

UNIT - V

Managerial Control Implies the measurement of Accomplishment against the standard & the Correction of deviations to assure attainment of objectives according to plans.

- Koontz And O'Donnell

TYPES OF CONTROL

There are three types of control namely,

1. Feed forward Controls
2. Concurrent Controls
3. Feed back controls

1. Feed forward controls are also called preliminary Controls since they are accomplished before a work activity begins.

2. Concurrent controls These are applied in real time where problems occur and they are addressed through Concurrent Controls

3. Feed back controls

4. preventive control

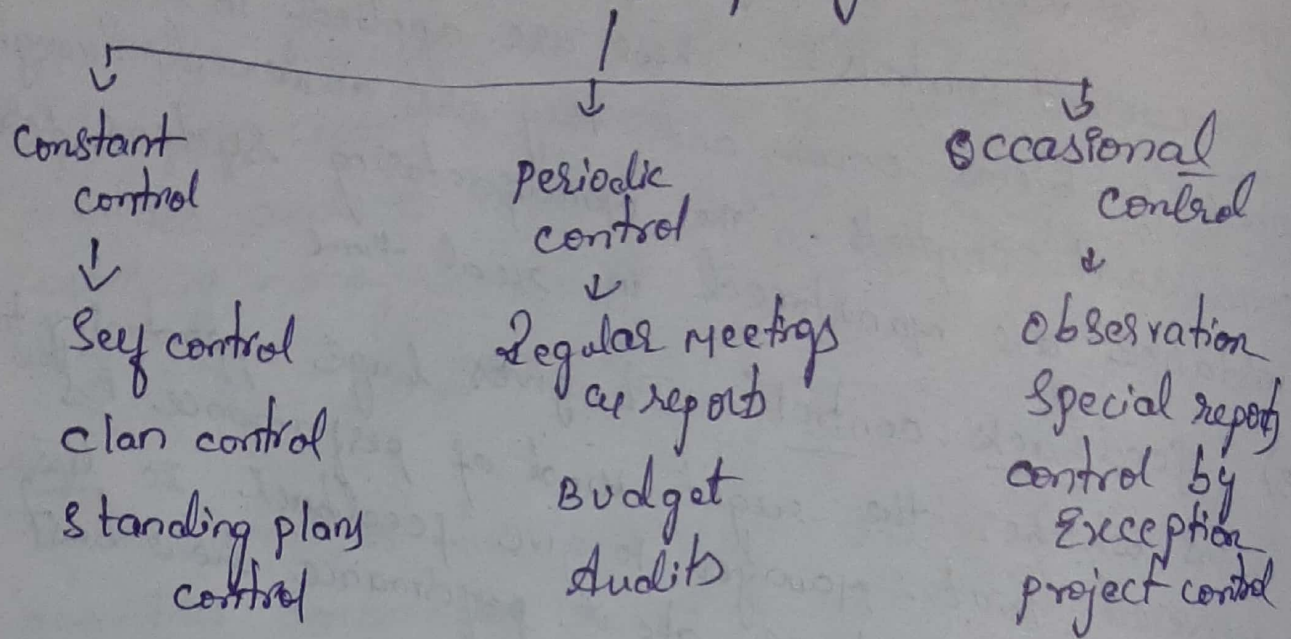
* STRATEGIES FOR CONTROL *

1. Premise Control
2. Special Alert Control
3. Implementation Control
4. Strategic Surveillance

STEPS IN CONTROL PROCESS

1. SETTING PERFORMANCE STANDARDS
2. MEASUREMENT OF ACTUAL PERFORMANCE
3. COMPARING ACTUAL PERFORMANCE WITH STANDARDS
4. ANALYZING DEVIATIONS
5. TAKING CORRECTIVE ACTION.

Controlling based on frequency



Characteristics of effective control

- 1) Accuracy: effective controls generate accurate data & information. It is essential for effective managerial decisions.
- 2) Timeliness: - There are many problems that require immediate attention. If information about such problems does not reach mgmt in a timely manner, then such information may become useless & damage may occur.
- 3) flexibility: - Technological changes occur very fast. A control system would not be suitable for a changing environment. These changes highlight the need for flexibility in planning as well as in control.

4) Acceptability controls should be such that all people who are affected by it are able to understand and accept them.

5) Integration:- when the controls are consistent with corporate values and culture, they work in harmony with org'l policies. These controls become an integrated part of the org'l environment and thus become effective.

6) Economic feasibility the cost of a control system must be balanced against its benefits. The system must be economically feasible and reasonable to operate.

7) Strategic placement:- effective controls should be placed and emphasized at such critical and strategic control points, where failures cannot be tolerated.

8) Corrective Action:- An effective control system not only checks for and identifies deviation but also is programmed to suggest solutions to correct.

Types & strategies for control

- 1) feedforward controls - problems are identified & prevented before they occur. They are accomplished before a work activity begins.
- 2) concurrent controls - These are applied in real time where problems occur and they are addressed through concurrent controls. The manufacturing systems for instance are monitored in real time.
- 3) feedback control - It gives huge opportunity to assess whether the right kind of performance is delivered. Not - manager to give feedback to the concerned employee about performance how best it can be improved.
- 4) Direct control - when managers trace the cause of an unsatisfactory result back to the persons responsible for it & get them to correct their practices. Lack of uncertainty, experience knowledge people make mistake.
- 5) preventive control - With preventive control, managers find their job relatively more interesting, their time is not lost in collecting the deviations. They can focus on more challenging tasks. They work towards greater accuracy.