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**Manager duties**

Managers play a pivotal role in organizations, serving as the linchpin between strategic goals and operational success. Charged with planning, organizing, leading, and controlling, managers navigate the complexities of achieving objectives efficiently. They formulate plans, establish organizational structures, motivate teams, and ensure adherence to policies. Decision-making, effective communication, and problem-solving are integral components of their daily responsibilities. Managers are instrumental in cultivating positive work cultures, building high-performing teams, and adapting to ever-evolving challenges. In essence, their multifaceted duties encompass leadership.

Planning is a fundamental and critical duty for managers, serving as the foundation for organizational success (Kareska, 2017). This multifaceted responsibility involves envisioning the future, setting objectives, and developing strategies to achieve predetermined goals. In the planning phase, managers assess internal and external factors, including market conditions, resources, and potential challenges. They formulate plans that outline the steps needed to reach objectives efficiently, taking into account the organization's mission and values. Effective planning requires a keen understanding of the organization's strengths and weaknesses, as well as opportunities and threats in the external environment. Managers must make informed decisions about resource allocation, budgeting, and timelines to ensure the viability of their plans. Flexibility is also crucial, as managers need to adapt strategies in response to unforeseen changes or dynamic market conditions. Furthermore, planning extends beyond short-term goals, encompassing long-term visions and sustainability. Managers engage in strategic planning to align organizational activities with overarching objectives for future success. In essence, the manager's planning role is a forward-looking process that involves analysis, and strategic thinking.

Organizing stands as a pivotal managerial duty, representing the structured orchestration of resources, tasks, and people to achieve organizational objectives efficiently (Bedeian, 2018). In this capacity, managers create frameworks that delineate responsibilities, establish reporting hierarchies, and define communication channels. Organization involves designing workflows, processes, and systems that streamline operations, enhance productivity, and facilitate seamless collaboration among team members. Managers allocate resources judiciously, ensuring that personnel, time, and finances are optimally utilized. They construct organizational structures that promote clear lines of authority and accountability, fostering a sense of order and coherence within the workplace. Moreover, organizing extends to the coordination of diverse skills and talents, as managers build teams with complementary strengths to enhance overall effectiveness. Effective organization mitigates confusion, redundancy, and enhances the adaptability of the organization. By establishing clear roles and expectations, managers enable employees to focus on their core responsibilities, fostering a conducive work environment. Additionally, organizing efforts contribute to creating a culture of efficiency, where individuals understand their roles in the broader context of the organization's goals. In essence, the manager's role in organizing is about designing and maintaining the structural framework that allows the organization to function harmoniously.

Leading is a central and dynamic managerial duty that involves inspiring, motivating, and guiding individuals and teams towards the attainment of organizational goals (Azad et al., 2017). Managers act as catalysts for positive change, providing vision and direction to their teams. Leadership encompasses the ability to communicate effectively, fostering a shared understanding of objectives, expectations, and values. Managers inspire commitment and enthusiasm by modeling exemplary behavior and demonstrating a strong work ethic. They cultivate a positive work culture by encouraging open communication, collaboration, and innovation. Effective leaders recognize and harness the diverse strengths of their team members, promoting inclusivity and empowering individuals to contribute their best. Moreover, leadership involves making decisions decisively and with integrity. Managers must navigate challenges, resolve conflicts, and provide constructive feedback. They serve as mentors, supporting the professional development of their team members and helping them reach their full potential. Leading also entails adaptability, as managers must respond to changing circumstances, emerging trends, and evolving organizational needs. By being approachable, empathetic, and fair, leaders create a work environment that values and respects its members. In essence, the manager's role in leading goes beyond authority; it involves creating a collaborative and motivational atmosphere that inspires individuals to collectively strive for success while fostering personal and professional growth.

Controlling is a crucial managerial function focused on monitoring, evaluating, and adjusting organizational activities to ensure they align with predetermined goals (Verburg et al., 2017). Managers engage in the control process to maintain efficiency, effectiveness, and adherence to established standards. This multifaceted duty involves establishing performance metrics, measuring actual outcomes, and comparing them against planned objectives. Managers implement control mechanisms to identify deviations and variances, allowing for corrective actions when necessary. This involves assessing both individual and team performance, as well as evaluating the effectiveness of organizational processes. The control function helps in identifying areas for improvement, optimizing resource allocation, and enhancing overall productivity. Furthermore, controlling plays a vital role in resource management, ensuring that budgets are adhered to and resources are utilized judiciously. It involves implementing feedback loops, performance reviews, and continuous monitoring to address issues promptly, thereby preventing potential obstacles from derailing organizational success. Effective control mechanisms contribute to the adaptability of an organization, allowing it to respond promptly to changes in the internal or external environment. By providing a systematic approach to evaluation and adjustment, controlling ensures that the organization remains on course and can navigate challenges with resilience. In summary, the manager's role in controlling is to establish a system that continually evaluates performance, identifies deviations, and facilitates adjustments.

 Decision-making is a pivotal managerial duty that involves choosing courses of action from various alternatives to achieve organizational goals (Kozioł-Nadolna & Beyer, 2021). Managers are confronted with a myriad of choices, ranging from routine operational decisions to strategic and complex choices that can significantly impact the organization's trajectory. Effective decision-making requires a combination of analytical thinking, critical judgment, and the ability to balance risks and rewards. Managers must assess information, consider potential consequences, and make timely and informed decisions. The decision-making process involves identifying the problem or opportunity, gathering relevant data, analyzing options, and selecting the most suitable course of action. Decisions may pertain to resource allocation, personnel management, strategic planning, or resolving conflicts within the organization. Managers must also consider the impact of their decisions on various stakeholders, including employees, customers, and shareholders. Inclusive and transparent decision-making processes contribute to organizational trust and employee engagement. The ability to make sound decisions is a key factor in managerial effectiveness. Managers should be adaptable and open to feedback, learning from both successful and unsuccessful decisions. By fostering a culture that values strategic decision-making, managers contribute to the organization's resilience and ability to navigate a dynamic and competitive environment.

In summary, managers are crucial to an organization's success due to their diverse tasks of planning, organizing, leading, controlling, and decision-making. Their ability to handle challenges, foster collaboration, and align activities with strategic objectives is essential for achieving sustained excellence. Excellent managers possess a combination of leadership abilities, strategic thinking, and adaptability, creating a productive and dynamic work environment

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