

Discussion

Henri Fayol originally pioneered management theory at the turn of the last century. He identified 5 functions of Management: Planning, Organizing, Commanding, Coordinating, and Controlling which Bateman and Snell in their text *Management: Leading & Collaborating in the Competitive World*, revised to 4 functions: Planning, Organizing Leading and Controlling (Bates & Snell, 2009).

Fayol was an engineer in France and along with delineating these management functions, he also developed 14 principles of management. Bisoux (2004) states that Fayol thought these principles should be applied with flexibility (as cited in Bates & Snell 2009, p.44):

As we will use these functions as originally developed by Fayol and revised by Bates and Snell, we will look at what we term with the acronym: The **POLC** Model:

Planning:

Determine goals: Make sure all stakeholders are considered and make the process dynamic-providing strategic value considering the external environment

Organizing: This involves coordinating all the resources (Human Resources as well as corporate structure and chain of command), internal and external, to achieve the organizations' goals.

Leading: Motivating others on a daily basis to achieve their goals and company goals as well as motivating them towards strategic vision of the future of the company.

Controlling: This function allows for management of resources and monitoring by means of policies and procedures as well as quality control, financial management, and audits.

Reference

Bateman, T. S. & Snell, S. A. (2009). *Management: Leading & collaborating in a competitive world* (8th ed.). New York, NY: McGraw Hill Irwin.