. Often it is the success or failure of this function that will determine whether the organisation will achieve its objectives. Leading also determines the levels of satisfaction the employees of the organization experience.

Some of the requirements for successful leadership in an organization are: clear-cut objectives which should be known to all the managers and employees, meaningful supervision by the superiors of the subordinates, participatory managerial style, unity of direction, and purposive and effective follow-up.

Leadership

Leadership is defined as the relationship in which one person influences others to work to get her willingly on related tasks to attain goals devised by the leader and the group. Leaders can be formal or informal. Formal leaders are found in formal institutions like bureau critic organisations, political parties, and military. Here the organizational functioning is governed by written and formal rules. They determine how the leader is selected/elected and what

his/her powers are and how they are to be exercised. On the other hand, informal leadership depends on the personal qualities of the leader such as the charm, intelligence, skills etc. French and Rawen mention five sources of power that a leader draws from (1) coercive, (2) reward, (3) legitimate, (4) expert, and (5) referent. The first three sources—coercive, reward and legitimate are primarily found in formal organizations while the latter are found in informal settings.

Leadership Theories

A brief overview of the various theories of leadership is presented below.

Trait theories: Trait theories advocate that there are a set of traits that help an individual to become a leader. Some of the traits are listed as self-confidence, courage and integrity, will power, emotional stability, intelligence, enthusiasm, energy, charisma, etc. Trait theory has been criticized on some counts. It focuses too much on the leader and not on the leadership process, the nature of followers and the situation in which the leadership is provided. It over simplifies the leadership process and reduces it to traits of the leader. Whereas it is a known fact that different situations require different types of leadership qualities. Also, it does not explain how leaders who were successful in the past fail and vice-versa.

Behavioural theories: This perspective explains leadership by looking at leaders in terms of what they do. Many theories within the category see leadership as comprising of two important factors: employees-centred dimension and production-centred dimension. Employee-centred dimension stresses on creating a work environment in which employees can have satisfying work experience. Their main concerns are employees' welfare and happiness rather than attaining organizational objectives. Production centred dimension gives importance to attaining organizational objectives rather than being concerned about employee welfare. In different situations these dimensions have to be balanced and a good leader is one who can balance these two requirements successfully.

Situational theories: These theories emerged when management thinkers realized that the context in which leadership is exercised influences the leadership process. Earlier theories had failed to take into account this important aspect. Most situational theories support the view that there is a relationship between organizational situation and the leadership style. Some of the factors that influence the process is the nature of work of the organisation, the organisation's past experience, the value system of the leader and the followers, resources available and the overall political-economic situation.

Leadership Styles

Autocratic Leaders

Autocratic leaders are those who assume all authority to themselves. Subordinates are discouraged to offer suggestions or participate in decision making process. Autocratic leadership has some advantages and are useful in certain situations. In this style, firstly decision making is quick and in emergencies it can be advantageous. Secondly, decisions will reflect the leader's priorities and will not be diluted. Thirdly, if subordinates are inexperienced or are not qualified, then autocratic leadership is better. Autocratic leadership has many disadvantages also. As autocratic leaders do not take into account opinions of others, it may result in bad decisions. Secondly, the lack of consultation may adversely affect subordinate's motivation and alienate them. It will increase resentment towards the leader and the organization as a whole.

Participative or Democratic Decision-making

In the democratic or participative decision-making process, the subordinates are consulted. Their opinions are actively sought and a consensus arrived at before decisions are taken. The decisions thus taken may or may not reflect the opinion of the leader.

The major advantages of this type of decisions making are that maximum possible information is collected and different viewpoints are to be considered. Participation of many individuals mean that decisions taken will have a better chance of being accepted by others. As a result, confidence and loyalty among the workers will increase. However, success of democratic decision making depends on certain conditions.

A pre-condition for democratic decision making is that individuals are motivated to contribute to the decision-making process. Absence of this motivation will lower the quality of decisions made. There should also be trust between the leaders and the members. If there are vested interests or if the organization has something to hide from the employees, then the decision-making process will be flawed. Further, there should also be a spirit of give and take as no one can get totally satisfactory decisions.

Laissez-faire or Free-rein Leadership

The leader gives the organisation maximum freedom to make decisions. The leader is in most cases a figure head and at other times a coordinator between the various members. It gives maximum autonomy to the members leading to creativity and freedom of expression. The major disadvantages are that in under-motivated organizations this type of leadership will result in chaos.

Autocratic leadership style, democratic leadership style and laissez-faire leadership style are models of leadership which may not be found in the real world. Leadership characteristics of all these models are found in different

leaders in different situations and at different times.

Another point to be noted is that in different organisations, the nature of work and tradition makes the leader adopt one or other leadership styles. The leaders adopt the laissez-faire method in situation where encouraging creativity is the aim – for example, in universities or laboratories. On the other hand, in family run business houses where control is considered as important, leadership styles adopted are closer to the autocratic leadership style.

3.7 COORDINATING

Coordination is the process of integrating the objectives and activities of two or more units (departments or functional areas) of an organisation in order to achieve organizational goals efficiently. In the organizing function, we have seen the need for division of work among the various units of the organisation. Efficiency increases with specialization of activity and grouping of related work. But the division of work brings about its own problems. Departments become so involved in their work that they forget the organizational objectives. Departmental interests are placed above organisational interests.

Ways to Achieve Coordination

Hierarchy is an important method to achieve coordination. People who are high in the hierarchy have more authority and responsibility. Hierarchy in fact channels and regulates the exercise of authority, work allocation and flow of communication. Problems between departments, if and when they arise, can be sorted out by the superior officer.

Another important method of coordination is rules and regulations. Rules and regulations make organisational work predictable. Rules and regulations standardize routine work which saves the time of the managers. Everyone in the organization will know what behavior is expected from him/her and from others. Tasks will be performed accordingly.

The identification of objectives and formulation of plans also improve coordination. This gives the organisation a unity of purpose and a unity of direction. They help the various units with different responsibilities to direct their efforts toward achieving their targets.

Larger organizations often use committees to improve coordination. These committees consist of members of different departments of the organisations. Committee meetings help them exchange information, understand each other's viewpoints and problems and resolve conflicts.

Vertical and horizontal communication system are used in all organizations to share information. Intra organisational official communications in the form of departmental notes, memos, official letters etc., help improve coordination between the various sections. Nowadays, with the rise of information technology, IT enabled Management Information Systems are used to transmit data up and down the levels of the organisation. This system enables quick reporting, processing, storing and retrieval of information as and when

required.

Till now we have discussed the formal means of improving coordination. But it is now realized that informal relationships between employees are as important as the formal means of coordination. Personal relationships between the various members improve overall coordination within the organisation. In organizations where proper understanding and trust between employees exists, the need for formal means of coordination, which are time consuming and cumbersome, will be less. This will contribute to a better work environment and improve efficiency of the organisation.

3.8 REPORTING

Reporting means keeping the superiors informed about the various aspects of work including progress of the various programmes, problems in implementation and problems related staff. Reporting is done at every level.

The Annual Report of the organization is its statement of achievement and shortcomings to the general body of the organization and to the society at large. Within the organisation, the Chief Executive Officer reports to the Board of Management or the governing body. Subordinates of the executive officer will report to him/her and soon down to the lowest level of the organisation.

Need for Effective Reporting

- 1) Reporting keeps the management informed about the organisation's performance.
- 2) Reporting allows the management to take corrective actions when things go wrong.
- 3) Reporting inculcates a sense of responsibility among employees as they have to report the programme activities to the higher authorities.

Reporting Process

- 1) Establish means by which reporting is done.
- 2) Keep a time period within which the report is done.
- 3) It should be decided as to whom the report should go and in what form.
- 4) Reporting also includes action to be taken on the report.

Different reporting tools are used for the purpose of effective reporting on the basis of important indicators. In this, the reporting is done based on the specified indicators and the evaluation will be done by scaling these indicators of reporting. The indicators will cover all the major variables used for the programme or activity.

3.9 BUDGETING

The word 'budget' originally meant a bag, pouch or pocket attached to a person. But in the modern sense, a budget is a complete statement regarding the organisation's income and expenditure of the past financial year and provides an estimate of the same for the coming financial year. The organisation's budget is usually approved by the highest controlling body, the Board of Management or the Governing Council.

Once the budget is approved, the allocation of funds to various sections/departments of the organization takes place. The concerned heads of departments have to function within the funds allocated to them. Sometimes due to changes in environment or inside the organisation, a revised budget is formulated after a period of time which may increase or decrease the funds allocated to a particular department.

Budgeting is a specialized activity and persons involved should possess considerable knowledge in accounts, economics, costing etc. to prepare a proper budget.

Any organization which is developing a budget for the first time does a lot of guess estimates as available information may not be enough to prepare a budget. Subsequent budgets can be made on the information collected from the previous experiences. A budget is very much like a plan in the sense that it is forward looking and aims at making things happen.

A budget contains the expenditure, income and outcome planned for a specific period of time. Usually, budgets are made for a year, that is, annually. Through the budget, the manager controls the activities of the organisation. Therefore, budgeting refers to the controlling of the organization based on a budget.

Need for Budgeting

- 1) Finance is the fuel on which the organization runs. One of the most effective ways of directing and controlling the organisation is by controlling the financial part of the organisation.
- 2) Budgeting helps to control the excessive expenditure. Sometimes managers tend to over spend with justifications and sometimes without justifications. Well prepared budget with clear allocations to various heads prevents this costly practice.
- 3) Budgeting also helps in preventing administrative and financial malpractices. At times, unscrupulous employees try a variety of means to earn money at the cost of the organisation. But budgetary allocation prevents this practice to a great extent.

At the end of the year audit is done in which budgetary allocations are compared with actual expenditure incurred. Discrepancies if any, have to be explained. This ensures that there is a check and balance.

- 4) Budgeting improves the coordination in the organisation. Proper appropriation to different overheads within the organization helps prevent conflict and over lapping.
- 5) Budgeting also helps in measuring the performance of the organisation. The actual performance of the organization can be seen in relation to objectives set forth in the budget.
- 6) Budgets are also a source of information. Budgetary allocations to various activities of the organization reveal the priorities of the organisation. This is useful to people outside the organization as well as its employees and supporters.
- 7) Lastly, the very process of budget preparation is an educative exercise. Managers review the existing situation, discuss the needs of the organization in the coming year, and keeping in view the priorities of the organisation, prepare the budget. Thus, the budgeting process makes the managers aware of the objectives of the organisation, its resource base and anticipate/forecast trends and changes in the external environment.

3.10 EVALUATION AND FEEDBACK

Evaluation means ‘to assess the value of every organisation’s rationale for its existence and the contribution it makes for the welfare of the society. It is for this reason that government and donor agencies provide funds and the people support these organisations. Naturally, it has to be seen whether the organization has been fulfilling its mission or not. Thus, evaluation of the organisation’s functioning and its programmes is a logical necessity.

Socially relevant programmes of NGOs have multiple dimensions. Therefore, evaluation of the programme has to include the following dimensions— the relevance and the need of the programme for the client/s; the extent of participation of clients/community in the various stages of the programme; accessibility, availability and quality of the services rendered; sustainability and financial viability of the programme. Lately, it has also been felt that the gender dimension of the programme should be part of the programme valuation process. Therefore, the extent of female participation and the benefits obtained for women has become an important part of the evaluation process. Due to the decline in donor funds and government support, most organizations are hard pressed for funds. Therefore, the financial aspect of the programme is of crucial importance. Thus, evaluation takes in to consideration cost effectiveness and timeliness of the programme implemented.

The American Public Health Association defines “evaluation as the process of determining the value or amount of success achieved in terms of its predetermined objectives”. It includes at least the following steps; formulation of the objectives, identification of proper criteria to be used in measuring success and determination and explanation of the degree of success, recommendation for further programme activity.

According to the ‘Encyclopedia of Social Work in India’,¹⁾ evaluation should

have an objective approach to the study of problem, 2) it should focus on positive as well as a negative aspect of the problem, 3) evaluation should contribute to the improvement in the functioning of the organisation. In other words, evaluation has educative aspects also.



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Evaluation can be of two types— (i) internal, which is done by the organisation’s functionaries themselves to assess their progress, and (ii) external, which is done by outside agencies like government, donor agencies, etc.

Check Your Progress II

Note: a) Use the space provided for your answer.

b) Check your answer with those provided at the end of this unit.

1) Why is budgeting important for an organization?

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3.11 LET US SUM UP

We have seen the seven functions of a manager. We also had an overview about the role of these functions in the organisations. You were also given an introduction on how some of these functions especially planning, directing, coordination and budgeting are done. In your own field work agencies, you can collect further information on how specific agencies perform these functions.

3.12 KEY WORDS

Hierarchy : The Superior-subordinate relationship that exists in the organization from the top to the bottom.

3.13 SUGGESTED READINGS

References

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3.14 ANSWERS TO CHECK YOUR PROGRESS

Check Your Progress I

- 1) POSDCoRBEF stands for Planning, Organising, Staffing, Directing, Coordinating, Reporting, Budgeting, Evaluation and Feedback.

Check Your Progress II

- 1) Departmentalization is done on the following factors like process, product, client, place, function, etc.

Check Your Progress III

- 1) Budgeting and budgets enable the managers to see the activities of the organization in financial terms. It helps in exercising control over the organization, prevent overlapping and avoid malpractices.



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