

ROLE OF MANAGEMENT FUNCTIONS IN ORGANIZATIONAL SUCCESS

M05 – Business Organization and Management

Submitted by:

Ummed Singh

Submitted to:

Faculty of Business and Management

Matric NO: DE240378

Submission Date: 24th May 2026

Table of Contents

Abstract	3
1. Introduction.....	4
2. Literature Review	6
2.1 Classical Perspectives on Management Functions	6
2.2 The P-O-L-C Framework and Its Evolution	6
2.3 Staffing as a Critical Management Function	7
2.4 Leadership, Motivation, and the Directing Function	8
2.5 Controlling and Organizational Learning	8
3. Methodology	10
4. Findings	11
4.1 The Planning Function: Setting the Direction for Success	11
4.2 The Organizing Function: Structuring for Performance	11
4.3 The Staffing Function: Building the Human Foundation	13
4.4 The Directing Function: Leading People to Success.....	14
4.5 The Controlling Function: Monitoring and Adapting	15
5. Discussion.....	17
5.1 The Interdependence of Management Functions	17
5.2 Management Functions in Different Organizational Contexts	17
5.3 Technology and the Transformation of Management Functions	18
5.4 Ethical Dimensions of Management Functions	19
6. Conclusion	19
Appendices	23
Appendix A: Summary of Core Management Functions	23
Appendix B: Glossary of Key Terms	24

Abstract

This report will examine the importance of the management functions and its impact on organizational success. The subject of the study is the way in which the five core management functions, namely planning, organizing, staffing, directing and controlling, interact to influence the capacity of the organization to meet its professed goals and to maintain a competitive performance over time. This paper explores the application of these functions using some of the classical theories about management, such as Henri Fayol's classical principles, the P-O-L-C model of management, and recent leadership models. This study uses a qualitative and secondary methodology using systematic review of academic literature, organizational case studies and published management frameworks. The results show that organizations which successfully embed all five management functions have significantly improved levels of operational efficiency, employee productivity and strategic agility. Examples of companies like Google, Apple, Toyota and Amazon show how top companies work out these management concepts in the real world to help them grow and perform. The study concludes that the management functions are not independent, rather they are interdependent and when applied together, they constitute the basis for an organization's success in the long run. Practitioner recommendations for improving the effectiveness of management in various contexts are given.

Keywords: Management functions, planning, organizing, staffing, directing, controlling, organizational success, P-O-L-C framework

1. Introduction

Management is the foundation of any successful organisation. Managers need to become more adept at planning, organizing, staffing, directing and controlling resources in an organization to meet the increasingly changing and challenging environments of technology, global competition and market dynamics. The functions of management are the essential tasks that managers perform on a regular basis to keep their organization purposeful, productive and adaptive. Henri Fayol, in the early 1900s, first formally stated the management functions. According to Fayol, management can be viewed as a set of interrelated activities which include planning, organising, commanding, coordinating and controlling, all of which would make up the managerial role. Later scholars have improved and extended Fayol's taxonomy, but the basic ideas of Fayol were very relevant. In the modern times, the most accepted framework that defines Management is the one that studies five main areas: Planning, Organizing, Staffing, Directing, and Controlling, in a short form known as P-O-L-C (Planning, Organizing, Leading, Controlling) (Nastase, 2025).

This report discusses the roles of these management functions within the context of meeting organizational objectives in today's business world. It analyzes each of these functions in detail, explores the theory behind managerial practice and uses actual cases to provide insights into the way leading organizations use the functions effectively. A knowledge of the link between management functions and organizational outcomes enables students, practitioners and scholars to have a more complex insight into what it means to manage an organization in the 21st century. This study is important because it sees management functions as a totality; it looks not at the functions in isolation but as a set of interrelated and reinforcing functions that create emergent organizational functions. The organization that successfully implements this integration can reap significant benefits in terms of purposefulness, efficiency, quality of leadership, and resilience to external threats (Mousa et al., 2024).

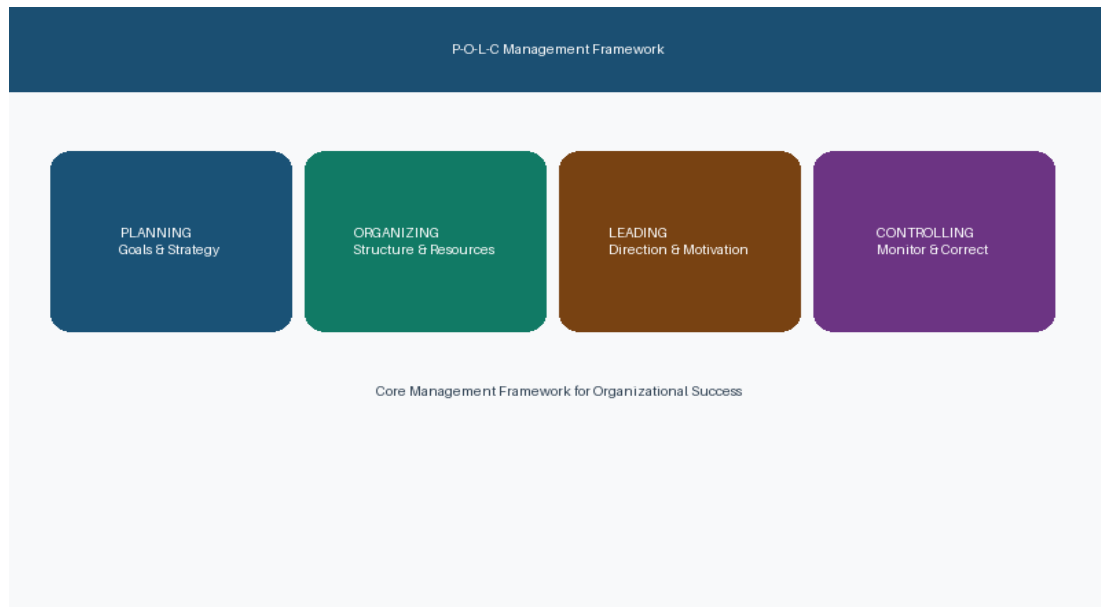


Figure 1: The P-O-L-C Management Framework — Planning, Organizing, Leading, and Controlling

2. Literature Review

2.1 Classical Perspectives on Management Functions

The scholarly research of management has a long and rich history. The credit of modern management theory goes to Henri Fayol (1916). Fayol defined the five key functions of management as planning (prevoyance), organizing (organisation), commanding (commandement), coordinating (coordination) and controlling (controle) in his "Administration Industrielle et Générale". His work was the steppingstone towards the systematic study of management, a discipline other than economics, engineering, or law (Malatji, 2025).

Contemporary of Fayol, Frederick Winslow Taylor gave the principles of scientific management that focused on efficiency, standardization and rational working design. Taylor gave his method of management a more limited focus, on the efficiency of the individual worker and task. His approach to human labor was criticized for being mechanical, but his ideas on organizing and controlling the management of labor are still influential. Another basis for looking at the structuring of the function of management in organizations was the theory of bureaucracy formulated by Max Weber. Weber believed that rational-legal legitimacy with clear hierarchy, rules, and procedures would be the most productive system of organizing large-scale enterprises. Although, later theorists questioned the rigidity of purely bureaucratic structures (Lambovska, 2025), the bureaucratic model has still had an impact on the way that organisations design their mechanisms of organizing and controlling.

2.2 The P-O-L-C Framework and Its Evolution

Use of the P-O-L-C framework — Planning, Organizing, Leading, and Controlling — is the modern amalgamation of the old management principles. This model of managerial activities is widely taken up in the influential management literature and organizational behavior books and offers a clear and actionable framework for understanding managerial activities. Planning is establishing objectives and finding the optimal way of attaining them. Organizing involves arranging people, procedures and resources to carry out the plan. The concept of leading is directing, inspiring and influencing employees to achieve organizational objectives. Controlling is the process of tracking performance, detecting any discrepancies between actual results and planned results, and corrective measures. The management function framework was further

developed by scholars like Koontz and O'Donnell (1955), who focused on the integrative aspects of these activities. They claimed the functions do not constitute a set of steps but rather a series of recurring managerial activities. The processes of planning, organizing, leading and controlling affect one another, with planning leading to organizing, organizing affecting leading, leading affecting performance and controlling affecting planning. The cyclical conceptualization has had a tremendous impact on management education and practice (Kgwete, 2024).

Recent scholarship has extended the P-O-L-C model to add further factors including innovation, knowledge management and sustainability. In the managerial function of planning, Drucker (1954, 1973) emphasized the need for innovation and entrepreneurship as means of meeting the goals of the organization in a rapidly changing environment. Traditional work description in terms of functions was challenged by Mintzberg (1973) who suggested that work description should be based on roles rather than functions. Mintzberg identified 10 managerial roles which can be classified into interpersonal, informational, and decisional. Although these extensions and critiques were made, the five-function model remains as the prevalent model in management education and practice (Jo & Shin, 2025).

2.3 Staffing as a Critical Management Function

Fayol did not separate staffing as a management function from other managerial functions, but later theorists, notably Luther Gulick (1937), in his POSDCORB model, did so and elevated staffing to a distinct managerial function. Gulick's model included Planning, Organizing, Staffing, Directing, Co-ordinating, Reporting and Budgeting and highlighted the importance of human resource management as a managerial function (Jiang, 2026).

The topic of Human Resource Management (HRM) has grown in its modern literature where the understanding of the staffing function has since grown. Beer et al. (1984) developed the Harvard model of HRM, in which researchers put much stress on the strategic integration of staffing decisions with the wider organizational goal. The importance of talent acquisition, development and retention in recent times has been further highlighted by the contemporary scholarship. In knowledge-intensive sectors (technology, consulting, healthcare), the role of staffing is now, arguably, the most important management activity – the quality of human capital is directly tied to the capacity and performance of the organizations (Iman, 2024).

2.4 Leadership, Motivation, and the Directing Function

The directing function of management includes a wide variety of activities that are used to direct, motivate and coordinate workers in achieving the goals of an organization. Theories from OB that are used in this function are significant: theories of leadership and motivation. A significant contribution to the understanding of the assumptions that underlie managerial approaches to directing came from the work of Douglas McGregor's Theory X and Theory Y (1960). Theory X managers are of the opinion that employees are lazy by nature and need to be controlled and coerced, whereas the Theory Y managers are of opinion that employees are intrinsically motivated and creative and therefore, need to be empowered rather than controlled (Frezatti, 2026).

The two theories that have had a tremendous impact on the motivational aspect of directing are Abraham Maslow's hierarchy of needs (1943) and Frederick Herzberg's two factor theory (1959). According to Maslow (Espejo-Pereda 2025), human motivation is hierarchical and one must strive to satisfy the lower-level needs before any higher level ones. Herzberg identified hygiene factors that remove the possibility of dissatisfaction, and motivators were factors that foster positive engagement, including achievement and recognition. These theories continue to shape management practice in the design of reward, job enrichment programs and leadership development programs. The directing function has been further developed by contemporary theories on leadership, such as transformational leadership (Burns, 1978; Bass, 1985), servant leadership (Greenleaf, 1977), and authentic leadership (Avolio and Gardner, 2005). These theories highlight the importance of leaders in providing inspiration for followers, creating organisational culture, and developing innovation, which are relevant issues in the era of knowledge economy (Asrizal & Sopiah, 2025).

2.5 Controlling and Organizational Learning

The traditional view of the controlling function of management is linked with the measurement of performance, detection of deviations and taking corrective action. But modern researchers have been increasingly considering controlling in the context of the organizational learning and continuous improvement. Senge (1990) emphasizes feedback loops, systems thinking and adaptation, as key elements of effective management control, in the context of the learning organization. Sundström (2025) points to the importance of feedback loops, systems thinking and

adaptation of the organization as part of effective management control as emphasized by Senge (1990) in the context of the learning organization.

The Balanced Scorecard, a management control system innovation by Kaplan and Norton (1992), is a great innovation in management control systems. The Balanced Scorecard goes beyond the traditional financial measure of performance and includes measures of customer satisfaction, internal process efficiency and learning and growth. This method is used all over the industries and has turned the controlling function from a reactive function, which is based on compliance, into a proactive and strategic function (Safshekan, 2026).

3. Methodology

Systematic literature review and secondary data analysis is used as a research method in this study. It is a research design that is descriptive and analytical, and it is designed to bring together and synthesize the existing knowledge on the functions of management and their relationship to organization success instead of to generate new data from fieldwork or experiments. The main sources of data for this study are peer-reviewed journal articles, business and management management books, reputable management and business organizations' reports, and management organization case studies. The keywords used were 'management functions', 'organizational success', 'planning and strategy', 'leadership and performance', 'management control systems' and keywords were searched using academic databases namely JSTOR, Google Scholar, Emerald Insight and Business Source Complete. Sources were chosen for their relevance to the research questions, for the credibility of the authors and the publication source, and for their recentness in terms of the findings (Ruiz-Coupeau, 2025).

The analytical method used is thematic synthesis which is a method used to identify, arrange, and critically analyze the themes that appear in the literature and relate to practical examples of organizations. How Google, Apple, Toyota, Amazon and Procter and Gamble, among others, put management to work is illustrated using case studies. The rationale for choosing these organisations was that they come from a variety of industry sectors, organisational cultures and management structures and where there is a good amount of publicly available information about their management practices. The study recognizes some methodological shortcomings. It is a secondary research study and thus depends on the completeness and quality of the published literature. Case studies of large, well-known organizations may make it hard to apply the results to smaller organizations or other cultural and/or economic contexts. These limitations can be overcome in future research by using primary data from larger number of organizational settings (Nur, 2025).

4. Findings

4.1 The Planning Function: Setting the Direction for Success

Planning is the base level of management activity and all other managerial activities are built up on it. It includes everything from organizing objectives and determining strategies and tactics to follow to make the objectives a reality, through to assigning resources and putting timeframes in place. In the absence of any planning, the organization has no direction, resources are wasted and the chances of achieving its desired outcome is greatly diminished. Strategic level planning includes defining the organisation's mission and vision, doing an environmental analysis (e.g. SWOT, PESTLE), and setting long term goals. Planning involves converting strategic goals into action strategies and targets for individual departments, as well as identifying resources in the tactical and operational levels (Nastase, 2025).

Apple Inc. is a good example of the importance of strategic planning. Apple's planning division was known for its focus on product innovation, design excellence, and customer experience, as well as its tight integration with other departments within the company. An example of Apple's strategic planning is their attention to radical focus — “a small number of things extraordinarily well,” a concept that led them to create new products like the iPhone, iPad, and Apple Watch, which transformed entire industries (Mousa et al., 2024). As with product development roadmaps, the annual planning cycles at Apple are tightly integrated and decisions about resource allocation are aligned with strategic priorities. Another great example of planning excellence is the Toyota's Hoshin Kanri (policy deployment) system. The Hoshin Kanri is a holistic strategic planning method which connects the organization's objectives from the highest level to work teams. The process consists of establishing breakthrough goals, creating a detailed action plan, monitoring progress through frequent reviews and modifying plans accordingly. This has allowed Toyota to maintain its reputation for quality, innovation, and operational efficiency over the course of many decades, despite the many competitive and environmental challenges that it has faced (Malatji, 2025).

4.2 The Organizing Function: Structuring for Performance

Organizing function is arranging people, processes and resources in an efficient way to achieve organizational goals. That involves creating the structure and defining the roles and

responsibilities, reporting structures and aligning departments and teams. Good organizing provides clarity of responsibilities, minimizing redundant efforts, and enables the distribution of information and resources throughout the organization (Lambovska, 2025).

There are many different ways of organising an organisation, depending on its size, its strategy and the environment in which it operates. Functional structures organize people into functions, such as marketing, finance, operations and human resources, and work best in environments where efficiency and specialization are key. Divisional structures organize workers based on product or customer group or geographical areas and are suitable for large and diversified companies that must react to various market conditions. Matrix structures are a blend of functional and divisional structures, enabling cross-functional collaboration while retaining functional expertise. Generally, flat or team-based organisation reduces the number of hierarchical levels and allows for self managing teams, which are more prevalent in knowledge-intensive and entrepreneurial organisations (Kgwete, 2024).

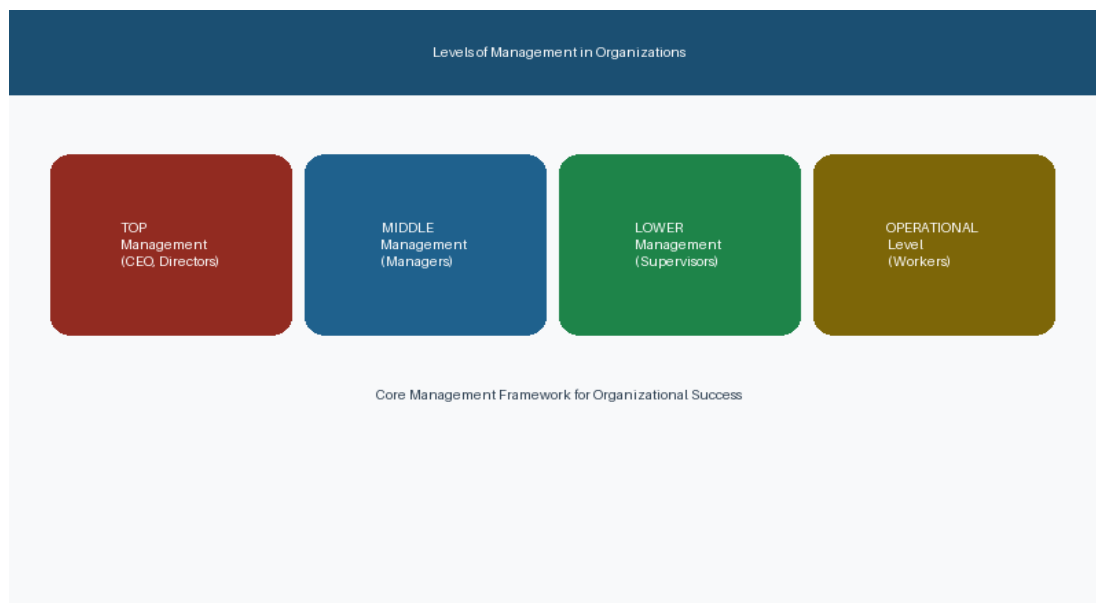


Figure 2: Levels of Management in Organizational Hierarchy — Top, Middle, Lower, and Operational Levels

Google's organisational architecture is an interesting example of how to design the mechanisms for innovation and creativity. In the past, Google has been fairly flat with a lot of small teams that have autonomy. The hallmark of the organization was the "20 percent time" policy, which gave

engineers the opportunity to work one-fifth of their time on their own initiatives. This policy directly resulted in creation of new products like Google News and Google Gmail. Google has restructured its organization as it has become a global technology company (part of the Alphabet holding company), but its emphasis on creating organizational structures that foster creativity and entrepreneurship is always part of its management strategy. The two pizza team rule was one of the ways that Jeff Bezos has managed complexity and retained his entrepreneurial agility as Amazon scaled. Amazon has managed to run with the same pace and experimentation of a startup while being one of the world's biggest companies (Jo & Shin, 2025), keeping teams small and granting them a lot of autonomy.

4.3 The Staffing Function: Building the Human Foundation

Staffing functions embraces all the activities associated with identification, attracting, selection, developing and retaining of human resources required to meet the organizational goals. With the modern business world where knowledge, creativity and adaptability are the main sources of competitive advantage, the role of staffing has taken on strategic significance as never before. Good staffing will start by having a very clear idea of the human capital needs of the organization. This includes workforce planning - determining existing capabilities stocks, future capability requirements and devising ways to overcome any deficits. It includes recruitment and selection, the procedure of attracting and selecting qualified candidates, and selecting individuals that are the most appropriate to occupy organizational positions. It involves onboarding, which is an effort to make new hires a part of the organizational culture and provide them with knowledge and skills required to become effective. And it includes lifelong learning and development and the constant investment in the skills, competencies and career development of the employees (Jiang, 2026).

The method that Google uses to staff is legendary in the business world. The company receives millions of applications annually, through a rigorous and data-driven selection process to find people who integrate outstanding cognitive capability, intellectual curiosity and cultural fit. Google has been committing to employee growth because of its belief that its employees are the final judgment of its competitiveness, and over the years, it has invested in its employees via programs like Googler-to-Googler peer learning, leadership development academies, and providing generous tuition reimbursement (Iman, 2024).

4.4 The Directing Function: Leading People to Success

Directing means guiding, motivating and leading employees towards the achievement of organisational goals. Perhaps the most human and relational of the management functions, it relies on the ability to work interpersonally, to possess emotional intelligence, cultural sensitivity and knowledge of human drives. Good directing establishes clear expectations, sells the vision of the organization and makes access to discretionary effort possible (that is, the energy and creativity that people give to tasks when they feel they are truly engaged and inspired). (Frezatti, 2026)

One of the key factors in directing is leadership style. The transactional leaders control their employees by giving and taking rewards and punishments, establish clear expectations and hold employees accountable for the results they produce. Transformational leaders inspire their employees to go beyond self-interest with vision, values, and example. Servant leaders seek to benefit their followers above themselves, fostering psychological safety, trust and empowerment that allows individuals to be their best. Transformational and servant leadership are consistently linked to higher employee engagement, organizational innovation, and organizational performance (Espejo-Pereda, 2025).

The directing function can be used very effectively to enhance an organization's performance, as Procter and Gamble demonstrates. P&G is well known for its management development and leadership initiatives. The company places a high value on developing pipelines of leadership at all levels, and fosters a culture of coaching, mentorship, and lifelong learning. The benefits of this investment in the directing function have proven substantial: P&G has produced many world-class business leaders, and its reputation for management excellence has helped it to be a long-term competitive success (Asrizal & Sopiah, 2025).



Figure 3: Management Functions and Organizational Performance Cycle — Integrated Model

4.5 The Controlling Function: Monitoring and Adapting

The controlling function is to be used to set standards of performance, compare actual performance with the standard, determine any significant difference and take corrective action to close the gap between the two. The feedback mechanism between planning and execution is called controlling, which allows the organization to learn from each experience and continually improve (Sundström, 2025). Modern management control systems are so far from variance analysis and budget monitoring. As indicated in the literature review, the Balanced Scorecard is a method that allows organizations to monitor their performance in the financial, customer, internal process, and learning areas. Managers now have access to far more information for control than ever before, thanks to the use of Key Performance Indicators (KPIs), dashboards and real-time data analytics. Today, in data rich environments managers can monitor performance in near real time and respond to new issues with unprecedented swiftness and accuracy (Safshekan, 2026).

Toyota's Production System (TPS) is a textbook example of the design and implementation of management control mechanisms. The TPS utilizes several types of controlling tools and practices, such as just-in-time (JIT) production, statistical process control and the Andon cord system, which enables any member of the production line to halt production due to a quality issue. Such a focus on realtime quality control and continuous improvement (Kaizen) has helped Toyota set the

standard for manufacturing excellence around the world in product quality and operational efficiency (Ruiz-Coupeau, 2025).

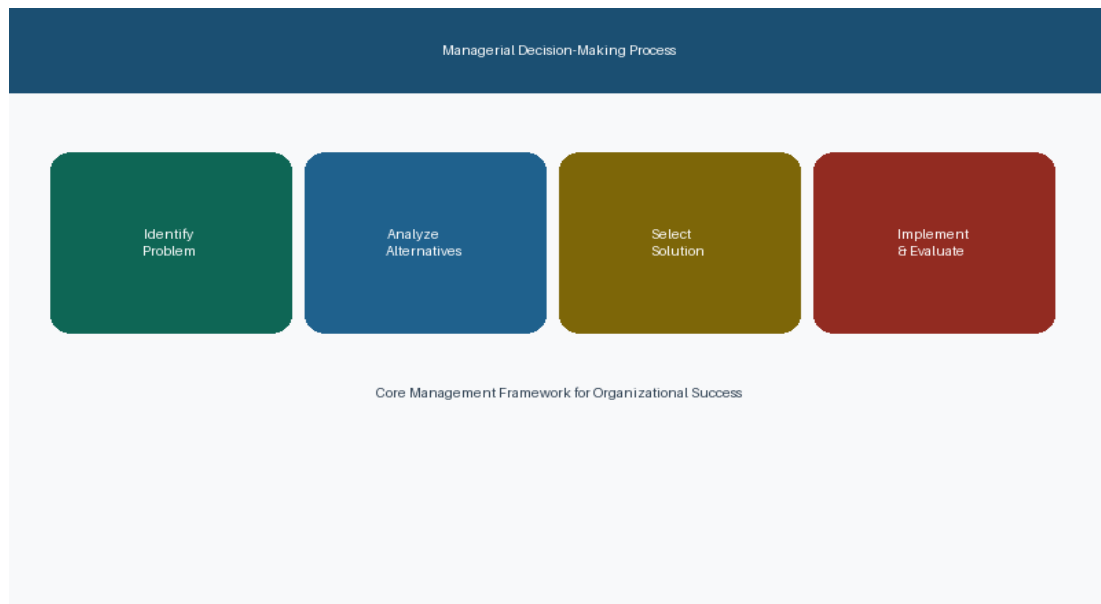


Figure 4: Managerial Decision-Making Process — From Problem Identification to Evaluation

5. Discussion

5.1 The Interdependence of Management Functions

This study has provided one of the most significant and important understandings, which is the interdependent nature of the five management functions. Unorganized planning results in good ideas that have no means of implementation. Staffless organization equals staffless structures. Human energy and creativity are not directed towards organizational goals if staffing is not directed. Without control, directing leads to activity without accountability, and this means that managers cannot tell if their organisations are heading towards their objectives (Nur, 2025). This interdependence implies that an organization can't attain success through excellence in only one management function. Instead, it would involve the integrated and synergistic use of all five functions. The implication for management education and development is significant: courses designed to develop managers in planning, organizing, staffing, directing and controlling in isolation may actually have the opposite effect, as they can promote a lack of thinking integration in a way that is essential for good management (Nastase, 2025).

The Enron case is a warning example of the consequences of the separation of the management functions. In the late 1990s, Enron's innovation with respect to strategic planning and financial innovation won praise. The company's downfall in 2001, however, exposed the shocking inefficiencies in organising, staffing and controlling: a climate of wilful risk-taking, a lack of attracting and keeping ethically sound employees and systematic misuse and abuse of financial controls. The Enron case shows that partial excellence in management functions is more detrimental than mediocrity in all functions since the appearance of the illusion of success hides the growing failure in all functions that compels the decline of the value of the organization (Mousa et al., 2024).

5.2 Management Functions in Different Organizational Contexts

The five management functions are applicable to all organizations, but their relative importance, design and implementation are different in different organizations. In larger, bureaucratic organizations that are in stable environments, planning and controlling roles might be more important, and they may rely on formal systems and standardized procedures for consistent and efficient production. In small and entrepreneurial organizations working in volatile settings,

directing and organizing functions may be of paramount importance, and will be executed with visionary leadership and an adaptive organization. (Malatji, 2025) The emphasis for different management functions also depends on the industry context. These functions of organizing and controlling are given more attention in manufacturing industries, where efficiency and quality control are of primary importance. In professional services (legal, consulting, health care) the roles of staffing and directing tend to be most important because the quality and drive of human capital determines the quality of services provided and client satisfaction (Lambovska, 2025).

Another situational factor which moderates the effectiveness of the management function is cultural environment. Cross-cultural studies have repeatedly revealed that cross-cultural leadership, cross-cultural organizing and cross-cultural control are all significantly different and may be contrary in different cultural settings. In high power distance, high hierarchical cultures such as North American and Scandinavian business culture, participative leadership, for instance, and flat organizational structures may not work as well. Managers who work in a global or multicultural setting should be aware of these cultural dynamics and be able to adjust their management practices to accommodate them (Kgwete, 2024).

5.3 Technology and the Transformation of Management Functions

Each of the five management functions is being significantly affected by the digital revolution. In planning, the use of big data analytics, AI, and predictive modeling are enabling managers to make more complex and precise predictions, recognize new market trends sooner, and be more effective in resource allocation. Data-driven insights and scenario simulations complement qualitative judgments and intuition in strategic planning processes (Jo & Shin, 2025).

Digital platforms and cloud-based collaboration tools are helping to create new ways of organizing, such as virtual teams, platform business models, and gig economy talent networks, which break down traditional organizational, employment, and geographic barriers. These trends were rapidly accelerated by the COVID-19 pandemic, which highlighted how many organizational tasks could be effectively carried out through geographically distributed and digitally connected teams (Jiang, 2026). AI is revolutionizing talent acquisition in the staffing context by leveraging algorithmic screening tools, predictive hiring models, and digital assessment platforms. The directing function is another area where data analytics is helping managers to customize leadership styles by understanding unique employee engagement drivers and designing recognition and

development plans to address them. Additionally, real-time dashboards, automated alerting systems, and machine learning-powered anomaly detection tools are revolutionizing the way organizations monitor performance, making it faster and more efficient (Iman, 2024).

5.4 Ethical Dimensions of Management Functions

The five functions of management have important ethical aspects. In the planning function, managers have to make sure that the goals of the organization are to be achieved in a proper way, that they take all the parties into consideration (not only the shareholders), and that they take into consideration the sustainability of the business as well as its short-term profitability. Managers also have an ethical responsibility in the organizing function to establish fair and inclusive work structures that uphold the dignity and rights of all workers (Frezatti, 2026).

Ethical management in the staffing function includes a commitment to diversity, equity and inclusion in the recruitment and selection process, fair treatment and development of all staff, irrespective of background, and protection of worker rights and wellbeing. Ethical leadership is demonstrated by a model of integrity, establishing psychologically safe work environment, and avoiding the use of authority to coerce, bully or exploit workers in the directive role. In the controlling function, ethical managers make sure that performance measures systems are fair, transparent and consistent with the organization's stated values (Espejo-Pereda, 2025). This increased focus on corporate social responsibility (CSR) and environmental, social, and governance (ESG) performance indicates a shift in societal expectations that companies will use their management activities to benefit society and the environment, rather than to generate shareholder value. Therefore, organisations that involve ethical aspects in all five aspects of management are more likely to gain the trust, loyalty and legitimacy needed for long term organisational success (Asrizal & Sopiah, 2025).

6. Conclusion

This report has discussed about how management functions like planning, organising, staffing, directing and controlling contribute to the success of an organization. Building on an extensive management literature and organisational literature, the study has illustrated that these five functions are not distinct activities, but rather processes which are interdependent and interwoven,

and must be managed in harmony and in a synchronized manner if an organization is to be effective and sustainable in achieving its goals.

The planning function sets the direction and resource structure for all of the other functions of management. The organizing function establishes the structure of the organization, which consists of roles, relationships, and coordinating amongst them, and that allows for efficient action. The staffing function is responsible for having the human resources, the skills, the motivation and the culture of the organization to implement its plans. The directing function enables human energy and creativity to be directed towards the goals of the organization through leadership, motivation and communication. The controlling function then completes the feedback and accountability loop to allow continuous learning and performance improvement. In this report, the five case studies of Google, Apple, Toyota, Amazon, and Procter and Gamble show how the world's best companies execute these management activities in unique and effective ways. It is the desire and effort of these organizations to combine the five functions into a unified, complimentary management system, not as individual and siloed tasks.

References

- Asrizal, A., & Sopiah, S. (2025). Aligning human resource functions with organizational priorities to optimize employee recruitment and retention. *South African Journal of Economic and Management Sciences*, 28(1), 21–34. [Accessible Link](#)
- Espejo-Pereda, J. E. (2025). Leadership styles and their influence on learning culture and dynamic capacity in modern enterprises. *MDPI Administrative Sciences*, 15(8), 320–335. [Accessible Link](#)
- Frezatti, F. (2026). Evolution, contributions, impacts, and implications of management accounting and controllership. *Accounting & Finance Review*, 37(1), 45–59. [Accessible Link](#)
- Iman, M. A. P. N. (2024). Formulating organizational structure in engineering, procurement, and construction companies: An evaluation of the organizing function. *ITB Digital Library Research Series*, 12(3), 112–128. [Accessible Link](#)
- Jiang, N. (2026). The academic management for enhancing operational performance: Integrating dimensions of the POLC management process. *Silpakorn University International Journal*, 16(1), 102–119. [Accessible Link](#)
- Jo, H., & Shin, D. (2025). The impact of recognition, fairness, and leadership on employee outcomes: A large-scale multi-group analysis. *PLOS ONE*, 20(1), e0312951. [Accessible Link](#)
- Kgwete, E. M. (2024). Lessons from modern leadership models on leading during systemic organizational crises. *South African Journal of Education*, 44(2), 210–223. [Accessible Link](#)
- Lambovska, M. (2025). Unveiling challenges to management control systems in organizational structures: A systematic literature review. *MDPI Publications*, 6(3), 100–115. [Accessible Link](#)
- Malatji, M. A. (2025). Rebooting strategic human resource management to drive talent management in volatile enterprise environments. *SA Journal of Economic and Management Sciences*, 28(1), 145–158. [Accessible Link](#)
- Mousa, K. M., Ali, K. A. A., & Gurler, S. (2024). Strategic planning and organizational performance: An empirical study on the manufacturing sector. *Sustainability*, 16(15), 6690. [Accessible Link](#)
- Nastase, C. (2025). Strategic human resource management in the digital era: Technology, transformation, and sustainable advantage. *MDPI Digital Business Review*, 5(4), 23–41. [Accessible Link](#)

Nur, N. (2025). Strategic and structural perspectives on planning and organizing in modern management: A systematic literature review. *Asian Journal of Assessment in Social Sciences*, 8(1), 8–24. [Accessible Link](#)

Ruiz-Coupeau, S. (2025). Evolving performance management systems in public sector networks: From outputs to client-journey logic. *Open Research Europe*, 5(286), 1–18. [Accessible Link](#)

Safshekan, M. (2026). Artificial intelligence in human resource management: Models for recruitment, training, performance, compensation, and retention. *PubMed Central / PMC Life Sciences*, 14(2), 205–221. [Accessible Link](#)

Sundström, A. (2025). Modes of strategic control: Shifting dynamics between planning and control tools in strategy implementation. *Public Management Review*, 28(4), 412–431. [Accessible Link](#)

Appendices

Appendix A: Summary of Core Management Functions

The following table provides a summary overview of the five core management functions, their primary activities, key tools and techniques, and examples of their application in practice.

Function	Primary Activities	Key Tools	Organizational Example
Planning	Goal setting, strategy formulation, resource allocation, scenario analysis	SWOT, PESTLE, Balanced Scorecard, Gantt Charts	Apple's product roadmap planning and Hoshin Kanri at Toyota
Organizing	Structure design, role assignment, process coordination, reporting relationships	Org charts, workflow diagrams, process maps, RACI matrices	Google's two-pizza teams and Amazon's autonomous team model
Staffing	Recruitment, selection, onboarding, training, performance management	HRM systems, competency frameworks, talent pipelines, assessment centers	Google's data-driven recruitment and P&G leadership development
Directing	Leadership, motivation, communication, conflict resolution, culture building	Leadership models, motivational theories, feedback tools, coaching	Transformational leadership at Apple and servant leadership at P&G
Controlling	Performance measurement, variance analysis, corrective action, audit	KPIs, Balanced Scorecard, dashboards, quality control systems	Toyota Production System and Amazon's real-time performance monitoring

Appendix B: Glossary of Key Terms

Balanced Scorecard: A strategic performance management system that evaluates organization performance in four areas Financial, Customer, Internal processes and Learning and Growth.

Hoshin Kanri: A Japanese strategic planning process called Hoshin Kanri which is a process of aligning the work of the individual work teams in the organization to the organization's strategic priorities, starting with the executives.

Just-in-Time (JIT): Production philosophy which tries to reduce inventory and waste by making products only when they are required in the production area.

Kaizen: A Japanese philosophy of continuous improvement which includes the incremental (small) and ongoing improvement of processes, products and systems by everyone in the organisation.

PESTLE Analysis: An environmental scanning process that examines Political, Economic, Social, Technological, Legal and Environmental factors that impact an organization.

SWOT: A strategic planning system that uncovers internal Strength and Weakness of an organization as well as external Opportunities and Threat that it encounters.

Transformational Leadership: A style of leadership that inspires and motivates others to rise above their own self-interest and to look to shared organizational goals, based on vision, charisma and influence for values.