Introduction to Management Study Group Week 7 Sem 2

# Week 6 Concepts

Definition of Control: the process of

* Establishing standards to achieve organizational goals
* actual performance vs standards
* Corrective action

(where you want to be, where you are now, corrective action)

Controlling = dynamic, continuous,cybernetic

Cybernetics is associated with models in which a monitor compares what is happening to a system at various sampling times with some standard of what should be happening, and a controller adjusts the system's behaviour accordingly. ----google

Dynamic control is a method to use model predictions to plan an optimized futuretrajectory for time-varying systems ----google

Continuous - loop or cycle

Standard:

Benchmarking:

Corrective action:

Feedback Control

Concurrent Control

Feedforward Control

Bureaucratic, objective , normative, concertive, and selfcontrol control methods:

Controlling measures:

* Balanced scorecard:
* Financial perspective: (cash flow, balance sheet, income statement, financial ratio, budget)
* Customer perspective: (control customer leaving rate)
* Internal perspective: (control quality)
* Innovation and learning (controlling waste and pollution)

[levels of waste minimisation]

Output control is a **technique for controlling output where actual output is compared to planned output to identify problems** at the work center. ... Output control is the technique that analyses the output, which is the finished product, or the services that are being provided by a firm.

Behavioral control refers to **facts that show whether there is a right to direct or control how the worker does the work**. A worker is an employee when the business has the right to direct and control the worker. ... The behavioral control factors fall into the categories of: Type of instructions given. Degree of instruction.

Normative control refers to **the attempt to elicit and direct the required efforts of members by controlling the underlying experiences, thoughts, and feelings that guide their action** (Kunda 2006 [1992] 2006 [1992].

Concertive control is **a shift in control from the rational/bureaucratic system to normative**, value-laden premises where control is exercised through identification with organizational core values and is enforced by peers.