

3/21/24

Control systems should be:

- integrated w/ planning
- flexible
- accurate
- timely
- objective

) should be simple enough to implement so it's worth it

Control Systems

market = bottom level / starts

Bureaucratic = following rules

clan = social values, commitment to values

Talking about specific behavior examples for performance appraisals

Create Control Standards

- establish standards
- measure performance
- performance vs standards
- to determine corrective action
- take action

~~Why~~ Control systems fail

- measuring wrong thing
- outcomes out of ones control
- low/no accountability
- mis-aligned encouragement/reward

- control systems can be manipulated