CONTROLLING

is the final step in the management process. Managers must monitor whether goals that were established as part of the planning process are being accomplished efficiently and effectively. That's what they do when they control. Appropriate controls can help managers look for specific performance gaps and areas for improvement. Things don't always go as planned. But that's why controlling is so important! For instance, British Airways experienced a major global computer failure one weekend in 2017, causing the cancellation of hundreds of flights and affecting more than 75,000 passengers. Although the technical problem was resolved fairly quickly, flight crews were still in the wrong places instead of where they needed to be. The "fine-tuned system" was eventually restored.[1] In this chapter, we'll look at the fundamental elements of controlling, including the control process, the types of controls that managers can use, and contemporary issues in control. •

Learning Outcomes

What Is Control and Why Is It Important?

14-1 Explain the nature and importance of control.

control
Management function that involves monitoring activities to ensure that they're being accomplished as planned and correcting any significant deviations

"Bailout" was the magic word that cost Domino's Pizza 11,000 free pizzas. The company had prepared an Internet coupon for an ad campaign that was considered but not approved. However, when someone apparently typed "bailout" into a Domino's promotional code window and found it was good for a free medium pizza, the word spread like wildfire on the Web. Somewhere, somehow, a lack of control cost the company big time.[2]

What Is Control?

How do you know a control system is effective? Look at whether **goals are being achieved!**

Control is the management function that involves monitoring activities to ensure that they're being accomplished as planned and correcting any significant deviations. Managers can't really know whether their units are performing properly until they've evaluated what activities have been done and have compared the actual performance with the desired standard. An effective control system ensures that activities are completed in ways that lead to the attainment of the organization's goals. The effectiveness of a control system is determined by how well it facilitates goal achievement. The more a control system helps managers achieve their organization's goals, the better it is.

Why Is Control Important?

- A press operator at the Denver Mint noticed a flaw—an extra up leaf or an extra down leaf—on Wisconsin state quarters being pressed at one of his five press machines. He stopped the machine and left for a meal break. When he returned, he saw the machine running and assumed that someone had changed the die in the machine. However, after a routine inspection, the machine operator realized the die had not been changed. The faulty press had likely been running for over an hour and thousands of the flawed coins were now commingled with unblemished quarters. As many as 50,000 of the faulty coins entered circulation, setting off a coin collector buying frenzy.[3]
- Northrop Grumman has implemented several major changes in its satellite production unit after serious slipups were discovered in the building of NASA's James Webb Space Telescope, the successor to the Hubble Space Telescope.[4]
- H&M, the Swedish fashion retailer has a problem: $4.3 billion of unsold inventory. For a competitor in fast fashion retailing, that's a pretty serious problem.[5]
- McDonald's Japan has apologized to customers and vowed to better control product safety after foreign objects—including a tooth and plastic—were found in food.[6]
- Hundreds of KFC stores in the United Kingdom had to close after a logistics error meant no chickens were on hand to cook and sell.[7]
- Hackers attacked a Saudi Arabian petrochemical plant and gained control over a safety shut-off system critical to defending against catastrophic events. The hackers would have had the ability to control what that safety system would do in the event of an emergency.[8]
- The 2017 Academy Awards were quite memorable...not for the emcee's lines or the clothing choices of the nominees, but for the Best Picture Award when the wrong envelope was handed to the presenters and the wrong picture announced as the winner, a mistake that had to be quickly corrected. A thorough review afterward by PricewaterhouseCoopers, the

accounting firm in charge of the awards, of what went wrong led to revised protocols and "ambitious controls" to ensure it would not happen again.[9]

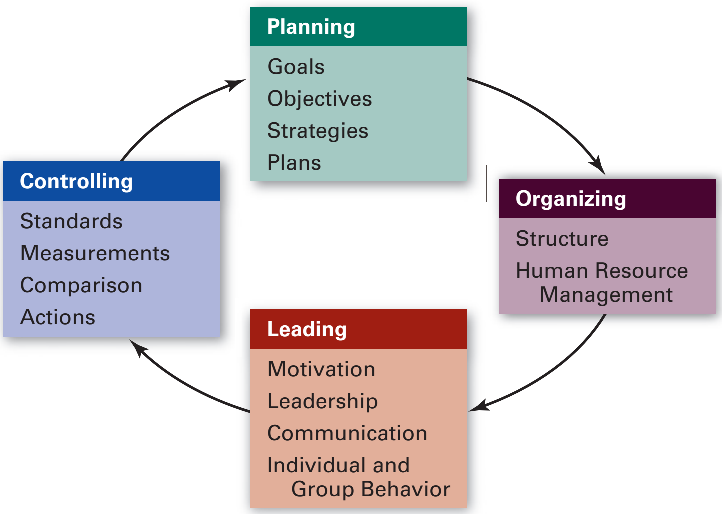
- No fast-food chain wants its employees doing gross stuff behind the scenes, but social media photos and videos of a Taco Bell employee licking a stack of taco shells, a Wendy's employee bending down under a Frosty machine with mouth wide open gobbling the treat, or a Domino's Pizza employee performing vulgar and unsanitary actions while preparing food have all shown up online.[10]

77 percent of executives say that the biggest threat to their organizations comes from within.[11]

Can you see now why controlling is such an important managerial function? Planning can be done, an organizational structure created to facilitate efficient achievement of goals, and employees motivated through effective leadership. But there's no assurance that activities are going as planned and that the goals employees and managers are working toward are, in fact, being attained. Control is important, therefore, because it's the only way that managers know whether organizational goals are being met and, if not, the reasons why. The value of the control function can be seen in three specific areas:

1. **Planning.** In Chapter 6, we described goals, which provide specific direction to employees and managers, as the foundation of planning. However, just stating goals or having employees accept goals doesn't guarantee that the necessary actions to accomplish those goals have been taken. As the old saying goes, "The best-laid plans often go awry." The effective manager follows up to ensure that what employees are supposed to do is, in fact, being done and goals are being achieved. As the final step in the management process, controlling provides the critical link back to planning. (See Exhibit 14–1.) If managers didn't control, they'd have no way of knowing whether goals and plans were being achieved and what future actions to take.
2. **Empowering employees.** The second reason controlling is important is because of employee empowerment. Many managers are reluctant to empower their employees because they fear something will go wrong for which they would be held responsible. But an effective control system can provide information and feedback on employee performance and minimize the chance of potential problems.

Exhibit 14–1 Planning–Controlling Link



3. Protecting the workplace. The final reason that managers control is to protect the organization and its assets.[12] Organizations face threats from natural disasters, financial pressures and scandals, workplace violence, supply chain disruptions, security breaches, and even possible terrorist attacks. Managers must protect organizational assets in the event that any of these should happen. Comprehensive controls and backup plans will help minimize work disruptions.

Richard Graulich/ZUMA Press/Newscom

John Jamason, media and public information manager, talks to employees working in the social media monitoring room at the Palm Beach County Emergency Operations Center. Social media such as Facebook and Twitter help the center track and monitor information during storm emergencies to get help to people in need.

What Takes Place as Managers Control?

14-2 Describe the three steps in the control process.

When Maggine Fuentes joined Ohio-based Core Systems as HR manager, she knew that her top priority was reducing the number of employee injuries, which was well above the industry average. The high frequency and severity of the company's injury rates not only affected employee morale, but also resulted in lost workdays and affected the bottom line.[13] Fuentes relied on the control process to turn this situation around.

The **control process** is a three-step process of (1) measuring actual performance, (2) comparing actual performance against a standard, and (3) taking managerial action to correct deviations or to address inadequate standards. (See Exhibit 14–2.) The control process assumes that performance standards already exist, and they do. They're the specific goals created during the planning process.

Specific goals ARE the performance standards.

1 What Is Measuring?

To determine actual performance, a manager must first get information about it. Thus, the first step in control is measuring.

HOW DO MANAGERS MEASURE? Four common sources of information frequently used to measure actual performance include personal observation, statistical reports, oral reports, and written reports. Each has its own particular strengths and weaknesses, but using a combination of them increases both the number of input sources and the probability of receiving reliable information.

Personal observation provides firsthand, intimate knowledge of the actual activity—information that is not filtered through others. It permits intensive coverage because minor as well as major performance activities can be observed, and it provides opportunities for the manager to read between the lines. **Management by walking around (MBWA)** is a phrase used to describe when a manager is out in the work area, interacting directly with employees and exchanging information about what's going on. Management by walking around can pick

control process
A three-step process of measuring actual performance, comparing actual performance against a standard, and taking managerial action to correct deviations

management by walking around (MBWA)
When a manager is out in the work area interacting with employees

Making Ethical Decisions in Today's Workplace

Ratings. Reviews. We all look to them when we're looking for a place to eat, a car to buy, a plumber to fix plumbing problems, a doctor to fix health problems, or even a professor that you want to spend a whole semester with. You've probably even filled out reviews for products or services you've used. What would you think of a new platform that lets your coworkers or other business professionals with whom you interact rate you anonymously? That's the premise behind Completed, a "Yelp for professionals" as its creators call it.[14] The purpose of Completed is to let professionals rate others' performance and provide detailed and constructive feedback. Controlling who can post and what gets posted is a major concern that the founders say they've taken into consideration with its patent-pending algorithm that's based on a number of criteria. Ultimately, Completed will have geo-location and facial recognition technology so you can review those who are closest to you.

Discussion Questions:

1 What do you think of this feedback/review platform—positive and negative? Discuss.

2 What potential ethical issues might arise with Completed? What stakeholders are likely to be affected by this rating platform? Would YOU want your coworkers/business associates rating your performance? Why or why not? Once you've answered these questions on your own, get into your assigned group and compare/discuss your individual responses.

up factual omissions, facial expressions, and tones of voice that may be missed by other sources. Unfortunately, in a time when quantitative information suggests objectivity, personal observation is often considered an inferior information source. It is subject to perceptual biases; what one manager sees, another might not. Personal observation also consumes a good deal of time. Finally, this method suffers from obtrusiveness. Employees might interpret a manager's overt observation as a lack of confidence or a sign of mistrust.

The widespread use of computers has led managers to rely increasingly on *statistical reports* for measuring actual performance. This measuring device, however, isn't limited to computer outputs. It also includes graphs, bar charts, and numerical displays of any form that managers can use for assessing performance. Although statistical information is easy to visualize and effective for showing relationships, it provides limited information about an activity. Statistics report on only a few key areas and may often ignore other important, often subjective, factors.

Information can also be acquired through *oral reports*—that is, through conferences, meetings, one-to-one conversations, or telephone calls. In employee-oriented organizations where employees work closely together, this approach may be the best way to keep tabs on work performance. For instance, at the Ken Blanchard Companies in Escondido, California, managers are expected to hold one-on-one meetings with each of their employees at least once every two weeks.[15] The advantages and disadvantages of this method of measuring performance are similar to those of personal observation. Although the information is filtered, it is fast, allows for feedback, and permits expression and tone of voice, as well as words themselves, to convey meaning. Historically, one of the major drawbacks of oral reports has been the problem of documenting information for later reference. However, our technological capabilities have progressed in the past couple of decades to the point where oral reports can be efficiently taped and become as permanent as if they were written.

Actual performance may also be measured by *written reports*. Like statistical reports, they are slower yet more formal than firsthand or secondhand oral measures. This formality also often gives them greater comprehensiveness and conciseness than found in oral reports. In addition, written reports are usually easy to catalog and reference.

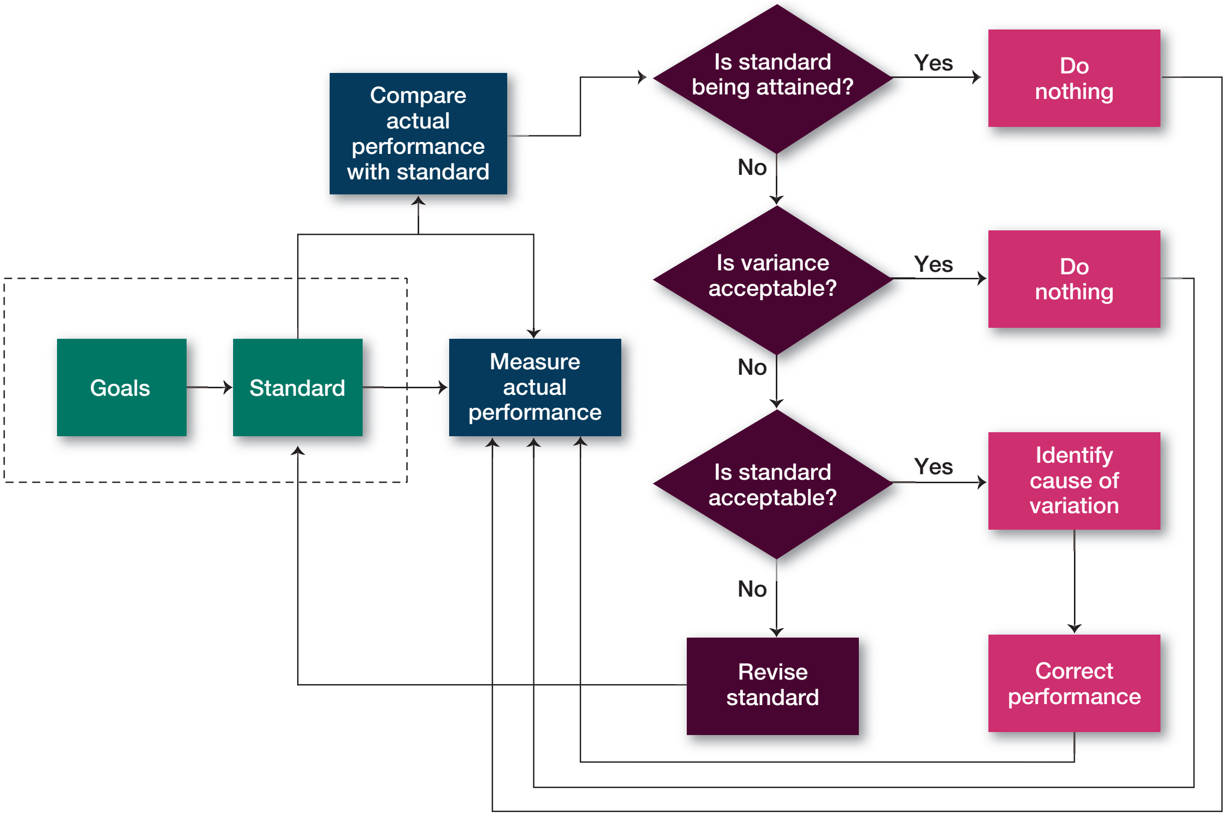
Given the varied advantages and disadvantages of each of these four measurement techniques, managers should use all four for comprehensive control efforts.

Seventy-three percent of employers have taken efforts to address productivity killers at work.[16]

WHAT DO MANAGERS MEASURE? *What* managers measure is probably *more critical* to the control process than *how* they measure. Why? The selection of the wrong criteria can result in serious dysfunctional consequences. Besides, what we measure determines, to a great extent, what people in the organization will attempt to excel at.[17] For example, assume that your instructor has required a total of 10 writing assignments from the exercises at the end of each textbook chapter. But in the grade computation section of the syllabus, you notice that these assignments are not scored. In fact, when you ask your professor about this, she replies that these writing assignments are for your own enlightenment and do not affect your grade for the course; grades are solely a function of how well you perform on the three exams. We predict that you would, not surprisingly, exert most, if not all, of your effort toward doing well on the three exams.

Some control criteria are applicable to any management situation. For instance, because all managers, by definition, direct the activities of others, *criteria such as employee satisfaction or turnover and absenteeism rates* can be measured. Also, most managers have budgets for their area of responsibility set in monetary units (dollars, pounds, francs, lire, and so on).

Exhibit 14–2 The Control Process



Keeping costs within budget is, therefore, a fairly common control measure. However, any comprehensive control system needs to recognize the diversity of activities among managers. For example, a production manager in a paper tablet manufacturing plant might use measures of the quantity of tablets produced per day, tablets produced per labor hour, scrap tablet rate, or percentage of rejects returned by customers. On the other hand, the manager of an administrative unit in a government agency might use number of document pages produced per day, number of orders processed per hour, or average time required to process service calls. Marketing managers often use measures such as percent of market held, number of customer visits per salesperson, or number of customer impressions per advertising medium.

As you might imagine, some activities are more difficult to measure in quantifiable terms. It is more difficult, for instance, for a manager to measure the performance of a medical researcher or a middle school counselor than of a person who sells life insurance. But most activities can be broken down into objective segments that allow for measurement. The manager needs to determine what value a person, department, or unit contributes to the organization and then convert the contribution into standards.

Most jobs and activities can be expressed in tangible and measurable terms. When a performance indicator cannot be stated in quantifiable terms, managers should look for and use subjective measures. Certainly, subjective measures have significant limitations. Still, they are better than having no standards at all and

Greeting customers with a handshake, a smile, and a warm welcome is a practice Apple stores adopted from Ritz-Carlton, the luxury hotel chain known as the gold standard of customer service. Apple benchmarked with Ritz-Carlton because it wants its employees to excel at customer service that leads to customer loyalty.

Nati Harnik/AP Images

Classic Concepts in Today's Workplace

Benchmarking: How do we measure up?

We introduced benchmarking in the planning chapter (Chapter 6) as a way for organizations to promote quality.[18] Not surprisingly, since planning and controlling are so closely linked, it also has implications for control. Benchmarking has been a highly utilized management tool. Although Xerox is often credited with the first widespread benchmarking effort in the United States, the practice can actually be traced back much further.

The benefits of benchmarking have long been recognized in the manufacturing industry. At the Midvale Steel Company plant where he was employed, Frederick W. Taylor (of scientific management fame) used concepts of benchmarking to find the "one best way" to perform a job and to find the best worker to perform the job. Even Henry Ford recognized the benefits. Based on the techniques used at Chicago slaughterhouses where carcasses were hung from hooks mounted on a monorail, with each man performing his job and then pushing the carcass to the next work station, Ford's assembly line used the same concept for producing cars, beginning in 1913. "The idea that revolutionized manufacturing was imported from another industry."

Today, managers in diverse industries such as health care, education, and financial services are discovering what manufacturers have long recognized—the benefits of benchmarking. For instance, the American Medical Association developed more than 100 standard measures of performance to improve medical care. When Carlos Ghosn was CEO of Nissan, he benchmarked against Walmart's operations in purchasing, transportation, and logistics. At its most basic, benchmarking means learning from others. However, as a tool for monitoring and measuring organizational and work performance, benchmarking can be used to identify specific performance gaps and potential areas of improvement.

Discussion Questions:

3 What are the benefits of benchmarking? What are the challenges in doing it?

4 In your "assigned" group, discuss whether benchmarking would be an appropriate activity for individuals. Explain your answer.

ignoring the control function. If an activity is important, the excuse that it's difficult to measure is inadequate. In such cases, managers should use subjective performance criteria. Of course, any analysis or decisions made on the basis of subjective criteria should recognize the limitations of the data.

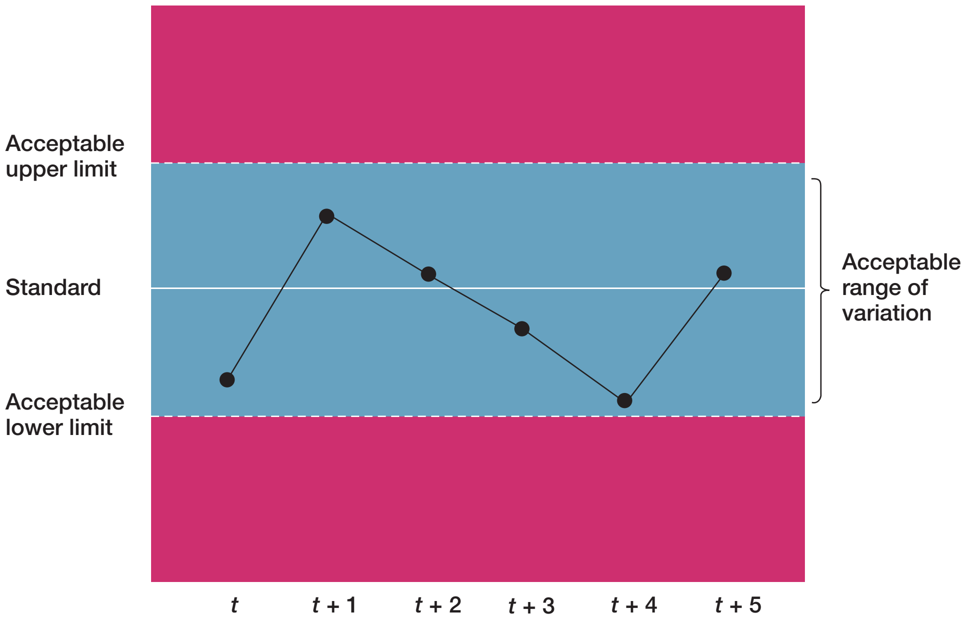
2 How Do Managers Compare Actual Performance to Planned Goals?

The comparing step determines the variation between actual performance and the standard. Although some variation in performance can be expected in all activities, it's critical to determine an acceptable **range of variation** (see Exhibit 14–3). Deviations outside this range need attention. Let's work through an example.

Chris Tanner is a sales manager for Green Earth Gardening Supply, a distributor of specialty plants and seeds in the Pacific Northwest. Chris prepares a report during the first week of each month that describes sales for the previous month, classified by product line. Exhibit 14–4 displays both the sales goals (standard) and actual sales figures for the month of June. After looking at the numbers, should Chris be concerned? Sales were a bit higher than originally targeted, but does that mean there were no significant deviations? That depends on what Chris thinks is *significant*—that is, outside the acceptable range of variation. Even though overall performance was generally quite favorable, some product lines need closer scrutiny. For instance, if sales of heirloom seeds, flowering bulbs, and annual flowers continue to be over what was expected, Chris might need to order more product from nurseries to meet customer demand. Because sales of vegetable plants were 15 percent below goal, Chris may need to run a special on them. As this example shows, both overvariance and undervariance may require managerial attention, which is the third step in the control process.

range of variation
The acceptable parameters of variance between actual performance and a standard

Exhibit 14–3 Acceptable Range of Variation



3 What Managerial Action Can Be Taken?

Managers can choose among **three possible courses of action**:

- Do nothing (self-explanatory)
- Correct actual performance
- Revise the standards

HOW DO YOU CORRECT ACTUAL PERFORMANCE? Depending on what the problem is, a manager could take different corrective actions. For instance, if unsatisfactory work is the reason for performance variations, the manager could correct it through training programs, disciplinary action, changes in compensation practices, and so forth. One decision that a manager must make is whether to take **immediate corrective action**, which corrects problems at once to get performance back on track, or to use **basic corrective action**, which looks at how and why performance deviated before correcting the source of deviation. It's not unusual for managers to rationalize that they don't have time to find the source of a problem (basic corrective action) and continue to perpetually "put out fires" with

immediate corrective action
Corrective action that addresses problems at once to get performance back on track

basic corrective action
Corrective action that looks at how and why performance deviated before correcting the source of deviation

Exhibit 14–4 Example of Determining Significant Variation: Green Earth Gardening Supply—June Sales

PRODUCT	STANDARD	ACTUAL	OVER (UNDER)
Vegetable plants	1,075	913	(612)
Perennial flowers	630	634	4
Annual flowers	800	912	112
Herbs	160	140	(20)
Flowering bulbs	170	286	116
Flowering bushes	225	220	(5)
Heirloom seeds	540	672	132
Total	3,600	3,777	177

immediate corrective action. Effective managers analyze deviations and, if the benefits justify it, take the time to pinpoint and correct the causes of variance.

HOW DO YOU REVISE THE STANDARD? It's possible that the variance was a result of an unrealistic standard—too low or too high a goal. In such cases, it's the standard that needs corrective action, not the performance. If performance consistently exceeds the goal, then a manager should look at whether the goal is too easy and needs to be raised. On the other hand, managers must be cautious about revising a standard downward. It's natural to blame the goal when an employee or a team falls short. For instance, students who get a low score on a test often attack the grade cutoff standards as too high. Rather than accept the fact that their performance was inadequate, they will argue that the standards are unreasonable. Likewise, salespeople who don't meet their monthly quota often want to blame what they think is an unrealistic quota. The point is that when performance isn't up to par, don't immediately blame the goal or standard. If you believe the standard is realistic, fair, and achievable, tell employees that you expect future work to improve, and then take the necessary corrective action to help make that happen.

What Should Managers Control?

14-3 Discuss the types of controls organizations and managers use.

Cost efficiency. The length of time customers are kept on hold. Customers being satisfied with the service provided. These are just a few of the important performance indicators that executives in the intensely competitive call-center service industry measure. To make good decisions, managers in this industry want and need this type of information so they can control work performance.

How do managers know what to control? In this section, we're first going to look at the decision of *what* to control in terms of when control takes place. Then, we're going to discuss some different areas in which managers might choose to establish controls.

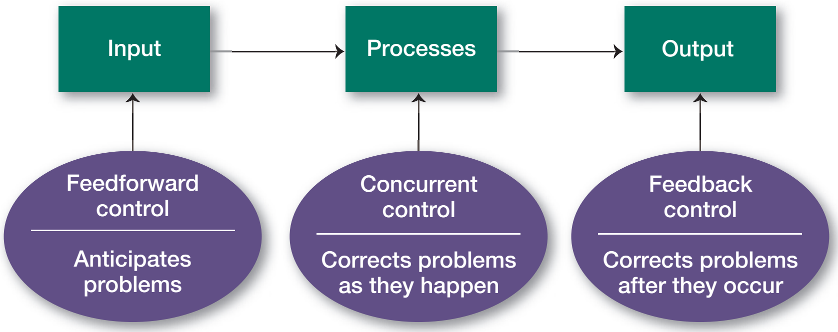
When Does Control Take Place?

Management can implement controls *before* an activity commences, *during* the activity, or *after* the activity has been completed. The first type is called feedforward control, the second is concurrent control, and the last is feedback control (see Exhibit 14–5).

WHAT IS FEEDFORWARD CONTROL? The most desirable type of control—**feedforward control**—prevents problems because it takes place before the actual activity.[19] For instance, when McDonald's began doing business in Moscow, it sent company quality control experts to help Russian farmers learn techniques for growing high-quality potatoes and to help bakers learn processes for baking high-quality breads. Why? McDonald's demands consistent product quality no matter the geographical location. They want french fries in Moscow to taste like those in Omaha. Still another example of feedforward control is the scheduled preventive maintenance programs on aircraft done by the major airlines. These schedules are designed to detect and hopefully to prevent structural damage that might lead to an accident.

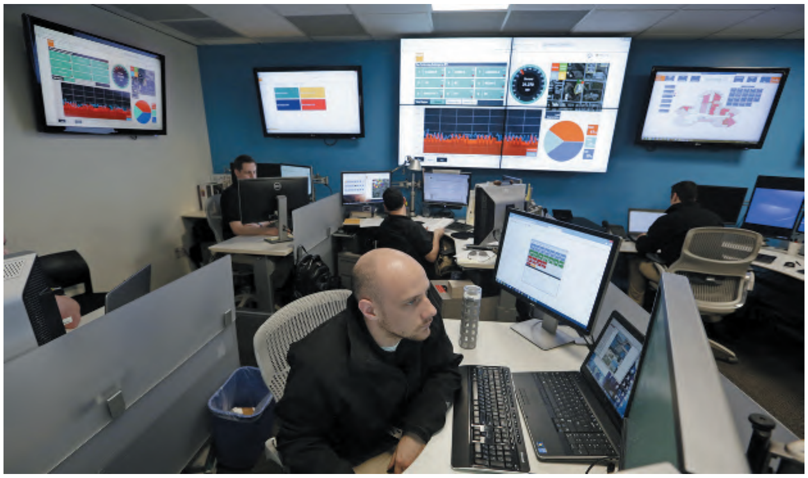
feedforward control
Control that takes place before a work activity is done

Exhibit 14–5 "When" Does Control Take Place?



The key to feedforward controls is taking managerial action *before* a problem occurs. That way, problems can be prevented rather than having to correct them after any damage—poor-quality products, lost customers, lost revenue, etc.—has already been done. However, these controls require timely and accurate information that isn't always easy to get. Thus, managers frequently end up using the other two types of control.

WHEN IS CONCURRENT CONTROL USED? **Concurrent control**, as its name implies, takes place while a work activity is in progress. For instance, the director of business product management at Google and his team keep a watchful eye on one of Google's most profitable businesses—online ads. They watch "the number of searches and clicks, the rate at which users click on ads, the revenue this generates—everything is tracked hour by hour, compared with the data from a week earlier and charted."[20] If they see something that's not working particularly well, they fine-tune it.


Elaine Thompson/AP Images

Microsoft uses concurrent control to track its energy usage. Shown here at its operations center, control technician Ray Nichols monitors real-time data on heating, cooling, and other systems in the company's buildings that will help Microsoft achieve its goals of improving its carbon footprint and reducing its impact on the environment.

Fifty-five percent of employees say that micromanaging decreases their productivity.[21]

Technical equipment (such as computers and computerized machine controls) can be designed to include concurrent controls. For example, you've probably experienced this with word-processing software that alerts you to a misspelled word or incorrect grammatical usage. Also, many organizational quality programs rely on concurrent controls to inform workers whether their work output is of sufficient quality to meet standards.

The best-known form of concurrent control, however, is direct supervision. For example, Nvidia's CEO Jen-Hsun Huang had his office cubicle torn down and replaced with a conference table so he's now available to employees at all times to discuss what's going on.[22] All managers can benefit from using concurrent control because they can correct problems before they become too costly. MBWA, described earlier in this chapter, is a great way for managers to do this.

WHY IS FEEDBACK CONTROL SO POPULAR? The most popular type of control relies on feedback. In **feedback control**, the control takes place *after* the activity is done. For instance, remember our earlier Denver Mint example. The flawed Wisconsin quarters were discovered with feedback control. The damage had already occurred even though the organization corrected the problem once it was discovered. And that's the major problem with this type of control. By the time a manager has the information, the problems have already occurred, leading to waste or damage. However, in many work areas—the financial area being one example—feedback is the only viable type of control.

Managers should **develop goals for each of the four areas** and **then measure whether goals are being met**.

Feedback controls do have two advantages.[23] First, feedback gives managers meaningful information on how effective their planning efforts were. Feedback that shows little variance between standard and actual performance indicates that the planning was generally on target. If the deviation is significant, a manager can use that information to formulate new plans. Second, feedback can enhance motivation. People want to know how well they're doing, and feedback provides that information.

concurrent control
Control that takes place while a work activity is in progress

feedback control
Control that takes place after a work activity is done

KEEPING TRACK: What Gets Controlled?

Countless activities are taking place in different organizational locations and functional areas!

1 Keeping Track of an Organization's Finances

Want to earn a profit?
You need financial controls!

Traditional financial controls include:

- **Ratio analysis.** (See Exhibit 14–6.) Ratios are calculated using selected information from the organization's balance sheet and income statement.

Ekaterina Semenova/Fotolia

Exhibit 14–6 Popular Financial Ratios

OBJECTIVE	RATIO	CALCULATION	MEANING
Liquidity ratios: measure an organization's ability to meet its current debt obligations	Current ratio	$\frac{\text{Current assets}}{\text{Current liabilities}}$	Tests the organization's ability to meet short-term obligations
	Acid test	$\frac{\text{Current assets} - \text{Inventories}}{\text{Current liabilities}}$	Tests liquidity more accurately when inventories turn over slowly or are difficult to sell
Leverage ratios: examine the organization's use of debt to finance its assets and whether it's able to meet the interest payments on the debt	Debt to assets	$\frac{\text{Total debt}}{\text{Total assets}}$	The higher the ratio, the more leveraged the organization
	Times interest earned	$\frac{\text{Profits before interest and taxes}}{\text{Total interest charges}}$	Measures how many times the organization is able to cover its interest expenses
Activity ratios: assess how efficiently a company is using its assets	Inventory turnover	$\frac{\text{Sales}}{\text{Inventory}}$	The higher the ratio, the more efficiently inventory assets are being used
	Total asset turnover	$\frac{\text{Sales}}{\text{Total assets}}$	The fewer assets used to achieve a given level of sales, the more efficiently management is using the organization's total assets
Profitability ratios: measure how efficiently and effectively the company is using its assets to generate profits	Profit margin on sales	$\frac{\text{Net profit after taxes}}{\text{Total sales}}$	Identifies the profits that are being generated
	Return on investment	$\frac{\text{Net profit after taxes}}{\text{Total assets}}$	Measures the efficiency of assets to generate profits

- **Budget analysis.** Budgets are used for both planning and controlling.
  - **Planning tool:** indicates which work activities are important and what and how much resources should be allocated to those activities.
  - **Controlling tool:** provides managers with quantitative standards against which to measure and compare resource consumption. Significant deviations require action and a manager to examine what has happened and why and then take necessary action.

2 Keeping Track of Organization's Information

A Information—*a critical tool for controlling other organizational activities*

WHY Managers need **RIGHT INFORMATION** at the **RIGHT TIME** and in the **RIGHT AMOUNT** to help them monitor and measure organizational activities:

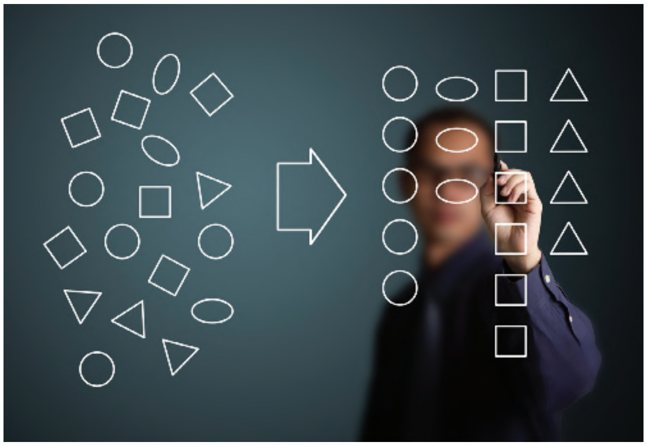
- about what is happening within their area of responsibility.
- about the standards in order to be able to compare actual performance with the standard.
- to help them determine if deviations are acceptable.
- to help them develop appropriate courses of action.

Morena/Shutterstock

Information is important!

HOW A **management information system (MIS)**

- Can be manual or computer-based, although most organizational MIS are computer-supported applications.
- System in MIS implies order, arrangement, and purpose.
- Focuses specifically on providing managers with information (processed and analyzed data), not merely data (raw, unanalyzed facts).

Dusit/Shutterstock


management information system (MIS)
A system used to provide management with needed information on a regular basis

B Information—*an organizational resource that needs controlling*

In 2017—79,700 reported security incidents and 2,122 confirmed data breaches.[24]

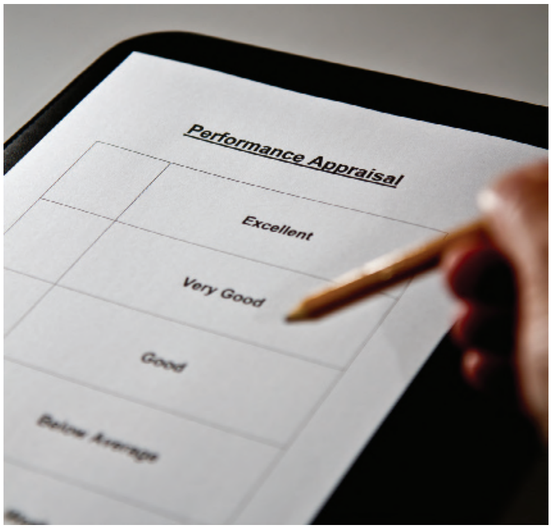
- Information is critically important to everything an organization does—that information needs to be protected.
  - **Controls:** data encryption, system firewalls, data backups, and other techniques.[25]
  - Look for problems in places that might not even have been considered, like search engines.
  - Equipment such as laptop computers, tablets, and even RFID (radio-frequency identification) tags are vulnerable to viruses and hacking.
  - Monitor information controls regularly to ensure that all possible precautions are in place to protect important information.

Bedrin/Shutterstock

3 Keeping Track of Employee Performance

- Are employees doing their jobs as planned and meeting goals that have been set?
- If not, employee counseling or employee discipline may be needed.
  See p. 300 in Chapter 8.

Over 81 percent of managers say they don't do very well at giving difficult feedback.[26]



Mike Charles/Shutterstock

4 Keeping Track Using a Balanced Scorecard Approach

Balanced scorecard approach looks at more than the financial perspective[27] by typically looking at four areas that contribute to a company's performance:

1. Financial
2. Customer
3. Internal processes
4. People/innovation/growth assets

Andriy Popov/Alamy Stock Photo

Managers should: **develop goals for each of the four areas** and **then measure whether goals are being met**.

balanced scorecard
A performance measurement tool that looks at more than just the financial perspective

What Contemporary Control Issues Do Managers Confront?

14-4 Discuss contemporary issues in control.

The employees of Integrated Information Systems Inc. didn't think twice about exchanging digital music over a dedicated office server they had set up. Like office betting on college and pro sports, it was technically illegal, but harmless—or so they thought. But after the company had to pay a $1 million settlement to the Recording Industry Association of America, managers wished they had controlled the situation better.[28] Control is an important managerial function. We're going to look at two control issues that managers face today: cross-cultural differences and workplace concerns.

Do Controls Need to Be Adjusted for Cultural Differences?

The concepts of control that we've discussed are appropriate for organizational units that aren't geographically distant or culturally distinct. But what about global organizations? Would control systems be different, and what should managers know about adjusting controls for national differences?

Methods of controlling employee behavior and operations can be quite different in different countries. In fact, the differences in organizational control systems of global organizations are primarily in the measurement and corrective action steps of the control process. In a global corporation, for instance, managers of foreign operations tend not to be closely controlled by the home office if for no other reason than that distance keeps managers from being able to observe work directly. Because distance creates a tendency for formalized controls, the home office of a global company often relies on extensive, formal reports for control. The global company may also use information technology to control work activities. For instance, Seven and i Holdings (Japan's biggest retail conglomerate and parent company of the 7-Eleven convenience store chain in the United States) uses automated cash registers not only to record sales and monitor inventory, but also to schedule tasks for store managers and to track their use of the built-in analytical graphs and forecasts. If managers don't use them enough, they're told to increase their activities.[29]

Technology's impact on control is most evident in comparisons of technologically advanced nations with countries that aren't as technologically advanced. Organizations in technologically advanced nations such as the United States, Japan, Canada, Great Britain, Germany, and Australia use indirect control devices—particularly computer-related reports and analyses—in addition to standardized rules and direct supervision to ensure that activities are going as planned. In less technologically advanced countries, direct supervision and highly centralized decision making are the basic means of control.

These African railway attendants prepare to greet guests at the opening ceremony for a Chinese-built electric high-speed railway that connects Ethiopia and Djibouti. The technologically advanced Chinese staff who will initially manage the railway need to adjust their controls for cultural differences as they train local African counterparts how to operate and manage the rail system.

Qin bin/AP Images

Also, constraints on what corrective action managers can take may affect managers in foreign countries because laws in some countries do not allow managers the option of closing facilities, laying off employees, or bringing in a new management team from outside the country. Finally, another challenge for global companies in collecting data is comparability. For instance, a company's manufacturing facility in Mexico might produce the same products as a facility in Scotland. However, the Mexican facility might be much more labor intensive than its Scottish counterpart (to take advantage of lower labor costs in Mexico). If top-level executives were to control costs by, for example, calculating labor costs per unit or output per worker, the figures would not be comparable. Managers in global companies must address these types of global control challenges.

Managing Technology in Today's Workplace

MONITORING EMPLOYEES

Technological advances have made the process of managing an organization much easier.[30] And technological advancements have also provided employers a means of sophisticated employee monitoring. Although most of this monitoring is designed to enhance worker productivity, it could, and has been, a source of concern over worker privacy. These advantages bring with them difficult questions regarding what managers have the right to know about employees and how far they can go in controlling employee behavior, both on and off the job. Consider the following:

- The mayor of Colorado Springs, Colorado, reads the e-mail messages that city council members send to each other from their homes. He defended his actions by saying he was making sure that e-mails to each other were not being used to circumvent the state's "open meeting" law that requires most council business to be conducted publicly.
- The U.S. Internal Revenue Service's internal audit group monitors a computer log that shows employee access to taxpayers' accounts. This monitoring activity allows management to check and see what employees are doing on their computers.
- American Express has an elaborate system for monitoring telephone calls. Daily reports provided to supervisors detail the frequency and length of calls made by employees, as well as how quickly incoming calls are answered.
- Employers in several organizations require employees to wear badges at all times while on company premises. These badges contain a variety of data that allow employees to enter certain locations in the organization. Smart badges, too, can transmit where the employee is at all times!

Just how much control a company should have over the private lives of its employees also becomes an issue. Where should an employer's rules and controls end? Does the boss have the right to dictate what you do on your free time and in your own home? Could your boss keep you from engaging in riding a motorcycle, skydiving, smoking, drinking alcohol, or eating junk food? Again, the answers may surprise you. Today many organizations, in their quest to control safety and health insurance costs, are delving into their employees' private lives.

Although controlling employees' behaviors on and off the job may appear unjust or unfair, nothing in our legal system prevents employers from engaging in these practices. Rather, the law is based on the premise that if employees don't like the rules, they have the option of quitting. Managers, too, typically defend their actions in terms of ensuring quality, productivity, and proper employee behavior. For instance, an IRS audit of its southeastern regional offices found that 166 employees took unauthorized looks at the tax returns of friends, neighbors, and celebrities.

Discussion Questions:

5 When does management's need for information about employee performance cross over the line and interfere with a worker's right to privacy?

6 Is any action by management acceptable as long as employees are notified ahead of time that they will be monitored? Discuss.

What Challenges Do Managers Face in Controlling the Workplace?

Today's workplaces present considerable control challenges for managers. From monitoring employees' computer usage at work to protecting the workplace against disgruntled employees intent on doing harm, managers need controls to ensure that work can be done efficiently and effectively as planned.

> Sixty-eight percent of employees admit to using company computers to check personal e-mail.[31]

IS MY WORK COMPUTER REALLY MINE? If you work, do you think you have a right to privacy at your job? What can your employer find out about you and your work? You might be surprised at the answers! Employers can (and do), among other things, read your e-mail (even those marked "personal or confidential"), tap your telephone, monitor your work by computer, store and review computer files, monitor you in an employee bathroom or dressing room, and track your whereabouts in a company vehicle. And these actions aren't that uncommon. In fact, some 30 percent of companies have fired workers for misusing the Internet and another 28 percent have terminated workers for e-mail misuse.[32]

Charles Trainor Jr./Miami Herald/MCT/Newscom

At Citrix, a provider of virtualization, networking, and cloud technologies for businesses, employees are allowed to BYOD—bring your own device. Although more companies are adopting BYOD policies, the control risks are still very much the same. Even in a BYOD environment, workplace monitoring policies are very much needed.

Why do managers feel they need to monitor what employees are doing? A big reason is that employees are hired to work, not to surf the Web checking stock prices, watching online videos, playing fantasy baseball, or shopping for presents for family or friends. Recreational on-the-job Web surfing is thought to cost billions of dollars in lost work productivity annually. In fact, a survey of U.S. employers said that 87 percent of employees look at non-work-related websites while at work, and more than half engage in personal website surfing every day.[33] Watching online video has become an increasingly serious problem not only because of the time being wasted by employees, but also because it clogs already-strained corporate computer networks.[34] If you had to guess the video site viewed most often at work, what would you guess? If you said YouTube, you'd be absolutely correct![35] However, as innocent as it may seem (after all, it may be just a 30-second video), all this nonwork adds up to significant costs to businesses.

Another reason that managers monitor employee e-mail and computer usage is that they don't want to risk being sued for creating a hostile workplace environment because of offensive messages or an inappropriate image displayed on a coworker's computer screen. Concerns about racial or sexual harassment are one reason companies might want to monitor or keep backup copies of all e-mail. Electronic records can help establish what actually happened so managers can react quickly.[36]

Finally, managers want to ensure that company secrets aren't being leaked.[37] In addition to typical e-mail and computer usage, companies are monitoring instant messaging, blogs, and other social media outlets and are banning phone cameras in the office. Managers need to be certain that employees are not, even inadvertently, passing information on to others who could use that information to harm the company.

Because of the potentially serious costs and given the fact that many jobs now entail computers, many companies have workplace monitoring policies. Such policies should control employee behavior in a nondemeaning way, and employees should be informed about those policies.

IS EMPLOYEE THEFT ON THE RISE? Would you be surprised to find that up to 85 percent of all organizational theft and fraud is committed by employees, not outsiders?[38] And it's a costly problem—estimated to be about $4,500 per worker per year.[39] In a survey of U.S. companies, 20 percent said that workplace theft has become a moderate to very big problem.[40]

Employee theft is defined as any unauthorized taking of company property by employees for their personal use.[41] It can range from embezzlement to fraudulent filing of expense reports to removing equipment, parts, software, or office supplies from company premises. Although retail businesses have long faced serious potential losses from employee theft, loose financial controls at startups and small companies and the ready availability of information technology have made employee stealing an escalating problem in all kinds and sizes of organizations. It's a control issue that managers need to educate themselves about and be prepared to deal with it.[42]

employee theft
Any unauthorized taking of company property by employees for their personal use

Global employee fraud is estimated to cost organizations $3.7 trillion a year.[43]

Why do employees steal? The answer depends on whom you ask.[44] Experts in various fields—industrial security, criminology, clinical psychology—have different perspectives. The industrial security people propose that people steal because the opportunity presents itself through lax controls and favorable circumstances. Criminologists say that it's because people have financial-based pressures (such as personal financial problems) or vice-based pressures (such as gambling debts). And the clinical psychologists suggest that people steal because they can rationalize whatever they're doing as being correct and appropriate behavior ("everyone does it," "they had it coming," "this company makes enough money and they'll never miss anything this small," "I deserve this for all that I put up with," and so forth).[45] Although each approach provides compelling insights into employee theft and has been instrumental in attempts to deter it, unfortunately, employees continue to steal. What can managers do?

The concept of feedforward, concurrent, and feedback control is useful for identifying measures to deter or reduce employee theft.[46] Exhibit 14–7 summarizes several possible managerial actions.

WHAT CAN MANAGERS DO ABOUT WORKPLACE VIOLENCE? In January 2015, a cardiologist at Boston's Brigham and Women's Hospital was gunned down by a man whose mother had been operated on by the doctor and subsequently died. After killing the cardiologist, the man shot himself. In September 2014, a man who was recently fired walked into the UPS he had worked at and killed two individuals and then took his own life. In April 2014, an individual who worked as a baggage handler opened fire at a FedEx facility near Atlanta, injuring six employees. In August 2010, a driver about to lose his job at Hartford Distributors in Hartford, Connecticut, opened fire, killing eight other employees and himself. In July 2010, a former employee at a solar products manufacturer in Albuquerque, New Mexico, walked into the business and opened fire, killing two people

Exhibit 14–7 Controlling Employee Theft

FEEDFORWARD	CONCURRENT	FEEDBACK
Use careful prehiring screening.	Treat employees with respect and dignity.	Make sure employees know when theft or fraud has occurred—not naming names but letting people know this is not acceptable.
Establish specific policies defining theft and fraud and discipline procedures.	Openly communicate the costs of stealing.	Use the services of professional investigators.
Involve employees in writing policies.	Let employees know on a regular basis about their successes in preventing theft and fraud.	Redesign control measures.
Educate and train employees about the policies.	Use video surveillance equipment if conditions warrant.	Evaluate your organization's culture and the relationships of managers and employees.
Have a professional review of your internal security controls.	Install "lock-out" options on computers, telephones, and e-mail. Use corporate hotlines for reporting incidences. Set a good example.	

Source: Robbins, Stephen P., Coulter, Mary, *Management*, 13th Ed., © 2016, p. 541. Reprinted and electronically reproduced by permission of Pearson Education, Inc., New York, NY.

and wounding four others. On November 6, 2009, in Orlando, Florida, an engineer who had been dismissed from his job for poor performance returned and shot and killed one person while wounding five others. This incident happened only one day after a U.S. Army psychiatrist went on a shooting rampage at Fort Hood Army post, killing 13 and wounding 27.[47] These are just a few of the deadly workplace attacks in recent years. Is workplace violence really an issue for managers? Yes. Despite these examples, thankfully, the number of workplace shootings has decreased.[48] However, the U.S. National Institute of Occupational Safety and Health still says that each year, some 2 million American workers are victims of some form of workplace violence. In an average week, one employee is killed and at least 25 are seriously injured in violent assaults by current or former coworkers. And according to a Department of Labor survey, 58 percent of firms reported that managers received verbal threats from workers.[49] Anger, rage, and violence in the workplace are intimidating to coworkers and adversely affect their productivity. The annual cost to U.S. businesses is estimated to be between $20 billion and $35 billion.[50] And office rage isn't a uniquely American problem. A survey of aggressive behavior in Britain's workplaces found that 18 percent of managers say they have personally experienced harassment or verbal bullying, and 9 percent claim to have experienced physical attacks.[51]

What factors are believed to contribute to workplace violence? Undoubtedly, employee stress caused by job uncertainties, declining value of retirement accounts, long hours, information overload, other daily interruptions, unrealistic deadlines, and uncaring managers play a role. Even office layout designs with small cubicles where employees work amid the noise and commotion from those around them have been cited as contributing to the problem.[52] Other experts have described dangerously dysfunctional work environments characterized by the following as primary contributors to the problem:[53]

- Employee work driven by TNC (time, numbers, and crises)
- Rapid and unpredictable change where instability and uncertainty plague employees
- Destructive communication style where managers communicate in excessively aggressive, condescending, explosive, or passive-aggressive styles; excessive workplace teasing or scapegoating
- Authoritarian leadership with a rigid, militaristic mind-set of managers versus employees; employees not allowed to challenge ideas, participate in decision making, or engage in team-building efforts
- Defensive attitude with little or no performance feedback given; only numbers count; and yelling, intimidation, or avoidance as the preferred ways of handling conflict
- Double standards in terms of policies, procedures, and training opportunities for managers and employees
- Unresolved grievances due to an absence of mechanisms or only adversarial ones in place for resolving them; dysfunctional individuals protected or ignored because of long-standing rules, union contract provisions, or reluctance to take care of problems
- Emotionally troubled employees and no attempt by managers to get help for these people
- Repetitive, boring work and little chance for doing something else or for new people coming in
- Faulty or unsafe equipment or deficient training, which keeps employees from being able to work efficiently or effectively
- Hazardous work environment in terms of temperature, air quality, repetitive motions, overcrowded spaces, noise levels, excessive overtime, and so forth; to minimize costs, a failure to hire additional employees when workload becomes excessive, leading to potentially dangerous work expectations and conditions
- Culture of violence perpetuated by a history of individual violence or abuse, violent or explosive role models, or tolerance of on-the-job alcohol or drug abuse

Reading through this list, you surely hope that workplaces where you'll spend your professional life won't be like this. However, the competitive demands of succeeding in a 24/7 global economy put pressure on organizations and employees in many ways.

Exhibit 14–8 Controlling Workplace Violence

FEEDFORWARD	CONCURRENT	FEEDBACK
Ensure management's commitment to functional, not dysfunctional, work environments. Provide employee assistance programs (EAPs) to help employees with behavioral problems. Enforce organizational policy that any workplace rage, aggression, or violence will not be tolerated. Use careful prehiring screening. Never ignore threats. Train employees about how to avoid danger if a situation arises. Clearly communicate policies to employees.	Use MBWA (managing by walking around) to identify potential problems; observe how employees treat and interact with each other. Allow employees or work groups to "grieve" during periods of major organizational change. Be a good role model in how you treat others. Use corporate hotlines or some other mechanism for reporting and investigating incidents. Use quick and decisive intervention. Get expert professional assistance if violence erupts. Provide necessary equipment or procedures for dealing with violent situations (cell phones, alarm systems, code names or phrases, and so forth).	Communicate openly about violent incidents and what's being done. Investigate incidents and take appropriate action. Review company policies and change, if necessary.

Sources: Based on M. Gorkin, "Five Strategies and Structures for Reducing Workplace Violence," *Workforce Management Online,* December 3, 2000; "Investigating Workplace Violence: Where Do You Start?" *Workforce Management Online,* December 3, 2000; "Ten Tips on Recognizing and Minimizing Violence," *Workforce Management Online,* December 3, 2000; and "Points to Cover in a Workplace Violence Policy," *Workforce Management Online,* December 3, 2000.

What can managers do to deter or reduce possible workplace violence? Once again, the concept of feedforward, concurrent, and feedback control can help identify actions that managers can take.[54] Exhibit 14–8 summarizes several suggestions.

Knowing: Getting Ready for Exams and Quizzes

CHAPTER SUMMARY BY LEARNING OUTCOME

14-1 Explain the nature and importance of control.

Control is the management function that involves monitoring activities to ensure that they're being accomplished as planned and correcting any significant deviations.

As the final step in the management process, controlling provides the link back to planning. If managers didn't control, they'd have no way of knowing whether goals were being met.

Control is important because (1) it's the only way to know whether goals are being met and, if not, why; (2) it provides information and feedback so managers feel comfortable empowering employees; and (3) it helps protect an organization and its assets.

14-2 Describe the three steps in the control process.

The three steps in the control process are measuring, comparing, and taking action. Measuring involves deciding how to measure actual performance and what to measure. Comparing involves looking at the variation between actual performance and the standard (goal). Deviations outside an acceptable range of variation need attention.

Taking action can involve doing nothing, correcting the actual performance, or revising the standards. Doing nothing is self-explanatory. Correcting the actual performance can involve different corrective actions, which can either be immediate or basic. Standards can be revised by either raising or lowering them.

14-3 Discuss the types of controls organizations and managers use.

Feedforward controls take place before a work activity is done. Concurrent controls take place while a work activity is being done. Feedback controls take place after a work activity is done.

Financial controls that managers can use include financial ratios (liquidity, leverage, activity, and profitability) and budgets. One information control managers can use is an MIS, which provides managers with needed information on a regular basis. Others include comprehensive and secure controls, such as data encryption, system firewalls, data backups, and so forth, that protect the organization's information. Also, balanced scorecards provide a way to evaluate an organization's performance in four different areas rather than just from the financial perspective.

14-4 Discuss contemporary issues in control.

Adjusting controls for cross-cultural differences may be necessary, primarily in the areas of measuring and taking corrective actions.

Workplace concerns include workplace privacy, employee theft, and workplace violence. For each of these, managers need to have policies in place to control inappropriate actions and ensure that work is getting done efficiently and effectively.

DISCUSSION QUESTIONS

14-1 What is the role of control in management?

14-2 Describe four methods managers can use to acquire information about actual work performance.

14-3 Planning and controlling are the opposite sides of the same coin. Do you think this statement is true at all levels of the organizational hierarchy? Why or why not?

14-4 Contrast feedforward, concurrent, and feedback controls.

14-5 Feedback control is after the fact. Illustrate why its use may be perceived as a disadvantage for any organization.

14-6 In Chapter 5 we discussed the "white-water rapids" view of change. Do you think it's possible to establish and maintain effective standards and controls in this type of environment? Discuss.

14-7 Why is it that what is measured is more critical to the control process than how it is measured?

14-8 "Every individual employee in an organization plays a role in controlling work activities." Do you agree with this statement, or do you think control is something that only managers are responsible for? Explain.

14-9 What are some work activities in which the acceptable range of variation might be higher than average? What about lower than average? (*Hint:* Think in terms of the output from the work activities, whom it might affect, and how it might affect them.)

14-10 How could you use the concept of control in your personal life? Be specific. (Think in terms of feedforward, concurrent, and feedback controls as well as specific controls for the different aspects of your life—school, work, family relationships, friends, hobbies, etc.)

Applying: Getting Ready for the Workplace

Management Skill Builder | DISCIPLINING DIFFICULT EMPLOYEES

Almost all managers will, at one time or another, have to deal with employees who are difficult. There is no shortage of characteristics that can make someone difficult to work with. Some examples include being short-tempered, demanding, abusive, angry, defensive, complaining, intimidating, aggressive, narcissistic, arrogant, and rigid. Successful managers have learned how to cope with difficult people.

MyLab Management
PERSONAL INVENTORY ASSESSMENT

Go to **www.pearson.com/mylab/management** to complete the Personal Inventory Assessment related to this chapter.

P I A PERSONAL INVENTORY ASSESSMENT

Skill Basics

No single approach is always effective in dealing with difficult people. However, we can offer several suggestions that are likely to lessen the angst these people create in your life and may have some influence in reducing their difficult behavior.[55]

- *Don't let your emotions rule.* Our first response to a difficult person is often emotional. We get angry. We show frustration. We want to lash out at them or "get even" when we think they've insulted or demeaned us. This response is not likely to reduce your angst and may escalate the other person's negative behavior. So fight your natural tendencies and keep your cool. Stay rational and thoughtful. At worst, while this approach may not improve the situation, it is also unlikely to encourage and escalate the undesirable behavior.
- *Attempt to limit contact.* If possible, try to limit your contact with the difficult person. Avoid places where they hang out and limit nonrequired interactions. Also, use communication channels—like e-mail and text messaging—that minimize face-to-face contact and verbal intonations.
- *Try polite confrontation.* If you can't avoid the difficult person, consider standing up to them in a civil but firm manner. Let them know that you're aware of their behavior, that you find it unacceptable, and that you won't tolerate it. For people who are unaware of the effect their actions have on you, confrontation might awaken them to altering their behavior. For those who are acting purposefully, taking a clear stand might make them think twice about the consequences of their actions.
- *Practice positive reinforcement.* We know that positive reinforcement is a powerful tool for changing behavior. Rather than criticizing undesirable behavior, try reinforcing desirable behaviors with compliments or other positive comments. This focus will tend to weaken and reduce the exhibiting of the undesirable behaviors.
- *Recruit fellow victims and witnesses.* Finally, we know strength lies in numbers. If you can get others who are also offended by the difficult person to support your case, several positive things can happen. First, it's likely to lessen your frustrations because others will be confirming your perception and can offer support. Second, people in the

organization with authority to reprimand are more likely to act when complaints are coming from multiple sources. And third, the difficult person is more likely to feel pressure to change when a group is speaking out against his or her specific behaviors than if the complaint is coming from a single source.

Practicing the Skill

Read through this scenario and follow the directions at the end of it:

Your career has progressed even faster than you thought possible. After graduating from college with an accounting degree, you passed your CPA exam and worked three years for a major accounting firm. Then you joined General Electric in its finance department. Two employers and four jobs later, you have just been hired by a *Fortune* 100 mining company as its vice president for finance. What you didn't expect in the new job was having to deal with Mark Hundley.

Mark is the vice president of company operations. He has been with the company for eight years. Your first impression of Mark was that he was a "know-it-all." He was quick to put you down and acted as if he was your superior rather than an equal. Based on comments you've heard around the offices, it seems you are not alone. Other executives all seemed to agree that Mark is a brilliant engineer and operations manager but very difficult to work with. Specific comments you've heard include "an abrasive attitude"; "talks down to people"; "arrogant"; "thinks everyone is stupid"; "poor listener."

In your short time in the new job, you've already had several run-ins with Mark. You've even talked to your boss, the company president, about him. The president's response wasn't surprising: "Mark isn't easy to deal with. But no one knows this company's operations like he does. If he ever leaves, I don't know how we'd replace him. But, that said, he gives me a lot of grief. Sometimes he makes me feel like I work for him rather than the other way around." Describe what you could do to improve your ability to work with Mark.

Experiential Exercise

In this Experiential Exercise, we're going to focus on some career dilemmas/advice as it relates to the control function. Read through the following list. Choose two that you're most interested in and come up with your response to each one. Then, after you've finished, get in your assigned group. Compare notes and discuss each person's answers. As a group, choose two of the shared answers that you'll share with the class.

(1) What would you do if you work for a boss who doesn't give you feedback?
(2) You're the boss. How will you give your employees constructive feedback?
(3) You get what you feel is an unfair performance review. What will you do next?
(4) You got blamed for your coworker's screw-up, what do you do now?
(5) You're the boss. How will you handle a problem employee?
(6) Your boss is a micromanager. How do you deal with/thrive with this kind of boss?
(7) You're the boss. One of your employees is terrible at managing her time. What do you do?