Every Aspect In Managerial Control

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Managerial Control can be any process that a influenced other that resulted in organizational goals by directing the activities. “Internal structure of organizational routines is essential for understanding many of the basic questions within organization … and how to influence or manage them ...” (Tessier & Otley, 2012). To put it in another way, control is essential to manage the performance of daily organization task. Managerial Control plays a huge role in the organization; who depends upon action, result and who wants their organization to be efficient as possible and to maximize their resource in highest level as possible. There are steps to have a functional managerial control.

# Functions of Managerial Control

Managerial control is performed under four standards; which is consider as the functional piece of the managerial control; they are planning, organizing, staffing, and directing. “Four major managerial functions emerged: providing structural support, coordinating and acting as a link, empowering the team, and encouraging and providing social support … traditional task-oriented managerial functions were emphasized” (Rekonen & Björklund, 2016) . This paper talks about how these function such as planning, organizing, staffing, and directing is a necessity to the managerial control to work. Without this functional piece, managerial control doesn’t work as if they are the core part which created a managerial control.

**Planning.** Planning is the foremost steps to have a functional managerial control. Before any another action is taking, there should always be planning at first. “The notational framework presented in this section expresses these common views of planning … for information … the availability and use of temporal information in processes of planning … narrow and the framework is intentionally abstract” (Ariav, 1992) . In this scholarly journal, author talks about how planning plays a key role on any management concept. After planning, there is an organizing function that plays another vital role.

**Organizing.** Organizing is another vital function of managerial control. Organizing is a concept that is how organizing should work. “ … the controlling has humbly taken onto itself the issues of processes and their organizing, as well as the strategic perception of human resources” (Lukovic, 2014) . In this document, author talks about how the not only making plan is important but the next step is also a core part of making the organization work in a functional way.

**Staffing.** Staffing is a pervasive activity; without staffing, planning and organizing don't work quietly because of it tied to their core concept of the function of the control.

**Directing.** The final piece of the puzzle of control is directing. It is when and how the action should be made. It shows the result of all the planning, organizing, and staffing. “The role of managers within organizations is drastically … directing … perhaps the greatest changes have been seen in the directing function … managers today are more engaged in coaching rather than the traditional directing” (Buhler, 1998) . In short, author talks about how directing is the final piece of the puzzle that create a solution of all the other functional control.

**Bureaucratic Control**

Bureaucratic control is the hierarchy system which is legitimate and use of rules, and standards. There are core steps that are used on the bureaucratic control system. “Much of the interest in 'post-bureaucracy' in both managerial and critical … with the traditions of bureaucratic, hierarchical control … to the challenges of the post-bureaucratic form, project management … to cope with discontinuous work, expert labor and continuous and unpredictable” (Hodgson, 2004) . “… some of the contradictions and tensions within a department where … embodying both bureaucratic and post-bureaucratic … and the complex employee responses to this initiative. I argue that the tensions evident here cast significant doubt on the feasibility of a seamless integration of bureaucracy and the post-bureaucratic” (Hodgson, 2004) .

**Step 1: Setting Performance Standards.** Setting performance standards is the same as the fundamental of managerial control’s planning. “Performance standards are now used to assess the … a wide range of public sector activities from … efforts to defense … sometimes with high stakes for achieving ... performance goals” (Courty, Heinrich, & Marschke, 2005) . In the paper, author talks about the setting performance standards is a necessity and should be included in bureaucratic control.

**Step 2: Measuring performance.** Measuring performance measures the performance of the person in a cooperate environment and it is a result of setting performance standards. “Focusing on the production of … between majority and minority employees … ways of labor control … in bureaucratic forms … control” (Siebers, 2009) . In this scholarly journals, author talks about how employer this day measure the performance of everybody and wants to maximize every aspect.

**Step 3: Comparing performance against the standards and determining deviations.** Comparing performance against the standards and determining deviations is measuring performance between an employee in the cooperate environment. It is done to check if there any competitive, if so then he/she should be acknowledged and even give that personal a higher level of the work.

**Step 4: Taking action to correct problems and reinforce successes.** Taking action to correct problems and reinforce successes is a way of looking there if there is a problem, or an employee is not doing what is suppose to. Being efficient, if that personal isn’t doing its job; he/she needed to replaced.

**Feedforward Control**

Feedforward Control is a concept of control that takes place before any operations begin which include policies, and rule which are carried out properly or not.

**Concurrent Control**

Concurrent Control is a concept that takes place when the plans and rules are being carried out.

**Feedback Control**

FeedbackControl is a concept where it gives feedback on the previous action, making it very important control that is carried out in bureaucratic control. “Feedforward control

provides a possibility to make control actions before disturbance … the proposed methodology is to design a control scheme based … feedforward term aiming at achieving a transition of the process output from the value to in a predefined time interval of duration” (Li, Li, & Zhang, 2012) . In this research paper, author talk show feedback control plays a major role and what is proposed for feedback control.

**The Role of Six Sigma**

Six Sigma is designed to reduce defects in the organizational process. “Six-sigma is an approach to building and sustain manufacturing performance, success, and leadership … even though six-sigma has its origins in the manufacturing sector, it has also found … such as hospitals, courier services, and higher education … could help them to achieve excellence and compete effectively” (Madu, 2006) . “ … as system thinking, continuous improvement, knowledge management, mass customization, and activity-based management to achieve sustainable performance excellence” (Madu, 2006) . In this scholarly paper, author talks about how the Six Sigma takes a huge role in the control of the organization.

**Budgetary Controls**

Budgetary controls are a specific control that only focuses on the budgetary environment. There are steps to proceed how to control a budget system. “The findings are tested … of budgetary controls as a response to size diversity … and against … are a response to trade union organization and flexibilities within the … the data indicate that the usage of budgetary controls in … linked with considerations of labor control” (Armstrong, Marginson, Edwards, & Purcell, 1996).

**Stage 1: Establish expectancies.** Establish expectancies is an idea what a planning should be, estimation of sales and profit before approval of that budget. “ … information and communication positively … ensuring performance … are expected to establish good internal control” (Ravselj & Aristovnik, 2016).

**Stage 2: Perform budgetary operations.** Perform budgetary operations is the second step that shows what is being accomplished and compare the result with expectancies of establishing expectancies. “ … budgetary complications … the budgetary policy could be … through developing operational funding … funding at the same time as the base budget” (Martin, 2011).

**Stage 3: Take action.** Take action is the last step which determines, to take action or not if there is any problem; if so, how to correct the problem and have to enforce success. “To sustain their beneficial relationship with budgetary decision makers and … these expected future benefits … for the fair implementation of budgetary … and will be relatively … current budget” (Magner, Johnson, Little, Staley, & Welker, 2006).

**Conclusion**

To conclude, Managerial Control is one of the important aspects of the organizational part that every organization must use to utilize the resource in a very efficient way. Most well-known organization, use these step to maximize its resources.

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