

Article

The 21st Century Requirements for Management Functions in the Era of Artificial Intelligence: A Literature Review

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Abstract: This article defines the basic functions of management that are the backbone for effective organizational operation and success. It considers the five core functions: planning, organizing, leading, and controlling. In each function, it is described in detail how it is significant to achieve organizational goals. Planning involves setting objectives and determining strategies to meet them, while organizing arranges resources and tasks for optimal efficiency. While leading focuses on motivating and directing employees toward performance goals, controlling ensures that activities within the organization are performed according to established standards through observation and corrective measures. Understanding and integrating these management functions will help an organization to be cohesive and adaptive, increasing productivity, driving innovation, and sustaining growth in a dynamic business environment. The article seeks to provide a general overview to underpin the imperative of appropriate management practices towards the realization of success within an organization.

Keywords: Planning, organizing, leading, controlling, objectives, co-ordination, employee's moral, classifying authority, responsibility, specialization.

1. Introduction

Management is a multi-faceted discipline that plays a very important role in the success and sustainability of organizations. The functions of management, traditionally categorized into planning, organizing, leading, and controlling, provide a framework for understanding how organizations operate and achieve their objectives. This literature review is designed to explore the different dimensions of these core functions, assess their relevance and evolution over time in response to changing organizational dynamics, technological advancements, and socio-economic factors. The concept of management has undergone significant evolution since its formalization in the early 20th century, with contributions from various theorists including Henri Fayol, Peter Drucker, and Mary Parker Follett among others. Each of them has contributed to the various insights on roles and responsibilities ascribed to management functions. While, for instance, Fayol's principles of management highlight a systematic approach to coordination in organizational activities, Drucker puts great emphasis on effectiveness in terms of achieving organizational goals through the setting of priorities. Management is how businesses organize and direct workflow, operations, and employees to meet company goals. The main aim of management is to create an environment that enables employees to work efficiently and effectively (Ogunmola, 2022). A solid organizational structure

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guides employees and establishes the tone and focus of their work. Furthermore, Workplaces depend on the strength of those in management positions. In addition to directing employees, managers must communicate with more senior professionals in their company to ensure the team meets goals and furthers the company's mission. Although the duties of managers differ based on their industry and workplace, most fulfill the same basic responsibilities. In this article, we discuss the functions of management and how important the role of manager in the company's success.

1.1 The Functions of management

While managers often view their work as task or supervisory in orientation, this view is an illusion. At the most fundamental level, management is a discipline that consists of a set of five general functions: planning, organizing, staffing, leading and controlling. These five functions are part of a body of practices and theories on how to be a successful manager (Bass, 1985). Understanding the functions will help managers focus efforts on activities that gain results (Figure 1).

Table1 Types of Functions of Management

Types of functions	How to use	Role	lead
Planning	Develop plans to coordinate activities Define rules	Establish strategy	Define rules
Organizing	What tasks to be done	Who should do them	Who reports to whom
Leading	Motivate employees	Directing others	Resolve conflicts
Controlling	Monitor activities to ensure they are as per plan	communication	Correct any deviations

1.2 Planning function of management

Planning means looking ahead and chalking out future courses of action to be followed. It is a preparatory step. It is a systematic activity which determines when, how and who is going to perform a specific job (Deming, 1985). Planning is a detailed program regarding future courses of action. It is rightly said "a well-planned plan is half done" (Drucker 1954). Therefore, planning takes into consideration available & prospective human and physical resources of the organization so as to get effective co-ordination, contribution & perfect adjustment. It is the basic management function which includes formulation of one or more detailed plans to achieve optimum balance of needs or demands with the available resources (Fayol, 1916). According to Urwick, "Planning is a mental predisposition to do things in orderly way, to think before acting and to act in the light of facts rather than guesses". Planning is deciding best alternative among others to perform different managerial functions in order to achieve predetermined goals. According to Koontz & O'Donell, "Planning is deciding in advance what to do, how to do and who is to do it.". Planning bridges the gap between where we are to, where we want to go. It makes possible things to occur which would not otherwise occur". Their definition underscores the goal-oriented, structured and hierarchical nature of the planning process. They see planning as an essential foundation for all other management activities and actions (Koontz & O'Donell, 1955).

2. Materials and Methods

2. Advantages of planning

2.1 Planning facilitates management by objectives.

Planning starts with determination of objectives. It underlines the purposes for which various activities are to be undertaken. In fact, it makes objectives clearer and more specific (Avolio & Gardner, 2005). Planning helps in focusing the attention of employees on the objectives or goals of enterprise. Without planning an organization has no guide. Planning compels manager to prepare a Blue-print of the courses of action to be followed for accomplishment of objectives. Therefore, planning brings order and rationality into the organization. Planning minimizes uncertainties. Business is full of uncertainties. There are risks of various types due to uncertainties. Planning helps in reducing uncertainties of future as it involves anticipation of future events. Although future cannot be predicted with cent percent accuracy but planning helps management to anticipate future and prepare for risks by necessary provisions to meet unexpected turn of events. Therefore, planning acts as a great help for forecasting uncertainties that are helpful in preparing standbys, hence uncertainties are minimized to a great extent (George, 1960).

2.2 Planning facilitates co-ordination.

Planning revolves around organizational goals. All activities are directed towards common goals. There is an integrated effort throughout the enterprise in various departments and groups. It avoids duplication of efforts. In other words, it leads to better co-ordination. It helps in finding out problems of work performance and aims at rectifying the same. Planning improves employee's moral. Planning creates an atmosphere of order and discipline in organization. Conformity may be achieved easily since it provides employees with their oncoming role and responsibilities. In this way, the employee will show their best to attain a reward for the same. Planning helps create a healthy attitude toward the work environment which will boost the morale and efficiency of the employees (Patrick, 2002).

2.3 Planning helps in achieving economies.

Planning ensures effectiveness and secures economy as it leads to orderly allocation of resources to various operations. It facilitates optimum utilization of resources that brings economy in operations. It also avoids wastage of resources by selecting the most appropriate use that will contribute to the objective of enterprise. For example, raw materials can be purchased in bulk and transportation cost can be minimized. Also, it guarantees uniform feed to the production department that is overall efficiency. Planning makes controlling easy (Eccles & Nohria, 1992). Plans indicate the existence of some planned goals and a standard of performance. It provides the basis of control. We can simply not imagine an effective system of control without the existence of well-thought-of plans. Planning offers pre-determined goals against which the actual performance of different factors is measured. In fact, planning and controlling are the two sides of a same coin. If planning is root, controlling is the fruit. Planning provides competitive edge. Planning provides competitive edge to the enterprise over the others which do not have effective planning. This is because of the fact that planning may involve changing in work methods, quality, quantity designs, extension of work, redefining of goals, etc. With the help of forecasting, not only does the enterprise secure its future, but at the same time, it is able to estimate the future motives of its competitor, which helps in facing future challenges. Thus, planning leads to the best utilization of possible resources, improves quality of production, and hence the competitive strength of the enterprise is improved (John Mackey, 2010). A real-life example of the planning function of management is reflected in Amazon's holiday season strategy. This is a systematic plan to ensure that the company meets increased customer demands during peak shopping periods like "Black Friday" or the "Christmas holiday season". The main objective of Amazon during the holiday season is to meet the demand of customers while minimizing delivery delays and ensuring customer satisfaction. Amazon uses past years' data of order volumes, trending items, and delivery timelines for understanding sales and to plan for headaches. For example, Amazon hires temporary seasonal workers such as warehouse employees and

delivery personnel that help them manage the uptick in orders. In addition, storage and distribution centers are increased that enable products to be closer to their customers. Amazon gives a clear timeline for the stocking of inventories, promotion launches, and deliveries at warp speed, such as two-day or even same-day delivery for Prime members. The company identifies the potential risks-supply chain disruptions or delays in delivery, for example-and develops strategies to mitigate these risks. For instance, it diversifies how it delivers products through its logistics network, third-party carriers, and drones in some regions. Amazon aligns suppliers, technology teams, logistics partners, and marketing teams to have the best holiday strategy executed. The inventory planning ensures enough of the most purchased products are in stock. During the holiday period, Amazon continuously monitors order volumes, customer feedback, and delivery times, readjusting its strategy in real time-such as reassigning delivery routes or speeding up shipments of inventory to high-demand areas. (Davenport, 2010).

2.4 Importance of Planning in This Example.

Planning ensures resources are utilized efficiently and that there will not be any stock outs or overstocking (Hannaway, 1989). By planning for fast deliveries and sufficient stock, Amazon has maintained its reputation for reliability. Well-planned promotions and inventory management maximize sales during the holiday rush. Proactive planning helps Amazon navigate challenges like supply chain issues or sudden spikes in demand. This example highlights how Amazon's meticulous planning function enables it to thrive during high-pressure periods, keeping operations smooth and customers happy. (Ogunmola & Kumar, 2021).

3. Results

3. Organizing as the main function of management

Organizing is the function of management which follows planning. It is a function in which the synchronization and combination of human, physical and financial resources take place. All the three resources are important to get results. Therefore, organizational function helps in achievement of results which in fact is important for the functioning of a concern. According to Chester Barnard, "Organizing is a function by which the concern is able to define the role positions, the jobs related and the co-ordination between authority and responsibility" (Ogunmola, 2024). Hence, a manager always has to organize in order to get results. A manager performs organizing function with the help of following steps:

3.1 Identification of activities

Identification of all the activities to be performed in a concern All the activities like preparation of accounts, making sales, record keeping, quality control, inventory control, etc. Grouping and classification of activities into units: The activities should be organized department wise. In this step, the manager tries to combine and group similar and related activities into units or departments. This organization of dividing the whole concern into independent units and departments is called departmentation (Galbraith, 1973).

3.2 Classifying the authority

Once the departments are made, the manager likes to classify the powers and its extent to the managers. This activity of giving a rank in order to the managerial positions is called hierarchy. The top management is into formulation of policies, the middle level management into departmental supervision and lower level management into supervision of foremen. The clarification of authority helps in bringing efficiency in the running of a concern (Weber, 1905). This helps in achieving efficiency in the running of a concern. This helps in avoiding wastage of time, money, effort, in avoidance of duplication or overlapping of efforts and this helps in bringing smoothness in a concern's working (Ogunmola, 2022).

3.3 Co-ordination between authority and responsibility

Relationships are established among various groups to enable smooth interaction toward the achievement of the organizational goal (Sproull, 1984). Each individual is made aware of his authority and he/she knows whom they have to take orders from and to whom they are accountable and to whom they have to report. A clear organizational structure is drawn and all the employees are made aware of it.

4. The importance of organizing function

Organizational structure represents a network of relationships in which the work is divided into units and departments. This division of work is helping in bringing specialization in various activities of concern. Well-defined jobs - Organizational structure helps in putting right men on right job which can be done by selecting people for various departments according to their qualifications, skill, and experience (Ogunmola, 2022). This is helping in defining the jobs properly which clarifies the role of every person. Clarifies authority - Organizational structure helps in clarifying the role positions to every manager (status quo) (Deloitte, 2022). This can be done by clarifying the powers to every manager and the way he has to exercise those powers should be clarified so that misuse of powers does not take place. Well-defined jobs and responsibilities attached help bring efficiency into the working of managers. This helps in increasing productivity.

4.2 Co-ordination

Organization is a means of creating co-ordination among different departments of the enterprise. In this way, it establishes clear-cut relationships among positions and ensures mutual cooperation among individuals. Furthermore, it establishes harmony in work by the exercise of higher-level manager over interconnected activities of the lower-level managers. Authority-responsibility relationships can be fruitful only when there is a formal relationship between the two. For smooth running of an organization, the co-ordination between authority- responsibility is very important. There should be co-ordination between different relationships. Clarity should be made for having an ultimate responsibility attached to every authority (Hersey & Blanchard, 1969). There is saying, "Authority without responsibility leads to ineffective behavior and responsibility without authority makes person ineffective" (Porter, 1980). Therefore, co-ordination of authority-responsibility is very important. Effective administration - The organization structure is helpful in defining the jobs positions. The roles to be performed by different managers are clarified. Specialization is achieved through division of work. This all leads to efficient and effective administration (Kaplan & Norton, 1992).

4.3 Growth and diversification

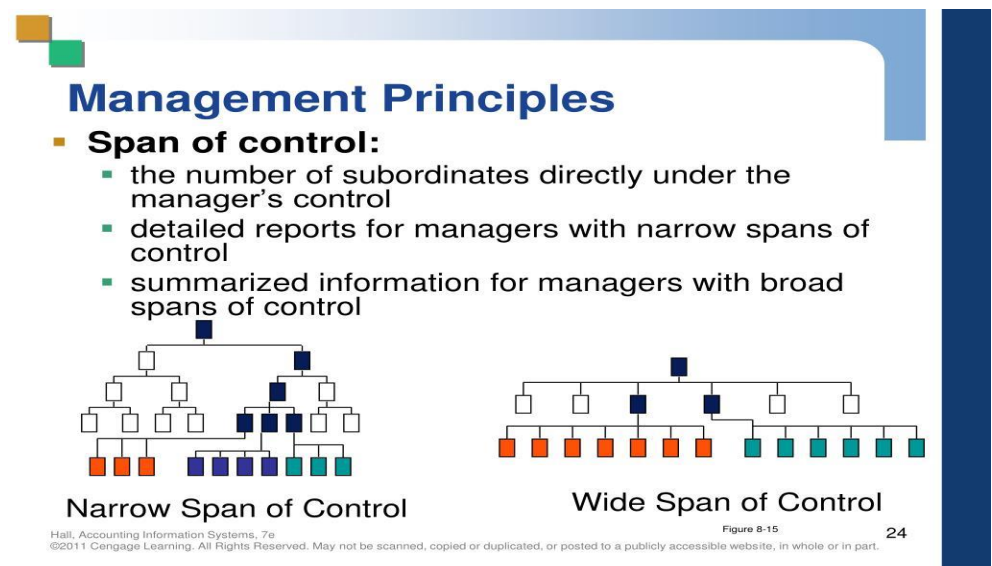
Efficiency can be brought about by clarifying the role positions to the managers, co-ordination between authority and responsibility and concentrating on specialization. In addition to this, a company can diversify if its potential grow (Kotter, 1999). This is possible only when the organization structure is well- defined. A company's growth is totally dependent on how efficiently and smoothly a concern works. This is possible through a set of formal structure. Sense of security - Organizational structure clarifies the job positions. Web analytics and e-commerce go hand in hand; the growth of e-commerce has led to the growth of web analytics and vice versa, in today's online retail scenario web analytics has been integral in performing the customer centric operations. An e-retail customer centric operation, especially those targeted at specific individuals will rely heavily on data and information that has been extracted about that customer. For example, personalized display, targeted marketing (marketing to specific individuals or customer segment). Online Customer data has now become the most important factor for a customized user experience, hence there is a rush to have such data (ss & Ayodeji, 2022). However, with the availability of data, e-tailors have realized that there is so much more they can do with the data than just offering personalized experience. Thus the use of customer data started raising ethical concerns. (Ogunmola, 2022) The roles assigned to

every manager is clear. Co-ordination is possible. Therefore, clarity of powers helps automatically in increasing mental satisfaction and thereby a sense of security in a concern. This is very important for job-satisfaction. The organizing process can be done efficiently if the managers have certain guidelines so that they can take decisions and can act. The following are the principles of organization which can be used by a manager to organize in an effective manner.

4. Discussion

5. Principles of Span of Control/Supervision

According to this principle, span of control is a span of supervision which depicts the number of employees that can be handled and controlled effectively by a single manager (Minzberg, 1973). According to this principle, a manager should be able to handle what number of employees under him should be decided. This decision can be taken by choosing either from a wide or narrow span. There are two types of span of control:



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5.1 Wide span of control

It is one in which a manager can supervise and control effectively a large group of people at one time. A wide span of control refers to a management structure where a supervisor or manager oversees a large number of employees or subordinates. This can happen in organizations with flat hierarchies or where tasks are relatively simple and routine. For example, imagine a call center with a team leader or supervisor who oversees 30 customer service agents. Each agent handles customer queries, and the tasks are generally standardized, involving the use of scripts or predefined protocols. In this case, the team leader may have a wide span of control because they are responsible for a large number of employees (Ogunmola, 2024b). The work is relatively routine, and the team leader doesn't need to provide intensive supervision for each agent, relying on performance metrics and regular reports to manage the team effectively. This setup can help the company reduce overhead costs, as fewer managers are needed to oversee a large number of workers. However, it can also make it challenging for the manager to provide individualized attention or resolve complex issues quickly. Steve Jobs and Elon Musk are renowned for their unique and demanding management styles, which have been pivotal in their companies' successes. Their approaches share some similarities but also differ in execution. Here's an overview of how they kept their employees motivated and productive:

Jobs was famous for his uncompromising vision and ability to inspire employees to believe in Apple's mission of creating revolutionary products. He communicated a clear sense of purpose, ensuring employees felt they were contributing to something extraordinary. Jobs demanded excellence and didn't shy away from pushing his team to achieve seemingly impossible goals. He encouraged employees to think differently, often urging them to reconsider their limits and strive for innovative solutions. Jobs emphasized focus on a few key priorities. By avoiding distractions, employees could channel their energy into perfecting the most impactful projects. He also valued simplicity in design and execution, making his team refine and simplify their work repeatedly. While Jobs was known to micromanage key aspects of product development, he also encouraged creative freedom within those constraints, allowing employees to bring new ideas to the table. Jobs was adept at tapping into employees' emotional commitment to their work, often through storytelling and charismatic presentations of Apple's mission (Jobs, 2011)

Musk leads by example, often working extremely long hours himself, which motivates his employees to mirror his dedication and intensity. He sets ambitious deadlines, fostering a culture of urgency and productivity. Musk inspires his teams with audacious goals, such as making life multi-planetary (Space X) or accelerating the world's transition to sustainable energy (Tesla). Employees are motivated by the impact and importance of their work. Musk maintains a relatively flat organizational structure, encouraging open communication across levels. He is known for being hands-on, often engaging directly with engineers and other team members, making decisions quickly and collaboratively. Musk pushes his employees to their limits, encouraging them to solve problems in ways they might not have thought possible. He often challenges conventional thinking, promoting a culture of innovation and problem-solving. Musk emphasizes outcomes over processes, encouraging employees to iterate quickly and learn from failures rather than avoiding them.

Both leaders instilled a strong sense of purpose in their teams, aligning individual contributions with the larger vision of the company (Ogunmola & Tiwari, 2024a). High expectations ensured that employees operated at their best, driving innovation and delivering extraordinary results. Despite being demanding, both Jobs and Musk trusted their teams to solve problems and innovate, fostering a sense of ownership and pride. Employees were motivated by the opportunity to work on groundbreaking projects and push the boundaries of technology and design. While Jobs and Musk inspired innovation and achieved remarkable results, their management styles were often criticized as being overly demanding or intense. Employees under both leaders sometimes experienced burnout or felt overwhelmed by their expectations. However, for those who thrived in high-pressure environments, working with them was a unique and rewarding experience.

5.2 Narrow span of control

According to this span, the work and authority are divided among many subordinates, and a manager does not supervise and control a very big group of people under him (Ogunmola&Enbeyle&Mahdaoui, 2021). A narrow span of control is a management structure where a manager oversees a small number of employees or subordinates. This mostly happens in organizations with a hierarchical structure or when tasks are more complex and require close supervision. For example, one can consider a five-star hotel where the manager at the front desk is responsible for 5 to 7 people only at the front desk. Those staff will handle VIP guests, complicated reservations, or high-value customer requests. In such a case, the manager has to invest close supervision to make sure service standards are consistently high, and issues resolved as fast as possible since mistakes in customer service may harm the reputation of the hotel. It personalizes supervision, with a narrow span of control; the manager can provide more personalized guidance and mentorship to each employee. This is very important in service-oriented industries, such as hospitality, where customer satisfaction is solely based on the performance of the

people. It also checks on quality. The manager will know how each employee is doing and may insist on high standards of work. This is quite important in environments that require high precision, quality, or customer satisfaction. Moreover, communication could be enhanced (Ogunmola et al., 2022). Managers can have clearer and more frequent communication with their team members, addressing concerns and providing feedback regularly. This helps ensure alignment with company goals and more effective problem-solving (Garifuna's, 1930). Narrow span reduces the risk overload. The manager is not overloaded by the large number of employees; therefore, he can commit time and resources to solve problems and point out the correct direction. It manages the crisis. In a high stake environment, such as healthcare or high-end customer service, close involvement by the manager into the daily activities of the team enables fast responses in case of emergencies or crises. While narrow span of control increases the cost of management and reduces the flexibility of the organization by requiring more layers of management, it can be extremely important in environments where success depends on specialized expertise and close supervision.

6. The leading function of management

The second function of management, when the organization is rightly structured, is to lead the organization. It deals with influencing and motivating the employees to accomplish the goals set by the organization (Simon, 1947). Understanding and adapting to different styles in leadership enable managers to respond appropriately to the various needs of each member in the team, and equally challenges thrown up by the organization will contribute to motivating workers. Traditionally, leadership has been viewed as an inborn quality possessed only by the few. As our conception of leadership keeps on growing, now it is understood that all people have potential to be leaders irrespective of their standing in any organization (Ogunmola, 2022) For example, modern leadership does not reside only among the people holding formal managerial positions. Leadership involves every person in the organization, from top management executives to project managers and department.

6.1 The essence of leadership in management

Every organization, whether business, school, or governmental, relies on leadership to show the way (Stogdill, 1948). Leaders are expected to provide direction and vision, inspire and motivate others, and facilitate success by encouraging effective communication and teamwork among members (Stewart, 1967). Simply stated, without leadership and good management, any organization with the intent to pursue its goals has little chance of success. Siena Heights University recognizes that leadership skills are irreplaceable in an organization and incorporates leadership development in programs like our Bachelor of Business Administration. To learn why Heights 2010 places such emphasis on leadership skills in their programs, and what benefits these skills have on organizations and employees, read on.

6.2 Improves Communication

The leader's main tasks are to make people work together by letting them communicate well. Clear and proper communication forms the basis for any given team to operate smoothly. Truly effective leaders will want to make it a point that the lines of communication are open at all times, and foster an atmosphere that is permissive, transparent, and comfortable for anyone sharing ideas. Having given an employee an avenue through which they may air their problems or views, he will ensure work culture that appreciates new ideas and misunderstandings are avoided, too. It also builds a better environment. A leader's overall work environment shows the immense and great influence that leaders possess upon the organization's total environment. Efficient leaders establish conditions where trust and regard are palpable to guarantee creativity and co-operation. Well-managed workplaces inspire better and healthy morale among workers hence close relationships within the workplace. A worker who feels part of his or her team and that

their contribution counts will surely have motivation to perform beyond the call of duty in the workplace. Leading Can Boost Productivity. A successful leader makes all the difference in a team's productivity. Whenever employees are excited about their work, they tend to be more productive. Conversely, a poor leader will cause employees to disengage from the work and lose interest. An effectively led team is far more productive, efficient, and successful in general. Definitely, with good productivity, there is better efficiency. A productive leader will help improve efficiency by getting the most out of his or her team. A leader can also be helpful in the improvement of efficiency where everyone is geared towards one thing and does what they are good at. Leaders guide, direct, and then delegate to maximize everyone's strong points.

6.3 Motivates Employees

Good leaders understand how to motivate their employees. They know that all people differ and that what may work for one may not work with another. They take time to get to know them, find out what works best for their members. This in turn can create a more motivated group of employees who are excited about their own strengths and workplace contributions. This is a good example to others. The effective leader understands well that one of the most influential ways of inspiring others is through setting an example. People would definitely go for someone who inspires them as their role model. By conduct and demonstrating values and goals of his or her team or organization, he or she can show what it means to be a committed, successful member of their team or organization. Good leading does inspire hard work. Indeed, a great leader will be able to instill a sense of purpose in his or her team. When people feel that they work in support of something greater than themselves, they are more willing to engage in hard work that will realize such a dream. An effective leader knows how to tap into this sense of purpose and channel it into productive effort. A great leader will create a strong vision with clear direction for the future. A good leader can demonstrate a big vision and create a vision through which he develops a successful future of an organization. A well-defined vision is hard to maintain momentum and move towards significant future goals without one. One leader with vision inspires, focuses, and energizes an entire organization, where great things start to happen. A good leader keeps employees on track. When the vision of a company is well articulated and understood, sound leadership is what keeps employees in pursuit of its accomplishment. This means that as changes are made en route to achieving the company's vision, the company's vision and objectives are clearly communicated and then supported by appropriate resources and support to ensure success.

6.4 Controlling as the main function of management

Control is a very fundamental function of management, which ensures that organizational goals are accomplished in the most economical and effective way. This function plays a critical role in guiding the direction of an organization by establishing performance standards based on specific objectives. Once these standards are set, the next step involves measuring actual performance against these benchmarks. It is by this comparison that managers can identify any discrepancies variances between expected and actual outcomes (Ogunmola et al.,2021). Key responsibilities of the controlling process entail the establishment of performance metrics that are clear and measurable. Monitoring is a critical function since it consists of periodic evaluation and assessment in light of observing the organizational performance about its goals. With a comprehensive analysis of these variances, the managers can find out if corrective measure has to be instituted. This responsive approach ensures that any probable problems are solved as quickly as possible, keeping the organization on track with its strategic objectives. Moreover, controlling includes monitoring not only performance results but also resources and processes applied by the organization. Managers have to evaluate how resources and teams are performing so that they are able to make their decisions. This aspect of controlling aids in pinpointing

areas that might need improvement, optimizing resource allocation, and increasing overall productivity. In other words, effective controlling engenders a sense of responsibility within the organization. It inspires continuous improvement by availing the necessary feedback for managers to make strategic changes. By maintaining oversight and ensuring activities are aligned with the organization's mission and objectives, controlling contributes significantly to the success and sustainability of the organization in the long run (Kaplan, 1980).

This comprehensive approach to controlling underscores its importance in management, as it not only helps in achieving immediate goals but also prepares the organization to face future challenges by promoting a proactive management style. Control, through its function of careful monitoring and adjustment processes, reiterates the way to achieve operational excellence and strategic effectiveness crucial for any organization that wants to stay competitive.

5. Conclusion

Management functions are the basic processes that contribute to the effectiveness and success of any organization. Conventionally, these functions are categorized into five main areas: planning, organizing, leading, controlling, and sometimes staffing. Planning involves establishment of objectives and determination of the best course of actions toward the attainment of such objectives. This function necessitates that managers analyze present situations, forecast future conditions, and develop strategies consistent with the goals of the organization. Organizing is about arranging resources and activities to accomplish plans in the most effective way possible; it is about defining roles, responsibilities, and relationships that provide a structure for co-coordinating activities of the team members and departments. Leading is influencing and motivating employees toward the accomplishment of organizational goals. It also includes communication, inspiration, and creating a favorable organizational culture. Productivity may increase through empowerment of the work force. Controlling means that performance is being measured against attainment of goals. This would be done through establishment of standards, measurements of actual performance, and correction required when the measured performance deviates from the set standard, in order for the organization to remain on track towards the accomplishment of the goal. These functions of management put together a framework that helps leaders sail through the complexities of organizational dynamics, respond to challenges, and drive overall success. Each function is interrelated and contributes to continuous improvement and adaptability in a competitive environment.

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