



POSDCORB : A Managerial Overview

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ABSTRACT

Present study seeks to study in the depth of the Office Management and widely used of POSDCORB by Office Managers. The study talks about the process, principles, limitations and disadvantages of POSDCORB in Office Management. POSDCORB activities are common to all organizations. They are the common problems of management which are found in different agencies regardless of the nature of the Work they do.

POSDCORB gives unity, certainty, and definiteness and makes the study more systematic

Keywords : POSDCORB, Planning, Organizing, Staffing, Directing, Coordinating, Reporting, Budgeting, Office Management, Managers

Introduction of POSDCORB:

In 1937, social scientists Luther Gulick and L. Urwick (Papers on the Science of Administration) describe seven "major Activities and duties of any higher authority of organization". Since then, the acronym POSDCORB is used to describe the 7 functions of managers:



Diagram: 1

- **Planning:** Working out the board outline the things that need to be done and the methods for doing them to accomplish the purpose which is set for the enterprise.
- **Organizing:** The establishment of the formal structure of authority through which work subdivisions are arranged, defined and coordinated for the defined objective of the organization.
- **Staffing:** The whole personnel function of bringing in and training the staff and maintaining favorable conditions of work. Both qualitative and quantitative.
- **Directing:** The continuous task of making decisions and embodying them in specific and general orders and instructions and serving as the leader of the enterprise.
- **Coordinating:** Interrelating the various entities and processes of the work.

- **Reporting:** Keeping those to whom the executive is responsible as well as subordinates informed through records, research and inspections.

- **Budgeting:** With all that goes with budgeting in the form of planning to ensure sources of income, accounting and control on expenditures.

Origin of POSDCORB History:

Gulick and Urwick built their ideas on the earlier 14 Principles of Management by Fayol. Note that in 1937, the prevalent thinking was the separation of politics and administration. Gulick advocated that it was impossible to separate the two.

Strength of POSDCORB:

POSDCORB generally fits into the Classical Management movement, being classified as an element of scientific management. Gulick POSDCORB principles were instrumental in highlighting the theory of span of control, or limits on the number of people one manager could supervise, as well as unity of command to the fields of management and public administration.

The strength of POSDCORB is as follows:

- Division of Work
- Authority and Responsibility
- Discipline
- Unity of Command
- Unity of Direction
- Subordination of Individual Interest to General Interest
- Remuneration of Personnel
- Centralization
- Scalar Chain (line of authority with peer level communication)
- Order
- Equity
- Stability of Tenure of Personnel
- Initiative
- Esprit de Corps

Fayol's influence upon Gulick is readily apparent in the five

elements of management discussed in his book.

- **Planning** – examining the future and drawing up plan which areas of action
- **Organizing** – building up the structure (labor and material) of the undertaking
- **Command**- maintaining activity among the personnel
- **Co-ordination** – unifying and harmonizing activities and efforts.
- **Control** – seeing that everything occurs in conformity with policies and practices

Managerial View:

Gulick takes managerial view of administration, equating it with the executive. He defines Public administration as the Science and Art of governmental systems, operational services, particularly on the managerial side.

That there are two part of administration, Public and Private. These are part of a single broad science despite differences in objectives and emphases. Groups of men working toward specified goals with a division of labor; arrive of policy decision through planning, coordinate, direct and hold accountable, seeks to maximize result through incentives and best use of men, materials and time.

Main functions of Office Manager:

A manager is one who contributes to the organization's goals indirectly by directing the efforts of others, not by performing the task himself.

Office Management is the administrative handling, controlling and maintaining a balance process of work inside the office of an organization. Office management is necessary to achieve the administrative goals.

Positions allocated to usual classification perform a combination of the following office management functions:

- Budget development and implementation
- Purchasing
- Book Keeping
- Human resources
- Accounting
- Printing
- Records management
- Forms management
- Payroll
- Facilities management
- Space management
- Risk management
- Grants administration
- Affirmative action and equal employment opportunity
- Information technology and telecommunications
- Monitoring the management of health and safety in the company office
- Assisting senior managers in identifying health and safety needs in their departments
- Responsibility for the day to day running of the office
- Liaising with senior managers to ensure that staff in the division have appropriate information technology equipment
- Managing a range of budgets including accommodation, health & safety for company
- Plan, consult and manage office moves for the division and other units within the department.

Considering the diversity of functions, someone holding an office manager position is expected to have many talents. Some of the competencies which he is expected to possess are problem solving and decision making abilities, integrity, assertivity, flexibility, accuracy and the ability to cope with pressure.

Office administration is the process of overseeing the day-to-day operations of an office. The task of administration is

usually the responsibility of an office administrator or manager. Depending on the general operating structure of the organization, and the complexity of tasks associated with the operation in general, the responsibilities of the manager or administrator may focus on a few core tasks, or involve the management of a wide range of functions.

One of the core tasks associated with office administration is the management of the employees associated with the office. Typically, office administrators are responsible for supervising the office staff, making sure that each employee has resources necessary to competently carry out his or her assigned duties. Administrators also function as troubleshooters, providing support and assistance to employees when unusual situations arise during the completion of an assigned task. It is not unusual for administrators to be responsible for conducting periodic employee evaluations, recommending pay increases, or providing employees with remedial or cross training.

Use of POSDCORB by Office Managers:

The office manager is the coordinator of the work system. An office manager is responsible for planning, organization, and controlling the clerical aspect of the organization, including the preparation, communication, coordination and storage of data to support production and other important operations of an industrial establishment. Often they also engage in marketing and counseling. Also, their tasks are to monitor the work processes and to evaluate the outcome. The outcomes of work are intended for what can be called the final receiving system, as for instance, client, customer, and other departments.

Planning is the process of thinking about and organizing the activities required to achieve a desired goal.

Planning involves the creation and maintenance of a plan. As such, planning is a fundamental property of intelligent behavior. This thought process is essential to the creation and refinement of a plan, or integration of it with other plans; that is, it combines forecasting of developments with the preparation of scenarios of how to react to them.

An important, planning is the relationship it holds with forecasting. Forecasting can be described as predicting what the future will look like, whereas planning predicts what the future should look like. The counterpart to planning is spontaneous. An Office Manager is responsible for the planning prepared by higher administrative bodies to achieve the set goals.

Organizing is the act of rearranging elements following one or more

Anything is commonly considered organized when it looks like everything has a correct order or placement. But it's only ultimately organized if any element has no difference on time taken to find it. In that sense, organizing can also be defined as to place different objects in logical arrangement for better searching.

Organizations are groups of people organized for some purpose, such as business or political activities.

Staffing is a term used in the sphere of employment. It has been applied to more than one aspect of the working environment.

Staffing is the process of acquiring, deploying, and retaining a workforce of sufficient quantity and quality to create positive impacts on the organization's effectiveness.

Acquisition comprises the recruitment processes leading to the employment of staff. It includes human resource planning to identify what the organization requires in terms of the numbers of employees needed and their attributes (knowledge, skills and abilities) in order to effectively meet job re-

quirements. In addition the selection techniques and methods of assessment to identify the most suitable candidates for a particular job.

Deployment involves decisions about how those recruited will be allocated to specific roles according to business demands. It also concerns the subsequent appointment to more advanced jobs through internal recruitment, promotion or re-organization.

Retention deals with the management of the outflow of employees from an organization. This includes both managing voluntary activities such as resignation, and controlling involuntary measures whereby employees are managed out of the organization through redundancy programmes or other types of dismissal. The overriding objective is to minimize the loss from the organization of valued employees through strategic and tactical measures whilst enabling the organization to reduce employment costs where circumstances dictate.

Staffing is also used in a specific sense to refer to the management of employee schedules.

Directing means giving instructions, guiding, and counseling, motivating and leading the staff in an organization in doing work to achieve Organizational goals. Directing is a key managerial function to be performed by the manager along with planning, organizing, staffing and controlling. From top executive to supervisor performs the function of directing and it takes place accordingly wherever superior – subordinate relations exist. Directing is a continuous process initiated at top level and flows to the bottom through organizational hierarchy.

Coordination is the synchronization and integration of activities, responsibilities, and command control and structures to ensure that the resources of an organization are used most efficiently in pursuit of the specified objectives. Along with organizing, monitoring, and controlling, coordinating is one of the key functions of management.

Reporting is a brief guide to enterprise reporting. It is intended to help people who have to rapidly come to grips with concepts in enterprise reporting. Target roles include project

managers, business analysts and system architects. Whether you're managing business and functional requirements, evaluating tools or running formal vendor selection process, there are three ways to use this guide:

Budgeting is the process of creating a plan to spend your money. Creating this spending plan allows you to determine in advance whether you will have enough money to do the things you need to do or would like to do.



Diagram: 2

Budgeting is simply balancing your expenses with your income. If they don't balance and you spend more than you make, you will have a problem. Many people don't realize that they spend more than they earn and slowly sink deeper into debt every year. If you don't have enough money to do everything you would like to do, then you can use this planning process to prioritize your spending and focus your money on the things that are most important to you.

Conclusion:

The POSDCORB activities were neither the whole of administration, nor even the most important part of it. The POSDCORB view overlooks the fact that different agencies are faced with different administrative problems, which are peculiar to the nature of the services, they render and the functions they performed. The POSDCORB view takes into consideration only the common techniques of the administration and ignores the study of the 'subject matter' with which the agency is concerned. A major defect is that the POSDCORB view does not contain any reference to the formulation and implementation of the policy. Therefore, the scope of administration is defined very narrowly, being too inward looking and too conscious of the top management.

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