Leadership and Management Theory and Practice LCBB6003 Component 1

Lecturer:Samson Oladejo

Student:Cornelia Dinca 1816271

Table of Contents

INTRODUCTION 3

Managerial functions 3

Controlling as an important function 4

Challenges associated with controlling function 6

Mitigating challenges 7

CONCLUSION 8

REFERENCES 9

INTRODUCTION

Management is regarded as the critical process of organizing, planning, controlling and leading organizational resources for achieving certain objectives effectively and efficiently. Within the contemporary business, its significance lies within navigating constant transformation, adapting towards new technologies as well as aligning with stakeholder interests while also fostering growth for assuring long-term competitiveness and survival (Ramirez, 2024). Management helps the companies for adapting to certain shifts within technology, customer preferences and market trends. It also assures that the tasks are being performed and the resources are utilized efficiently for achieving objectives with having maximum output. Management aligns with the foundational goals that also involves interests of various associated individuals and stakeholders (Shani, and Coghlan, 2021). By efficiently collaborating resources as well as adapting towards comprehensive environment management manages focus and fosters growth. Without management, the companies might face resources wastage and confusion, the management provides stability and direction. This report will assess and explain about managerial functions, while it will also critically evaluate about how controlling becomes extremely crucial within all types of organizations. Further, it will also discuss about various challenges that are linked with controlling and finally will provide a comprehensive strategies to elaborate about how managers can mitigate such challenges.

<u>Managerial functions</u>

The contemporary management concepts are built upon four core functions- controlling, leading, organizing and planning. All these functions are closely integrated practices which drives overall organizational success, wherein each practice influences next one.

Planning- this is considered as foundational management functions, involves the process of goal setting and defining best action course for achieving them. Managers analyses current situations, for forecasting opportunities and challenges and developing strategies for guiding the organization. This include, strategic planning, tactical planning, operational planning. The management performs high level planning that helps organization for defining overall objectives, mission and vision. Planning process provides comprehensive direction, aligns with organizational efforts, while also help for managers to anticipate as well as mitigate risks (Po‘latov, and Farmonov, 2023).

Organizing- this organization function involves arrangement and coordination of resources and activities and tasks that are required for implementing plan effectively. The activities under

this function involves distribution of resources, such as allocating financial, human resources and material across the projects and departments. Assigning certain responsibilities and tasks to the individuals and teams based upon their strengths and skills. Defining roles and structuring organizations, as establishing reporting links and creating friendly environment that eventually enables organization for having efficient execution. Major benefits comes as effective leading fosters employee engagement and fosters positive and productive working culture (Ikerd, 2024).

Leading or directing- this function mainly focuses upon influencing, guiding and motivating employees for working toward organizational goals. The activities that comes under this function, inspiring team members and energizing them by communicating, positive working environment. Transparently and clearly communicating employees with the company's goals and visions to the organizational teams (Delfino, and Van Der Kolk, 2021). Managing interpersonal problems as well as facilitating effective internal collaboration within the teams. In this stage, the management also encourage employees for taking ownership and developing their skills.

Controlling- the final function of management is controlling that involves monitoring employee performance, as comparing it with the established standards and further taking corrective actions when it is required. The management set clear performance metrics and benchmarks for the departments and individuals. They also make essential adjustments to the strategies, resources and processes when the deviations being observed. The management also provides constructive results and feedback to the employees as helping them to eventually improve their performance. Major advantages of this is that it helps them in controlling organization as staying on track for meeting its objectives, while also maintain the quality standards and promoting continuous improvement environment (Kadapal, More, and Unnikrishnan, 2024).

Controlling as an important function

Within a critical evaluation, controlling function is not critical but indispensable to all type of organizations for achieving their objectives, ensuring stability and driving continuous improvement. As without it, other managerial functions like planning, organizations as well as leading would lack with having direction, responsibility and required feedback loop to course correction. This function is not just a component of a management however fundamental process to all types of organizations, regardless of types, management process and industry. It

is considered as an essential function for all types of organizations like, government agencies, non-profit or profit organizations, as it involves performance measurement, however its effectiveness relies upon proper implementation, alongside careful link for avoiding various inherent limitations (MacLean, and Titah, 2023).

The indispensable process of controlling

Accomplishing business goals- controlling function serves as a tool for an organization. By giving continuous monitoring business performance against the predetermined organizational standards, wherein it identifies deviations, while initiates various corrective actions for bringing the foundation back in competition. Without controlling function, the organizational plans will be only aspirations. While both planning and controlling are usually called as inseparable twins. Without having a proper control system for measuring actual performance with planning goal, an organizational plan would be an intention that has no mechanism for ensuring its execution.

Optimization of resource allocation- where the organizing function of management allocates resources, the controlling functions assures that they are being used effectively. By the performance measurement, the managers can recognize waste areas, mismanagement and inefficiency. Corrective steps and actions, informed via a control process, helping them for maximizing the resources potential and return upon them, material, financial and human.

Enabling adoption for change- within a dynamic environment, the businesses constantly experience external and internal changes, for example, technological advancements, market shifts and new regulations. The controlling management function gives necessary information for examining impact of such changes and adjusting plans as well as strategies accordingly, as assuring the business for remaining relevant and resilience.

Improving employee morale and discipline- having well-defined controlling system helps in clarifying the expectations, while providing employees with the clear standards with performance. This eventually removes any ambiguity, while also gives fair evaluation that can motivate employees for performing better. The controlling function also provide help with establishing and maintaining order in a foundation via enforcing standards and rules. The controlling function also helps for promoting coordination, as it creates coordinated effort to help and maintain synergy (Gabbar, Othman, and Abdussami, 2021).

Challenges associated with controlling function

However, having immense significance, there are major challenges that are associated with controlling management function. For instance,

Difficulty within setting the qualitative standards- it can be very challenging for a company to set out quantitative measureable performance standards towards specific organizational aspects like employee morale, customer servicing quality and job satisfaction. Over-reliance upon the quantifiable metrics can also sometimes lead authorities and managers for neglecting such important however less tangible aspects. If the adopted standards are incorrect, that the managers will be incorrect to accurately examine business performance, therefore it can result in faulty objectives. The control systems mainly relies upon accurate and timely information, inaccuracies or delays within reporting restricted effective control. Focusing overly upon the certain metrics can also cause employees for gaming the system and neglecting various other significant aspects about work, leading for skewed results as well as dysfunctional behavior (Li, Hang, Li, and Dong, 2021).

Challenges with human behavior- control can sometimes considered by the employees as restriction upon their autonomy and freedom, therefore employees might resist control systems, as seeing them as the pressure form, which reduces their way of working and can lower their morale. Setting aggressive goals and targets for meeting control standards, which can sometimes promotes unethical behavior. The human behavior is highly unpredictable and complex, as making it complicated for precisely manage and control. Many employees considers employees control systems as mistrust, intrusive and restrictive that can lead for decreased motivation and resistance.

Environmental and external challenge- the external factors that challenges controlling function, unforeseeable external dynamics, likewise changes within consumer preferences, and economic conditions, which can limit overall effectiveness of the control systems. The control systems are usually designed to change limited magnitude, which might not impact and cope up with the significant and unexpected shifts within the external business environment. The transformation speed can also impact controlling function (Smith, 2023).

Challenges related with resources and implementation- maintaining, developing and implementing efficient control systems may be costly, requiring investments within time, personnel and resources. This is particularly complicated for the smaller companies. Managers can also feel overwhelmed by excessive information, as making it complicated for

differentiating in between the minor deviations and significant issues. The feedback and control data is only convenient when it is communicated effectively. Wherein poor communication may render sophisticated controlling systems ineffective.

Mitigating challenges

The managers can mitigate these challenges within the controlling function by using combination of focus upon employee management, technological adoption as well as strategic planning. Effective mitigation strategies helps in addressing issues within setting standards, adapting to changes and managing resources, while providing help to overcome employee resistance.

Strategies to set accurate measurement and standards

Establishing relevant, clear KPIs- the managers should set specific, relevant and measurable KPIs, which are much easy for the employees to comply. The vague or complex matrix that can lead for inaccurate and confusing performance tracking (Ren, 2022).

Aligning measures with the strategy- ensuring that the performance metrics are being directly aligned with company's strategic objectives. This gives more holistic view about company's performance via involving factors, like employee engagement, product quality and customer satisfaction.

Leveraging technology- utilizing specialized software to budget, performance reporting and expense tracking. Such tools can help for automating data collection methods, reducing human error and providing real-time visibility within the project status and financial performance.

Strategies to manage employee behavior

Involving employee within the process- engaging employees within refining and setting control standards. When the employees actively participate within the process, they can feel ownership and committing and accepting to controls (Harasheh, and Provasi, 2023).

Providing purpose and clear communication- transparently and clearly communicating why the controls are required, what are they promoting and how they are going to provide advantages both the company as well as employees. Effective addressing the concerns of employees and explaining about long-term advantages that can help them for building trust and reducing resistance.

Handling resistance proactively- addressing resistance for changing empathetically via listening to the employees objections, while identifying root cases. The managers can then also address these certain issues by additional training, clarifying expectations and removing barriers.

Strategies to optimize implementation

Conducting regular reviews- implementing regular controlling and monitoring for ensuring that the controls are effect and relevant within the transforming environment. Good controlling system is required to flexible and dynamic for adapting to the new conditions.

Delegating effectively- empowering trained and capable individuals by delegating control and authority over certain functions. This can eventually expands management for controlling, improving efficiency and freeing up top management for focusing upon policy making (Ojand, and Dagdougui, 2021).

CONCLUSION

Management is a most significant function within an organization, which includes managing organizational operations, by planning, leading controlling as well as organizing. This report has discussed about management functions, wherein it has elaborated about all core functions of management. For instance, planning function is a process of goal setting and defining best action course for achieving them. In leading function involves arrangement and coordination of resources. The organizing function focuses upon influencing, guiding and motivating employees for working toward organizational goals. While the controlling function involves monitoring employee performance. The main emphasis of the report has upon controlling function, whereas it has described about the necessity of this function. The indispensable impact of controlling function is that is helps with goal accomplishment, resource allocation, improving employee morale. The report has also described about several challenges that comes with having control over a company, like setting qualitative standards, human behavior challenges and environmental challenges. The report has also given comprehensive strategies for mitigating these challenges, Strategies to set accurate measurement and standards, manage employee behavior and optimize implementation. These strategies has involved about establishing KPIS, leveraging technology, involving employees within the process and providing purpose and clear communicating to the employees. Such measures can help managers for having better control over organizational operations.

REFERENCES

Books and journals

Delfino, G.F. and Van Der Kolk, B., (2021). Remote working, management control changes and employee responses during the COVID-19 crisis. *Accounting, Auditing & Accountability Journal*, 34(6), pp.1376-1387.

Gabbar, H.A., Othman, A.M. and Abdussami, M.R., (2021). Review of battery management systems (BMS) development and industrial standards. *Technologies*, 9(2), p.28.

Harasheh, M. and Provasi, R., (2023). A need for assurance: Do internal control systems integrate environmental, social, and governance factors?. *Corporate Social Responsibility and Environmental Management*, 30(1), pp.384-401.

Ikerd, J., 2024. Business management for sustainability. *Sustainability*, 16(9), p.3714.

Kadapal, R., More, A. and Unnikrishnan, R., (2024). Leveraging AI-Driven Analytics in Product Management for Enhanced Business Decision-Making. *Library of Progress-Library Science, Information Technology & Computer*, 44(3).

Li, D., Hang, J., Li, Y. and Dong, S., (2021). Fuel flowrate control for aeroengine and fuel thermal management for airborne system of aircraft—An overview. *Applied Sciences*, 12(1), p.279.

MacLean, D. and Titah, R., (2023). Implementation and impacts of IT Service Management in the IT function. *International Journal of Information Management*, 70, p.102628.

Ojand, K. and Dagdougui, H., (2021). Q-learning-based model predictive control for energy management in residential aggregator. *IEEE Transactions on Automation Science and Engineering*, *19*(1), pp.70-81.

Po‘latov, S. and Farmonov, I., (2023). The Role and Significance of Internal Audit as an Effective System of Internal Control in Business Entities. *Yashil iqtisodiyot va taraqqiyot*, 1(11-12).

Ramirez, J.G.C., (2024). The power of planning: how business plans drive effective management strategies. *Integrated Journal of Science and Technology,* 1(1).

Ren, S., (2022). Optimization of enterprise financial management and decision-making systems based on big data. *Journal of Mathematics*, *2022*(1), p.1708506.

Shani, A.B. and Coghlan, D., (2021). Action research in business and management: A reflective review. *Action research*, 19(3), pp.518-541.

Smith, V., (2023). *Managing in the corporate interest: Control and resistance in an American bank*. Univ of California Press.