

IMPORTANCE OF PLANNING AND CONTROL OF MANAGERS

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Abstract

Variety of manager activities is very much and managers cannot rely only on their individual efforts to do works related to his job. Henry Fayol founds management activities including planning, organizing, leadership (leadership), coordination (employment), control (monitoring) and all of them can read management process. Among importance of "planning and control" as the first and last duty of manager in the organization to the extent that some management scholars have called it as twins of management. They role of planning define in step development of doing work and also control role in step of evaluating work and in this paper try to express conceptual relationship between this task and what and how role each of them in the organization.

Keywords: Planning, Organizing, Command (Leader), Coordination (Employment), Control (Monitoring)

1. INTRODUCTION

Human resources are the largest sources of managers and there isn't any mission in organization without the commitment and dedication of its employees. Successful managers know the power of commitment and believe that continuous pursuit of organizational goals is key the success of their activities. In other words, the commitment is only belief an integral part of success. In addition to the human factors in organization should be considered understanding management "is a combination of art and science". However, today is viewed to management in term of the perspective of scientific and professional. But this knowledge is raw and imprecise. In practice, however, this knowledge can be managed promote like other scientific fields (music, sports ...) to kind of art. In fact, part of the management can be learned through training and other parts should be taught by the work (Alvani, 2008). The part that is learned by teaching, say management science and part of apply the savings called art of management. In other words, management is knowledge science and ability art. Knowing goals and plans manager in front of internal organizational different conditions in the face of market competition require scientific insight and artistry in applying knowledge management.

2. LITERATURE REVIEW

2.1. Planning Concepts

Program is considered kind of commitment to perform certain activities to achieve the goal and in other definitions program is clear express and description of intentions and decisions. Program is the output of planning process and word planning has a variety of definitions but what is received from the various definitions including "setting goals and standards, and setting rules and procedures to doing work, preparation programs (both for themselves and for those who work with him). Forecast is prediction or planning for some future events. Planning in term of aspects of the nature is divided to types of physical planning, organizational planning, process planning, financial planning, task planning and public planning (Dessler, 1988). Here planning is meant public planning that all other types are usually planning in itself. Planning in the general concept means identifying the project work and plans to move future and making decisions about what should be done to reach the goal. Planning is not thinking about the future or its control but also is a process that can be used in conducting these affairs. Decision is not in common form but through the

process of planning is made a series of coordinated decisions. Planning can be done for the present or the future and has the following advantages:

- 1- Fulfillment of organization goals
- 2- Helps to create opportunities for implementing decisions
- 3- To help organizations implement systematic plans and fulfillment of goals
- 4- Only effective planning can be adapted organization to the rapid growth of technology in environment.
- 5- It increase economic growth at the macro level
- 6- Financial planning and budgeting is a tool to control the activities
- 7 – It helps to boost morale of teamwork and leads to increasing organizations efficiency

2.2. Control Concept

The main objective of control in management is finding deviations and correcting it. on one hand, (Anthony and Govindarajan, 2007) that management control is the process through which managers use their power to influence other members of the organization to implement strategies, to realize goals and objectives and, on the other hand, it integrates facts on long, medium and short terms, having well determined implications in human factors, objectives and assignments (Sgardea & et al, 2011). Control is activity that compared dos and still, optimal and available, forecasts with performances and give clear image of the differences or similarities between the two groups of factors to relevant manager and supervisor. In other words, concept of control in managing an organization is regular activity that determines the expected results in certain operations standards to evaluate deviations and differences observed and to determine their level of importance and do necessary reforms to accomplish the goals and mission of the organization. Thus, the control process consists of four main steps as follows.

- 1 - Determine the control criteria
- 2 - Compare the results of the performance with standards specified
- 3 - Detection of deviations and their causes
- 4 - Set up and implement corrective action and plans

2.3. Significance of Planning and Control

Although leaders and management scholars the first and foremost duty of managers consider planning. However all agree that the importance of each of the tasks without communication with other tasks is not only accountable to manage organization. planning requires decisions, ie the choice between the options and it is current and in all parts of the organization will influence, process in other words has clear steps and interconnected to produce a coherent output in the form of a system of coordinated from decisions. Purpose of planning is forecasts or predictions of future events that are likely to happen (Venous et al, 2008).

According to the definition control, it is clear that control should be rectifier not punishment. Basically, the goal of control system is correction of operation and preventing deviations. Therefore the system is designed and arranged in such a way that possible to prevent the occurrence of deviations and in case of deviation will provide solution and method of correct. According to social learning theory, a man can control his behavior if makes it methodically and with rewards and punishments to encourage. Furthermore, the implementation of control systems in an organization should be designed with regard to realities of the social, political, legal, economic, cultural, and technology available environment of an organization. Control includes maintenance activity in specified path or to correct deviations related to programs. Therefore, programs offer standard of control.

2.4. Position of Planning and Control in Guiding Organizations

In recent years with the dramatic changes surround organizations. Managers have found that with setting goals and mission of the organization in long-term can achieve better to their plans. The

definition of the main purpose of an institution is the first step in the planning process. Therefore, it can be found that what do us and purpose of manufacturing or service organization will offer to the community to make clear. Among the activities of Managers, planning has priority to other duties of managers. However, all management tasks are related and are inseparable. But among them, planning has a certain priority. Planning and control, particularly have a close relationship. So can be said that without planning doesn't exist control. In other words, actions non-planning cannot be controlled. Because control include maintenance activity in specified direction of or to correct deviations related to the programs (Aslani et al, 2002).

Therefore, program provides standards of the control, necessary planning is object and purpose and in conducting be set different goals and objectives that most important in part of the planning include:

Strategic planning (strategic or long-term) - an operational planning (executive or short-term) - professional planning

In control part consider four types of system for enterprise direct which include:

1 - Diagnostic control systems: it caused to control by managers to different parts of the organization in terms of performance and safety.

1 - The valuable control systems: organizations by using this system are intended to explain the exact values and guidelines of good managers to provide field of staff enthusiastic acceptance.

1 - Control systems of restriction: if you want have creative workers and entrepreneurs, you should be saying what they shouldn't do instead the things they should do.

1 - Interactive control system: this system is similar to the system of official information available to managers to make them in during personnel decisions regularly.

3. Conclusions

Planning and control are inseparable twins of management. Of course all management tasks are related and cannot be separated. Planning and control, particularly that they have a close relationship. In fact, these two are like two blades of the scissors that without one of them is impossible cutting. Planning is important so, it can be said there isn't control without planning. Control and monitoring is necessary in management but if employees and managers pry work together and be repeated at short time intervals, organization and management system would be a sign of weakness and failure. Mission and goals of organization will not result commitment, effort and planning of managers and employees. While taking advantage of the functions of management, especially planning and control is as first and last task management that organization's activities, from beginning to end is systematic.

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