

Approach 1: “Control as performance + accountability” (classic management)

This approach will build a strong, conventional argument that controlling is essential because it closes the loop between plans and results, protects resources, and drives performance—then critically evaluates the downsides (behavioural resistance, gaming metrics, culture damage).

Step-by-step guide

1. **Map your essay to the marking structure** exactly (Intro → managerial functions → 4 x 400-word sections → conclusion).
2. **Define control properly** (not “power over people,” but **monitoring, comparing vs standards, and corrective action**).
3. In the “why essential” section, use **three or four core reasons** and show how they apply to different org types (SMEs, charities, public sector, MNCs).
4. Link theories: connect **Fayol, Systems management, and leadership styles** to how control is designed and experienced.
5. In challenges, go beyond “it’s hard” and critique: **measurement problems, human behaviour, ethics/privacy, complexity and uncertainty**.
6. In mitigation, propose **practical managerial actions** and show trade-offs (e.g., tight controls reduce risk but may reduce innovation).
7. Use 2–3 business examples across the essay (not all in one paragraph).

Suggested paragraph plan (fits your word counts)

Introduction (~200 words)

- Management matters because organizations operate in uncertainty and competition; managers coordinate resources to achieve goals.

- Briefly define planning/organising/leading/controlling and introduce your thesis: controlling is essential but contested because it can create resistance, dysfunction, and ethical issues if poorly designed.

Identify and explain managerial functions

- Planning: objectives/strategies.
- Organising: structure/resources.
- Leading: influence/motivation.
- Controlling: feedback and corrective action (often described as the “feedback loop”).

1) Why controlling is essential (~400 words)

Use 3–4 reasons with mini-critique:

- **Goal alignment & performance** (without control, plans drift).
- **Risk management & compliance** (finance, health/safety, data).
- **Efficiency & resource protection** (waste, fraud, quality failures).
- **Learning & continuous improvement** (control data informs better planning).
Critical angle: controlling can also cause **short-termism** and **tunnel vision** if metrics dominate.

2) Theories/models linked to controlling (~400 words)

- **Fayol**: control is a core element of management; link to principles like **discipline, unity of command, authority/responsibility, scalar chain**.
- **Systems management**: control as **feedback**—inputs → process → outputs → feedback → adjustment.
- Leadership styles:
 - **Autocratic**: tight control, fast corrective action; risk = low buy-in, fear culture.
 - **Democratic**: participative control—KPIs agreed; risk = slower decisions.
 - **Laissez-faire**: minimal control; can work with experts but risks drift.
- **Transformational leadership**: “values-based control” (self-control via mission) vs “surveillance control”.

3) Challenges associated with controlling (~400 words)

Go beyond surface-level:

- **Measurement validity** (what gets measured may not reflect real performance; proxies distort behaviour).
- **Information asymmetry & gaming** (employees manage impressions; “hitting the target but missing the point”).
- **Human/ethical issues** (privacy, stress, morale, trust).
- **Complex environments** (supply chain shocks, hybrid work, digital platforms—hard to set stable standards).
- **Cultural differences** (global orgs: control systems perceived differently across contexts).

4) How managers can mitigate (~400 words)

- Design better standards: **balanced metrics** (quality + customer + finance + learning).
- Combine **formal controls** (policies, audits) with **clan/cultural controls** (shared values).
- Use democratic/transformational behaviours: involve staff in **setting KPIs**, explain “why,” coach not punish.
- Build **psychological safety**: control as learning not blame.
- Use systems thinking: monitor the whole process (not only outcomes).
- Build review cycles: after-action reviews; continuous improvement.

Conclusion (200 words)

- Re-state: controlling is essential for goal achievement, risk reduction, and learning.
- But it creates challenges through measurement, behaviour, and ethics; therefore managers must blend control types and leadership styles to reduce dysfunction while keeping accountability.

Strong business examples to use (choose 2–3)

- **Toyota** (quality control + continuous improvement; show control as learning).
- **NHS targets** (illustrate metric pressure, gaming risk, unintended consequences).
- **Retail shrinkage** (Tesco/Walmart type examples: inventory control to reduce loss).
- **Banking compliance** (anti-money laundering controls—essential but costly and complex)