

government is a peculiar political entity structured in its own way and with its own special motivations. The government is responsible to the larger political entity of Parliament and it, in turn, to the people who are the ultimate judges of the way in which the nation's affairs are managed. We exercise managerial responsibility within the government context. This framework of democratically elected government -- a form of social organization quite unlike that of business -- provides us with the opportunity to exercise our managerial functions.

To say that government is not like business does not however mean that government -- and management processes in government -- should not be carried on in a business-like manner. Our task is to adopt wherever it is sensible, practicable and possible to do so, sound managerial concepts which have been tested and proved in the world of business management. Some of these concepts and methods applicable to management process in the business world may not prove to be adaptable to the political world in which government is carried out; others may have to be modified or changed to meet the peculiar requirements of the special world in which we operate. The great proportion of business management concepts and methods will be found in the vast majority of circumstances to be just as applicable to the world of government as to the world of business.

Definition of Management

If a single-word definition is to be given, management can be summed up in the word "control". This control is not used in the negative sense in which we tend to think of it in the public service. It is control in the positive sense in which we think of the pilot of an aircraft or the captain of a ship ensuring that his navigation will be such as to bring him to the right destination at the right time. It is a positive, desirable and acceptable kind of control based upon a system and not on the whim of an individual. It is based upon objective rather than subjective evaluation. In each situation, the complex factors involved are controlled and manipulated to achieve the desired results. It is control based on objective standards and requirements. It is control in the sense of self-control, of self-discipline.

In defining management in broader terms, one can regard it as the mobilization and deployment of three elements -- money, manpower and material -- to achieve a known objective.

Whether the management processes are good or bad can be determined by three tests:

- (a) Are these elements used in an economical way?