

รหัสวิชา MTM3202 การสร้างเครือข่ายทางธุรกิจ
Business Network Buildings

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Learning Objectives

- LO8-1** Define organizational control, and identify the main output and behavior controls managers use to coordinate and motivate employees
- LO8-2** Describe the four steps in the control process and the way it operates over time.
- LO8-3** Identify the main output controls, and discuss their advantages and disadvantages as means of coordinating and motivating employees.

Learning Objectives

- LO8-4** Explain how clan control or organizational culture creates an effective organizational architecture
- LO8-5** Discuss the relationship between organizational control and change, and explain why managing change is a vital management task
- LO8-6** Understand the role of entrepreneurship in the control and change process

What is Organizational Control?

★ Controlling

↳ Process where managers monitor and regulate how efficiently and effectively an organization and its members are performing the activities necessary to achieve organizational goals



Control Systems and IT

★ Control Systems

↳ Formal, target-setting, monitoring, evaluation and feedback systems that provide managers with information about how well the organization's strategy and structure are working

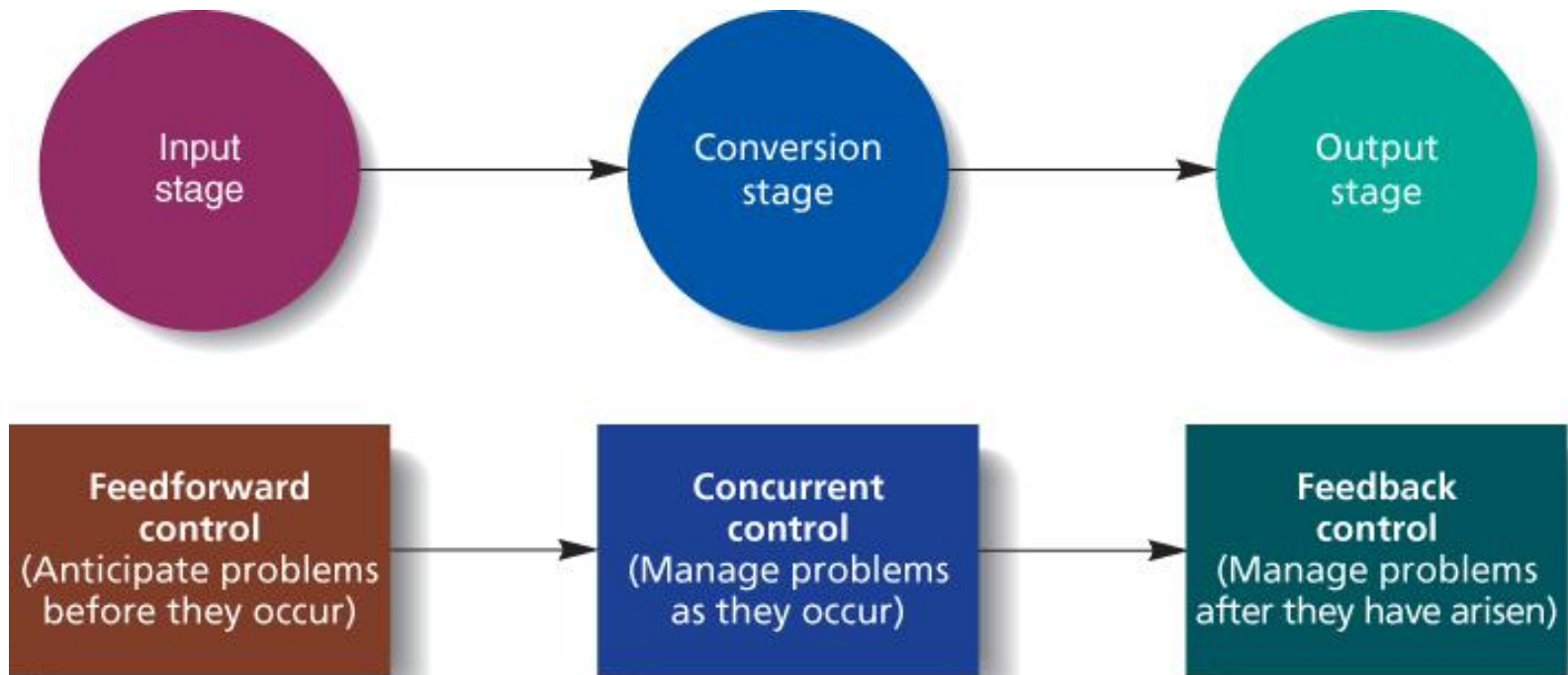
Control Systems

A good **control system** should:

- ↳ be **flexible** so managers can respond as needed
- ↳ provide **accurate** information about the organization
- ↳ provide information in a **timely** manner

Three Types of Control

Figure 8.1



Question?

What type of control gives managers information about customers' reactions to goods and services?

- A. Feedforward Control
- B. Concurrent Control
- C. Feedback Control
- D. Benchmark Control

Types of Control

★ **Feedforward Control**

↳ Control that allows managers to anticipate problems before they arise

★ **Concurrent Control**

↳ Give managers immediate feedback on how efficiently inputs are being transformed into outputs so that managers can correct problems as they arise

Types of Control

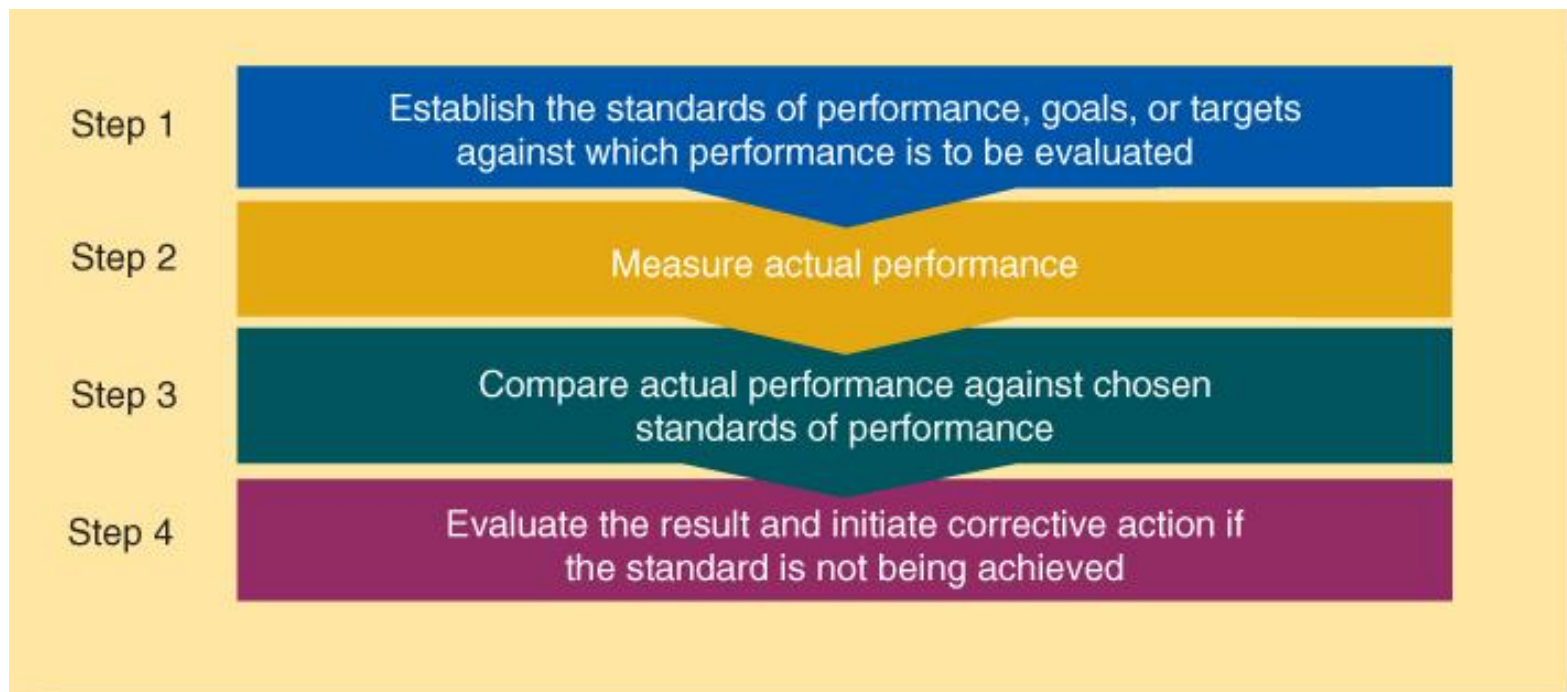
★ Feedback Control

↳ Control that gives managers information about customers' reactions to goods and services so that corrective action can be taken if necessary



Four Steps in Organizational Control

Figure 8.2



Three Organizational Control Systems

Figure 8.3

Type of control	Mechanisms of control
Output control	Financial measures of performance Organizational goals Operating budgets
Behavior control	Direct supervision Management by objectives Rules and standard operating procedures
Organizational culture/clan control	Values Norms Socialization

Discussion Question

What is an example of financial control? How are financial controls used?

- A. Activity drivers
- B. Revenue ratios
- C. Liquidity ratios
- D. Net income budget