

Direct and Preventive Control

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Learning Outcomes

After the completion of this lecture, the students will be able to

- Explain the key concepts of direct and preventive control
- Advantages and limitations

Direct Control

Direct Control

Immediate, real-time oversight and intervention to ensure tasks are completed as planned.

Reactive, requires immediate response, and focuses on correction.

Examples: Supervising employees during work, Performance appraisals.

Benefits of Direct Control

Rapid Responses

Allows for immediate intervention to address issues as they arise.

Clear Accountability

Provides a direct link between actions and outcomes.

Increased Visibility

Offers real-time insights into the progress of tasks and projects.

Limitations of Direct Control

Micromanagement

Excessive oversight can stifle employee autonomy and creativity.

Lack of Flexibility

Rigid adherence to plans may limit the ability to adapt to changing circumstances.

Time-Consuming

Constant monitoring and intervention can be resource-intensive.

Employee Resentment

Overbearing control can lead to decreased morale and engagement.

Preventive Control

Preventive Control

Proactive measures to minimize the likelihood of deviations or errors before they occur.

Proactive, reduces risks, and ensures smoother operations.

Examples: Training programs for employees,
Implementing clear policies and guidelines.

Benefits of Preventive Control

Proactive Approach

Anticipates and addresses potential issues before they escalate.

Increased Efficiency

Minimizes the need for reactive, time-consuming interventions.

Empowered Employees

Encourages self-regulation and problem-solving among team members.

Limitations and Challenges in Preventive Control

Resistance to Change

Employees may be reluctant to adopt new preventive control processes.

Balancing Oversight and Autonomy

Striking the right balance between control and employee empowerment can be challenging.

Continuous Improvement

Regularly evaluating and refining preventive control measures requires ongoing effort.

Data Availability and Reliability

Accurate data is crucial for effective preventive control, but can be difficult to obtain.

Direct and Preventive Control - Comparison

Aspect	Direct	Preventive
Focus	Real time monitoring	Preemptive Measures
Timing	During operations	Before Operations
Nature	Reactive	Proactive
Examples	Supervision, audits	Policies, employee training

Real Life Applications

- Preventive Control – Financial Auditing – framing policies to detect frauds
- Direct Control – Customer Service – immediate Feedback resolution

Case Study – Direct Control

- A popular chain of restaurants, Gourmet Delight, faced issues with inconsistent customer service quality across its outlets.
- This was reflected in customer complaints about long wait times, incorrect orders, and poor staff behavior.
- The management decided to implement direct control measures to address these issues.

Case Study – Direct Control

Direct Control Measures Implemented

1.Real-Time Monitoring:

1. Supervisors were assigned to observe staff behavior and operations during peak hours.
2. A system was introduced for tracking order accuracy and time taken to serve each customer.

2.Immediate Feedback Mechanism:

1. Supervisors provided instant feedback to employees if they noticed inefficiencies, such as improper order handling or delayed service.

3.Performance Metrics Display:

1. Dashboards showing real-time performance metrics (e.g., orders completed per hour) were installed in the kitchens.

4.Daily Huddles:

1. At the start of every shift, the staff was briefed about performance expectations and areas needing improvement.

Case Study – Direct Control

Outcome

Improved Service Quality:

Wait times reduced by 20%, and customer complaints dropped by 30% within two months.

Employee Accountability:

Real-time monitoring ensured employees stayed focused, and immediate feedback improved their performance.

Increased Customer Satisfaction:

Customer reviews reflected a positive change, with consistent praise for faster service and professional behavior.

Case Study – Preventive Control

A leading automobile company, AutoPro Inc., faced recurring quality issues in their car manufacturing process. Defects in key components were identified post-production, leading to high costs for recalls and repairs. To address this, the company decided to implement preventive controls to mitigate risks before they occurred.

Case Study – Preventive Control

Preventive Control Measures Implemented

1. Standard Operating Procedures (SOPs):

1. Developed detailed SOPs for each stage of production to standardize processes and minimize errors.

2. Employee Training Programs:

1. Conducted workshops to upskill employees on advanced machinery, quality standards, and defect detection techniques.

3. Automated Quality Checks:

1. Installed automated sensors and cameras to detect inconsistencies in components during production.

4. Supplier Quality Audits:

1. Regular audits of suppliers to ensure raw materials met the required standards.

5. Risk Assessment Framework:

1. Introduced a framework to identify potential bottlenecks or high-risk areas in the production line and proactively address them.

Case Study – Preventive Control

Outcome

•Reduction in Defects:

Defect rate decreased from 5% to 1% within six months of implementing preventive measures.

•Cost Savings:

Savings of \$2 million annually by reducing recall and repair expenses.

•Increased Efficiency:

The streamlined production process reduced delays, improving overall output by 15%.

•Enhanced Reputation:

Fewer defects boosted customer trust and brand image, leading to increased sales.

Test your skills

- Differentiate preventive and direct control.
- Give case study examples for direct control