

TABLE 5.1.

## Gulick's functions of management

	WHAT?	HOW?	WHY?	EXAMPLE
<b>Planning</b>	The assessment of an organization's current condition, direction, and goals – in modern terms, the SWOT analysis of strengths, weaknesses, opportunities, and threats – and its future aims.	Understanding the organization's <i>raison d'être</i> , effectiveness in its organizational goals, and operational environment.	Enables the organization to respond to changes in its environment, to address weaknesses in its operational behaviour, and to develop new and better policies and programs that will also promote its interests into the future. An organization that neglects planning will devote too much attention to routine administration and not enough to overall objectives and ways to achieve them.	The Canadian Armed Forces have long planned for the acquisition of a modern jet fighter to replace the aging CF-18. This planning process has been going on for well over a decade within the Department of National Defence. But such a lengthy period is justified on the grounds that the replacement aircraft will possess an operational lifespan of some thirty years. As of 2022, the federal government has opted for the Lockheed-Martin F-35 as the replacement aircraft for the CF-18.
<b>Organizing</b>	A collection of activities related to the structure of the bureaucratic entity, establishing an organizational design and defining the roles and responsibilities of management and staff.	Deciding whether the organizational hierarchy should be steep or shallow, centralized or decentralized; whether the flow of information, authority, and influence should be top down, bottom up, or some balance of the two; and whether power relations between management and staff and within management itself should be more authoritarian or egalitarian.	Thinking about the fundamental goals and responsibilities of the organization and creating the bureaucratic structure to fulfil them in the most economical, efficient, and effective way is an integral aspect of smooth functioning.	National Defence established a specialized new jet fighter procurement and assessment project team within the department, tasked with finding the appropriate aircraft and its industrial support package.
<b>Staffing</b>	"Acquiring, training and developing of personnel to conduct the organization's activities" (Denhardt and Grubbs 1999, 286), including hiring, promotion, discipline, demotion, and firing.	Managing personnel using communication, motivation, resolution of interpersonal conflict, and promotion of sound management-workforce interaction.	Human wants and needs, likes and dislikes, attitudes, and expectations – with all the potential for disagreement and conflict that human interaction implies – require management and negotiation for effective organizational functioning.	The department staffed this jet fighter project team with a range of experts, from Royal Canadian Air Force (RCAF) pilots to strategic analysts and military procurement and industrial development officials.

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<b>Directing</b>	Directing staff towards the realization of institutional goals and the application of material, financial, and legal resources towards the same end.	Making decisions and undertaking “the three critical management activities: leading, motivating and changing things when necessary” (Denhardt and Grubbs 1999, 286).	One of the natural outcomes of managerial-workforce interaction and a vital component of good leadership, directing is “often the most dynamic and most visible management function” (Denhardt and Grubbs 1999, 286).	The jet fighter project team is under the direction of a senior RCAF officer charged with staffing the team, giving it direction, and overseeing its research and deliberations.
<b>Coordinating</b>	Bringing things together, or “making a mesh of things,” in Paul Thomas’s (1999) phrase, to ensure that personnel and resources are connected in a timely and productive manner to facilitate organizational ends.	Networking by bringing together people and offices with shared or related interests and responsibilities. Coordination is rooted to joint planning, information sharing, and institutionalized systems of meetings.	The resources and functions of the entity – along with the interests, responsibilities, and needs of personnel – must be recognized and integrated into the development and implementation of organizational objectives.	The team coordinates its work with officials from the departments of Industry, Foreign Affairs and International Trade, and Public Works and Government Services, as well as regional development agencies. Coordination also extended to air force and defence counterparts in the United States and NATO.
<b>Reporting</b>	Communicating information throughout the organization and beyond.	Turning information into organizational intelligence and then disseminating it to everyone who needs it. The process can flow internally, either downward to subordinate managers and staff or upward to managers and political leaders; or externally and laterally to other organizations and parties.	Sound information management is central to effective management in general and crucially important in helping a bureaucratic entity to understand its current operational strengths, weaknesses, opportunities, and threats and its future needs, goals, and options.	The project reports regularly to National Defence senior officials, the minister, and PCO/PMO senior officials. Ultimately, the Department of National Defence reports regularly, through the minister, to Parliament.
<b>Budgeting</b>	Securing, planning for, and managing organizational funds.	Raising, handling, and distributing money within and beyond the organization.	All organizations run on money, and budgeting may develop overarching organizational significance, dominating even the leadership of the bureaucratic entity.	National Defence finances the activities of the project team, and the team is charged with determining the final cost of the entire operational package to replace the CF-18s.