

Post-pandemic management function of controlling

Juraj Mišún

University of Economics, Faculty of Business Management, Department of Management

Abstract

Since the division of management into the various functions performed by the manager, controlling has been an integral part of management theory. History has brought many changes to this function, from the very strict exercise of supervision over employees to the rejection of the function by other schools of theory. Nevertheless, the function has survived and continues to be one of the firm foundations of the training of future managers. The Covid-19 pandemic broke out in the first half of 2020 and hit the work of perhaps every manager hard. Managers and leaders had to adapt their planning, organizing, staffing, leading and, of course, controlling. This became critical at certain points because of the crisis situation, which threatened not only the existence of the organization, but also the lives of its members. Crises also bring opportunities for the wise, and the changes they bring can become permanent. However, a literature review of academic papers revealed that this opportunity was rarely taken and that the authors paid little attention to changes in controlling. Based on a questionnaire survey of 425 organizations operating in the Slovak Republic (conducted in the spring of 2022), this paper presents case studies of 17 companies on how the controlling function has changed for a number of their managers due to the Covid-19 pandemic.

Keywords: control, Covid-19, changes, managerial work, crisis management