

# Leveraging Key Management Functions for Result-Oriented Online Food Marketing in Dubai

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*Abstract- Management research, the world-over, is not only traceable to the 'start or time' in human race trade and business but has continued to wax stronger and taking wider space in contemporary practice of entrepreneurship. Management is the attainment of organizational goals in an effective and efficient manner, and this brings to bear the fact that every action taken has a reason, thus every individual or business has set of objectives either in mind or written, which are in line with the goals of the individual or business. Without good management of time, labor, finances, machines and other resources, the individual or business is bound to fail. This makes management very essential and critical in every facet of life. Just as the saying goes that "tourism is life", there is also "no tourism without food". Food is part of culture, tourism and ultimately, life, and with the over 240 nationalities resident in UAE, with Dubai as it biggest commercial hub, we see a need to look at this market and how the order and delivery of food will be done efficiently and effectively. Hence, this work is x-raying the concepts of management, functions and how it can aid this mission.*

**Indexed Terms:** food, function, key, leveraging, marketing, management

## I. INTRODUCTION

According to Management Study Headquarter "management is a set of principles relating to the functions of planning, organizing, staffing, directing and controlling, and the application of these principles in harnessing physical, financial, human and informational resources efficiently and effectively to achieve organizational goals". A few philosophers' like Kreitner and Koontz have defined management in various ways:

Kreitner, defines management as "a problem-solving process of effectively achieving organizational objectives through the efficient use of scarce resources in a changing environment".

Harold Koontz, also defines management as "an art of getting things done through and with the people in formally organized groups. It is an art of creating an environment in which people can perform and individuals can co-operate towards attainment of group goals."

From the definitions above, management can also be said to be a process or means through which an organization can effectively meet its targets through the practice of management functions like planning, organizing, staffing, directing and controlling in order to skillfully utilized given resources within a specific period of time and harmonize the company's interest and that of the staff.

It may simply be put to be the art of getting things done through people, and these can never be achieved if the key functions of management are not put to play.

## II. STEPS TO STARTING THE BUSINESS

Sequel to the introduction, our discussion from this study will focus on the various functions of management; why they are important for the daily running of the activities of an organization through these processes and how these functions can be carried out in the best of her interest.



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The foundation for any business or project is planning. Without a well-thought-out plan, it will be

difficult for the company to succeed. Meaning, there are no objectives set and goals to be met at the end of the day and it may be disastrous for the business. According to Investor Words, planning is “the process of setting goals, developing strategies, outlining tasks and schedules to accomplish the goals”. From the definition, without in-depth knowledge about the business you want to set up or the product you want to sell, you cannot outline the appropriate objectives for the business.

To set up an online catering service in Dubai, the following will be recommended steps to take in achieving the dream:

1. Research and find out what online food marketing in Dubai entails.
2. Find out the legalities involved in operating such business.
3. Gathering necessary information
4. Write an ideal business plan which will be used as a road map for the catering business.
5. Know what my vision, missions, business philosophy, core values as well as objectives are. These will serve as the wheels upon which my passion for providing healthy and wholesome food containing the necessary nutrients under hygienic conditions will be driven to meet the timely expectations of clients.
6. Undertake an industry analysis or SWOT analysis to identify the strengths, weakness, opportunities and threats in the catering industry in Dubai.
7. Craft short-term and long-term goals of the business; how to move from an online business to owning my restaurant in the next five (5) years.
8. Set my target market which could be the rich, middle class, career women, aged, American, British, African, Asian or some continental dishes.
9. Develop a marketing plan to sell the food. Through this I can use appropriate social media platforms to advertise the food, and website(s) where pictures of food will be uploaded to tickle the taste buds of prospective clients. The use of flyers and

brochures and also how deliveries will be done.

10. Payment plan – The next consideration will be about the type of payment plan to use-- electronic payment options or cash?
11. Development of policies with regards to management team, code of conduct of employees, how queries and complaints will be handled and other policies to enable the catering business meet its goals.
12. Prepare financial projections in terms of the price of the food, match it up with expected expenses and know my revenue at the end of the day. From there, I can make projections and know whether the business is profitable and will thrive for the next two (2) to ten (10) years.

My plan should also not ignore the presence of competitors and their strategies. Thus, from that knowledge I can develop alternative strategies to enable me have some kind of edge over them. In order to run the day to day operations of the business.



### III. PLANNING

Having a plan gives the business an idea of what the focus is, the ability to understand and effectively utilize resources. It also helps reduce the risk associated with the practice of food business in the industry. Planning can be grouped into four (4) different categories namely:

Strategic Planning:

This category of planning is usually done at the top managerial level by the CEOs', Presidents and other high-level managers. It includes defining the mission,

vision, values, short and long-term goals of the organization.

**Operational Planning:**

This planning involves policies and decisions that are designed to facilitate the day-to-day running of an organization in accordance with their set objectives. These include rules for specific regulations and procedures, step-by-step process for accomplishing objectives, problem-solving approaches and others.

**Tactical Planning:**

It's planning focused on specific and short-term plans, where tactics are employed to achieve outlined strategic plans within a definite period.

**Contingency Planning:**

Contingency planning is very important when designing the business plan of an organization. These are plans made for uncertainties or unforeseen occurrences. An example is how the dead of staff should be handled, health and safety issues, etc.

From the analysis made, it can be deduced that effective planning is an essential and sensitive function of management and forms the backbone of every successful business therefore it has to be outlined strategically to meet the specific goals of the organization.

#### IV. ORGANIZING

The second function of management is organizing. According to Lumen Learning, organizing “involves assigning tasks, grouping tasks into departments, delegating authority, and allocating resources across the organization”. This management function is often a relationship between top management and middle level management, middle level management and their subordinates which is linked to the hierarchy of management. Organizing can also be described as bringing together the financial, human resources and mechanical resources outlined in the business plan and allocating them effectively and efficiently to achieve the organizational goals. With this, top level managers identify and classify activities of the company into different roles and processes in accordance with the objectives of the firm. Similar activities or roles are then grouped into departments,

authorities are delegated together with the creation of responsibilities for middle level managers who become team heads or supervisors for their designated departments. These supervisors or team heads make decisions and in turn transfer their responsibilities to subordinates. In addition to supervising the activities of subordinates, they coordinate the flow of information from top level managers to the subordinates. This function ensures oneness in command without confusion and also creates a cordial working environment where workers are able to give their best for the effective and efficient running of the business.

To enable us have a practical understanding of how a firm organizes its resources, let us revisit the plan I designed earlier for the online catering business. Taking into consideration our business plan before organizing our resources show how dependent these functions are, of each other. Here, the CEO (Chief Executive Officer) must form a management team which will comprise of the Managing Director, the various heads in charge of finance, human resource, kitchen, IT, marketing and other relevant roles. These heads are given authority and responsibility to supervise and competently manage the resources given in terms of money, employees, food production, advertisement, and online marketing and payment systems of their designated departments, implement company's policies and make strategic decisions beneficial to the effective running of the daily activities of the catering business. These team heads are also mandated to coordinate activities by means of relaying management decisions discussed at board meetings or any form of communicate to the subordinates to prevent rumor-mongering activities which creates unhealthy rivalries between top managers and subordinates termed as unity in command. When there is unity of command, everyone in the company is on the same page and understands their roles. This creates transparency and integrity which in effect motivates staff to work efficiently towards the achievement of the catering services' goals.

## V. ORGANIZATIONAL STRUCTURE

In order to professionally organize resources, management must adopt a form of organizational structure which explicitly shows the chain of command in the organization, and that is the hierarchy of management; who gives the instructions and who to report to. These organizational structures can be grouped into four (4) categories which are:

### Functional Top-Down Structure:

This is the traditional organizational structure which has been practiced for ages. With this structure, Chief executive officers group employees with similar skills and specialties into various departments like accounts, human resource, IT, sales and marketing, operations and others. Assigns heads who are given authority and responsibility to supervise the activities of these departments. These heads become the immediate bosses of their departments who give instructions on how roles are to be carried out and subordinates are expected to report directly to them. One disadvantage with this structure is, sometimes information is not disseminated properly among departments and may lack clarity.

### Divisional Organizational Structure:

This type of organizational structure is mostly used by companies or firms who are into manufacturing and production. Here, departments are group according to their product line or geographical location and are independent of each other. An example is the catering company where we produce pastries, continental, African dishes and vegan dishes will prefer to group employees according to these product lines. That is pastries the department will have their own accounts' office, human resource department, operations and sales and marketing team without following the traditional method of reporting to one mother functional department like finance to approve budgets and disburse cash. The disadvantage of using this organizational structure is, overheads or operational cost increases. This is because people with the same specialties and qualifications have to be hired over and over to head similar functional roles in the various product lines.

### Matrix Organizational Structure:

This is an organizational structure which sets its reporting relationships in a grid form which is usually called cross-sectional organization structure. It also deviates from the traditional hierarchy of management where subordinates report to one functional manager. Instead, the matrix structure allows dual reporting where subordinates report to both functional and project or product managers at the same time. An example is a chef who is abreast with social media marketing will definitely be cooking and helping with advertisement on social media. Hence, he has to report to both the head of food production and head of marketing at the same time. The advantage with this structure is that, there is open communication, hidden potentials or abilities of employees are discovered and assigned appropriately to create a dynamic working environment. But the disadvantage with this system is, conflicting priorities and interest demands by both supervisors can sometimes be confusing for the subordinate.

### Flat Organizational Structure:

This is also known as the open office system which can be easily adopted by my start-up catering firm or small companies. This structure has no detailed or specific line of reporting. Employees can easily walk to the managing director's office and share their ideas, give feedbacks or report as well as take direct instructions from him or her. One advantage with this style of organization is, it encourages greater decision making, innovations, less supervision and self-motivation towards work.

Organizing resources into structures reveal the hierarchy of management at a glance which comes very handy when the organization plans of reorganizing its resources. It also serves as a reference and directory for employees where everyone knows his or her roles, whom to report to and the telephone numbers and addresses of colleagues are sometimes written on the chart in addition to their respective roles.

## VI. STAFFING

The third function of management after planning and organizing resources is to employ individuals to work in the created departments or roles. The process of hiring and firing by management is known as Staffing. Koontz and O'Donnell defines staffing as a process that "involves manning the organization structure through proper and effective selection, appraisal and development of personnel to fill the roles designed on the structure". Staffing allows an organization to first of all, plan and estimate the number of people needed for employment. After which management advertises specific roles in the newspapers, on radio, social media or even internally. Countless applications are received in the form of resumes or CV (curriculum vitae). These CV's or resumes are carefully scrutinized, and the best ones are selected for interview. These interviews can be face to face, aptitude test or via skype to enable the company to access the individual on basis of appearance, confidence, intelligence, knowledge of job, expectations and on a more personal level. Qualified candidates are given job offers to work with the company.

After the recruitment, selection and placement process, the organization is supposed to offer training to employees on personal grooming, hierarchy of management, the type of organizational structure used, company policies, code of conduct, products and services, approach to grievances and any other relevant training. Training should not be occasional but a continuous process where employees are regularly trained to keep them abreast with latest trends in their field of work. Additionally, workers will be fully developed and equipped to take up dynamic challenges.

Remuneration is the next important issue management must consider after training and development of staff. Remuneration is simply the quantitative reward or compensation for working or offering a service. This can be paid on daily or on monthly basis as wage and salary respectively. This can be further supplemented with bonuses, allowances, cash incentives or non-cash incentives. Management should ensure they are always in equilibrium with employees when it comes to matters

of remuneration otherwise, they will not be motivated to give their best towards the attainment of the organization's goals.

Performance appraisals should be done quarterly or yearly depending on the company's policy. These appraisals are a means through which management gather feedback from employees with regards to the performance of management, supervisors, grievances or complaints, suggestions or recommendations, personal achievements, welfare issues and expectations of workers. Through these assessments, management is able to easily identify the strengths of each employee and transfer them appropriately to positions that fit them better. Deserving employees are also rewarded in the form of promotions, bonuses, allowances and other incentives which motivates them and the entire workforce to be efficient. Promotions and transfer of roles, are also ways of giving employees an opportunity to grow in the organization, attain some form of recognition and self-fulfillment. Staff welfare issues can also be addressed by providing lunch, health care, transportation, accommodation, quarterly or yearly team parties, maternity leave with salary and any other social activities that brings happiness to your workers which leads to a healthy working environment.

Under staffing, employment can be categorized into three (3) namely:

### Permanent Employment:

This is a kind of employment where workers are employed directly by the company, paid directly without any definite date for termination of appointment. They are actually the regular employees of the company and are entitled to any benefits or security sanctioned by the organization. Sensitive positions like departmental heads and senior management positions are mostly assigned to permanent staff. An example is my online catering business, for all the key management roles like managing director, head of: finance, human resource, marketing, food production and IT have to be permanent staff of the company. This allows them to enjoy all their benefits and give them some sort of

security to work tirelessly to achieve the goals of the business.

#### Temporary Employment:

As the name suggest, it is an employment situation where working relations with a firm expires after a certain period of time depending on the arrangements or the needs of your expertise by the company. This kind of jobs are usually outsourced to third party companies where workers are denied other benefits with the exception of salaries and also have no security to assure them of job stability. An example is hiring an auditing firm to audit and reconcile the books of the catering company. They only come to work for a specific period of time let's say a month. Then audit the books and are paid according to the agreed fees without any bonuses, allowances or other non-cash incentives enjoyed by permanent staff. As soon as their contract is over, the working relationship is terminated for that period until their services are needed again.

Contract to Hire Employment: One of the safest modern ways to hire is the contract to hire employment style. With this, people are hired on temporary bases with the intention of making them permanent workers once they excel in their designated roles. This is a very dicey situation where people employed under this category tend to be tensed and apprehensive at work. This is because they have no security about their fate, whether they will be hired for excelling or fired for abysmal performance. Let's refer to our catering company, the company can adopt this employment style by hiring the services of chefs, cooks or dispatch riders who will be assessed and confirmed after three (3) months of working with the firm.

## VII. DIRECTING

The fourth critical and important function of management is directing. It is the heartbeat of every organization, and once it goes wrong, the whole organization comes to a standstill. Directing is defined as a process by which managers instruct, guide and oversee the performance of workers to achieve predetermined goals of the organization. This function involves managers interacting with subordinates to enquire about the progress of

assigned task, their challenges, new ideas developed, how possible they can work together to achieve their targets in a cordial and friendly manner. To be able to succeed in this function, the manager must be pragmatic and professional in all his or her dealings with subordinates. This brings to bear how directing is closely linked to leadership, once your leadership style is appalling your directing of the organization's resources is affected. Therefore, for a manager to direct his or her staff effectively and efficiently, the manager must be able to follow certain managerial practices. Below are some practices for directing subordinates in an organization:

#### Communication

This is basically a process of conveying an information to an individual or a group of people. Communication can be formal or informal, it can also be verbal or non-verbal that is in writing or the use of gestures or mannerisms. This practice cannot be ignored when instructing, guiding and overseeing the performance of subordinates in order to accomplish the goal of the organization. The manager needs to talk to them and ensure everyone understands the message or instructions he or she is carrying across. There must be clarity, completeness, courtesy and credibility in the information. The manager should be approachable for further questioning and understanding, he or she should be able to persuade his or her staff in a professional but friendly manner through communication to get task done in accordance with the predetermined goals of the company.

For a manager to be effective and efficient at communicating with his or her subordinate, the manager must adopt both the formal and informal method of communication. When formally communicating with subordinates, you can decide to use emails, memorandum, meetings, telephone calls, notices, reports and any other method used in the organization to direct them on how to go about a task, monitor progress and get feedback on their challenges and ideas.

Directing through communication can sometimes be informal or casual. It is actually one of the best ways a manager can adopt to get his or her team on the

move. Here, the manager creates a friendly environment where he or she can casually engage his or her subordinate in a conversation at lunch, corporate hangouts, dinner or even in the office. As they converse, the manager has first of all gain the trust and confident of his or her subordinates because at this point, the subordinate becomes a friend and opens up on issues. The manager must take advantage of this opportunity to ask the right questions and give the necessary guidance towards the achievement of their set goals. Grapevines and gossips are also another informal means of communicating managers shouldn't trivialize, it's very vital especially when you want to know the challenges, grievances, complaints and planned actions of subordinates so you are not taken by surprise. Also, the manager can equally appraise him or herself through these informal means of communicating. This makes communication inevitable when it comes to directing.

#### Supervision

This is the set of activities carried out by an individual in order to oversee the productivity and progress of employees who report directly or indirectly to that person in an organization. Being a supervisor is quite a herculean task, it is not just bossing people around and dictating to them that gets the work done. There is more to it, the supervisor must be mindful and skillful about how he or she supervises. Subordinates may either cooperate or rebel against your style of supervision. In order to persuade your subordinates to perform task within the stipulated time, the supervisor must be:

#### Advocate:

When an individual is assigned the role of a supervisor, the person is given an authority and responsibility over his or her subordinates and also required to act as a mediator between management and subordinates. Therefore, when an employee in his or her department has any complaints, grievances or challenges beyond the supervisor's capabilities, he or she has to relay the information to management. Another duty of a supervisor is, he or she must be able to defend and recommend why employees deserve to be promoted, given bonus, rewarded and salary increased. The team head can also speak and plead on

behalf of employees with peculiar issues for special consideration or pardon from management. Some of these issues include an extension of maternity leave for a mother whose child is sick, casual leave for employees who are bereaved, suddenly taken ill or depressed or even plead on behalf of an employee who is being sacked for misconduct.

#### Boss:

Every supervisor is automatically called a boss by subordinates. For him or her to be effective in performing their role, the supervisor should not act as the name suggest but rather be a facilitator of activities in his or her department. He or she can do this by being friendly and approachable such that subordinates can easily clarify their desired results on projects before deadline. In addition, the supervisor should possess strong sense of direction such that stipulated deadlines are met. Incase these deadlines are not met, he or she should be able to have a consensus-based decisions and thoughtful questioning with employees to find out why they couldn't meet the deadline. After, they can agree on new deadlines and find ways of finishing task within the stated period.

#### Coach:

A supervisor who doesn't have any interest in nurturing and developing the career of his or her employees has failed. This is because he or she will end up working with a bunch of unsatisfied and aggrieved employees who may sabotage the head's efforts. For proactive coaching, the supervisor must ensure employees are promoted to enable them grow in their career and also experience the feelings associated with extra responsibilities.

Through appraisals, the supervisor can also identify problems and offer guidance on how to increase performance, engage them in conversations to gather feedback on performance and advise them accordingly. As much as the team head can facilitate promotion, he or she can transfer roles of employees from one department to the other. An example is, when an employee in the finance department is transferred to the IT department after appraisal. Even

though the individual is an accountant by profession, he or she is passionate about information systems. This was discovered after performance appraisal; the manager can liaise with the IT department head and transfer him or her there in order for the employee to be fulfilled in career and be committed to duties.

**Mentor:**

To be a mentor for your subordinates, a supervisor must be a friend and conduct him or herself in the best of behavior. Some of these behaviors include being calm, courteous, punctual, honest, meticulous, diligent, decent in dressing, ability to resolve issues without provocation and many others. When a supervisor is able to conduct him or herself well, subordinates easily conform and exhibit these characters at the workplace. Another way of mentoring is instructing subordinates to prepare weekly, monthly or quarterly progress reports, where the supervisor sits together as a team to discuss the report in a friendly atmosphere. With this, the team head will have an opportunity to an informal relationship with subordinates where strengths can be identified and advice given on career paths and personal issues. An example is when an employee is good at research. The supervisor can advise the person to pursue a formal education in statistics and join the market research department. This move may be a blessing in disguise and earn him or her a promotion in that department.

**Trainer:**

The first point of training for any new employee is his or her immediate boss or supervisor. In any structured organization, the supervisor will take the new employee through some form of orientation for him or her to be familiarize and inducted with the culture of the company. During this process, the employee is trained on designated role and allowed to learn on the job with colleagues. Also, old employees can be given in-house training on their roles or a supervisor may recommend the services of a third-party company to train staff on various topics. These training can be about personal grooming, new information systems introduced, customer service, marketing skills and any other relevant training.

**Motivation**

It is the process of stimulating people's actions to accomplish the goals of the organization. When stimulating people's actions to be productive at work, the first and foremost means is being courteous in your dealings with the team, smiling at all times and respecting their views. Once a supervisor is able to do this, you capture their attention and minds towards cooperating and performing assigned duties as desired. Supervisor can regularly organize team meetings, pep talks, round table discussions or corporate hangouts where the team head can inspire and urge subordinates to be diligent in performing task. As much as a supervisor has a strong sense of direction, he or she must be flexible sometimes with working hours and allow staff with issues to work from home. An example is when there is a sand storm, supervisors should not insist on employees coming to work, he or she should be flexible enough and allow staff work from home and coordinate with each other via the internet.

The supervisor can invite subordinates' suggestions, ideas or brainstorming moments on an upcoming task or an existing project. By doing this, the supervisor is able to ignite the creative abilities of employees, develop their problem-solving skills, time and resource management skills and give them a sense of recognition. Besides developing potentials of his or her subordinates, a supervisor has a responsibility of counselling employees who are depressed or confronting personal or work-related issues. Without sound mind, there is no way a subordinate will be effective and efficient at his or her output. Therefore, a team head should be able to be a shoulder to cry on, an arm to comfort, an ear to listen and a confidant. Imagine an employee having a personal counsellor as a boss, the person knows the company cares about the well-being of employees and must always give his or her best at all times towards the achievement of set targets.

Lastly, supervisor as a way of motivating staff should regularly compliment and appreciate their efforts. This can be done by acknowledging them at team meetings, end of year parties, sending them congratulatory messages, having their pictures posted at advantage places in the office, citations or through





organizational structure, this principle is defined such that a subordinate can report to two or more functional managers.

**Unity of Direction:**

As the name suggests, all related activities should be put under the control of one manager and should also have one action plan.

**Subordination of Individual Interest to Mutual Interest:**

With this principle, Fayol suggests the leader should be able to place the interest of the company first above all personal interest or consideration. This principle in modern day management does not suffice, its rather proposes management harmonizes the interest of both the company and employees for efficient output.

**Remuneration:**

This has also been discussed earlier under staffing, the leader must ensure employees are paid sufficiently to boost their morale as well as a reasonable quantum or method of remuneration for fairness.

**Degree of Centralization:**

This principle has to do with decision making and the size of the organization. Fayol suggest decision making should be made by management at the top and disseminated to the rest of the employees.

**Line of Authority:**

With this, the leader must ensure there a clear line of authority from the top to bottom linking all managers at all levels. This can be displayed on an organogram for the clear view of everyone.

**Order:**

Fayol describes this principle in two (2) forms that is social and material order. Social order ensures the fluid operation of a company through authoritative processes while material order considers the safety and efficiency of employees at the workplace. The leader must always choose an order that conforms with the business culture or policies.

**Equity:**

This principle proposes, leaders should be fair, impartial and just when dealing with employees. Every employee should be given equal attention and consideration without being biased. Empathy sometimes causes a superior to deviate from this principle when situations demand. This leaves the supervisor with no choice than to grant special consideration

**Stability:**

With this principle, management must ensure labour turnover is low, that is the rate at which people are hired and fired is minimal. Especially managerial positions which affects the smooth running of the organization.

**Initiative:**

Here, when a leader is able to use initiatives or suggestions of employees, it adds new ideas to the company and also strengthens staff interest towards the project.

**Team Spirit:**

This principle suggests a leader should not use the divide and conquer approach to direct the business. He or she must ensure a communal bond exist among employees where they work together and learn how to mutually trust each other, tolerate and understand each other. With effective team work, huge tasks are finished in no time.

Other leadership qualities include empathy, good sense of humor, positive thinker and setting clear expectations.

**IX. CONTROLLING**

The last function of management for the purpose of this work is controlling. This is the process where standards are set, measured with actual performance and corrective measures taken in case of any variance. Controlling from the layman's view can be a process of checking whether tasks assigned are progressing towards the goals of the organization and acting if necessary, to correct any deviations.

In the bid to control the organization's resources, management must consider following the steps listed below:

#### Establish Standards:

It is the responsibility of management to set standards in accordance with the objectives and goals of the company. These standards should be carefully planned out such that employees can easily detect whether they are on the right path or not. Recent times, most businesses use Key Performance Indicators commonly known as KPI to set the standards. These KPI can be measured in the form of customer complaints, sales revenue, labour turnover, average time to complete task, cost of service delivery and many others.



#### Measurement of Actual Performance:

When it comes to measuring actual performance, the supervisor can use the key performance indicators (KPI) set by the company either in quantitative or qualitative values to review the actual task they have carried out over the period of time.

#### Comparison of Actual Performance with Standards:

At this stage, the supervisor compares the departments actual performance on assigned roles with the standards expected of them by company. This controlling step helps the manager to compare current data with set standards, identify shortfalls, observe patterns and know which products or roles are performing better.

#### Corrective Action:

Taking corrective action is very beneficial to the organization such that errors are early detected and corrected to mitigate cost. It also enhances the growth and development of employees and the organization at large. Certain corrective measures like employing new sales strategies, reforming human resource department to reduce labour turnover, training

customer service personnel and effective time management practices can be used to correct the variance in the KPI. Contingency actions can also be taken by management against unforeseen or unexpected problems which makes management prepared anytime they are faced with a challenge in this category.

## X. CONCLUSION & RECOMMENDATION

May I conclude with a very practical example of controlling – when an online catering business sets a target of monthly sales of 8,000 Dirhams with a maximum of 20 orders daily. If after reconciling the accounting books at the end of the month and find out that monthly sales of 5,000 Dirhams was made with 10 orders daily, it means there is a variance of 3,000 Dirhams in sales and 10 orders. I should be able to investigate and find out what may have caused the shortage. In my investigation, I may find out that maybe the taste of the food was not palatable, packaging was bad, marketing strategy couldn't penetrate the market as planned, delay in delivery, answering calls in unprofessional manners, bad customer service and menu not sent to customers on time, could be the causes. Once these problems are identified, I must quickly correct them through re-training of staff, changing cooking methods, becoming more prompt to responding to customer calls, delivery and changing our marketing strategy.

From the analysis made, every effective and efficient management must carry out these five (5) functional roles that is, planning, organizing, staffing, directing and controlling in order to reduce risk, save time, utilize resources judiciously, fit employees at right roles, harmonize company and employees interest to boost their morale and achieve results within the stated time towards the goals of the company.

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