

Control Mechanisms

Table 9-2
Control Mechanisms Used in Select Multinational Organization Structures

Type of Multinational Structure	Output Control	Bureaucratic Control	Decision-Making Control	Cultural Control
International division structure	Profit control	Have to follow company policies	Typically there is some centralization	Treated like all other divisions
Global area division	Use of profit centers	Some policies and procedures are necessary	Local units are given autonomy	Local subsidiary culture is often the most important
Global product division	Unit output for supply; sales volume for sales	Tight process controls are used to maintain product quality and consistency	Centralized at the product-division headquarters level	Possible for some companies, but not always necessary
Matrix structure	Profit responsibility is shared with product and geographic units	Not very important	Balanced between the global area and product units	Culture must support the shared decision making
Transnational network structure	Used for supplier units and for some independent profit centers	Not very important	Few decisions are centralized at headquarters; most are centralized in the key network nodes	Organization culture transcends national cultures, supports sharing and learning, and is the most important control mechanism

Adapted from Table 9-2: Control Mechanisms Used in Select Multinational Organization Structures

Organizational Control Mechanisms

**Panikkos Poutziouris, Kosmas
Smyrnios, Sabine Klein**



Organizational Control Mechanisms:

Organizational Control Sim B. Sitkin, Laura B. Cardinal, Katinka M. Bijlsma-Frankema, 2010-09-16 Organization scholars have long acknowledged that control processes are integral to the way in which organizations function. While control theory research spans many decades and draws on several rich traditions, theoretical limitations have kept it from generating consistent and interpretable empirical findings and from reaching consensus concerning the nature of key relationships. This book reveals how we can overcome such problems by synthesising diverse yet complementary streams of control research into a theoretical framework and empirical tests that more fully describe how types of control mechanisms e.g. the use of rules, norms, direct supervision or monitoring aimed at particular control targets e.g. input, behavior, output are applied within particular types of control systems i.e. market, clan, bureaucracy, integrative. Written by a team of distinguished scholars, this book not only sheds light on the long neglected phenomenon of organizational control, it also provides important directions for future research.

Organizational Control Mechanisms Rajendra Prasad Singh, 1988 People seem to be either or thinkers either this must be true or that must be true. As opposed to this, there are people who believe that nothing is absolutely true and it is the time and the place which will determine the choice of an idea or a strategy. The approach of this book is opposed to both these extremes and alternatively takes a position which may be termed dialectical. It posits the possibility that both X and not X may be true at the same time and place. It conceives of social reality in the critical conflict perspective and presents a model of behaviour control mechanisms that may be effective in an organizational context. Besides being useful to the managers and union leaders of various government and non government manufacturing and service organizations, it has attempted to steer out a theoretical approach that may be adopted in understanding, predicting and controlling the behaviour of personnel of any hierarchy in an organization.

Organizational Control Mechanisms in Non-Project Based Organizations Prasad Gyawali, Yin Tao, 2010-11 Today organizations of all kinds implement projects. Further as the importance of the projects grows, management of the same also becomes crucial in terms of monitoring and controlling. However as non project based organizations lack distinctive project management approach, their projects are controlled and monitored by the inherent management control system. While several studies have highlighted that different organization control mechanisms are exercised at varying degrees, there is a dearth of study done in project context. Further as several studies in the project management context highlight the need to tailor the approach according to the project types, this study focuses on understanding how the control mechanisms vary across different types of projects executed by non project based organizations. A qualitative study was conducted with eight project managers of respective projects implemented by seven companies from China and Nepal where distinct organizational control mechanisms dominated distinct project types in rolling out successful projects. The outcome may be important for anyone seeking to explore the domain of project governance for better management of projects.

A Conceptual Framework for the Design of

Organizational Control Mechanisms William G. Ouchi,1978

Organizational Control Mechanisms and Employee Outcomes Jiwen Song,2005 Antecedents of IT-Enabled Organizational Control Mechanisms Manuel Wiesche,2014

Organizational control is one of the fundamental management functions Literature on control design suggests two underlying antecedents for designing organizational controls knowledge of the transformation process and ability to measure output We conducted an exploratory case study drawing on archival data and interviews to test organizational control theory OCT taking into account the role of Information Technology IT in control design We operationalized OCT as characterized by literature and classified 525 organizational controls We found OCT correctly predicted the control type based on the antecedent conditions in approximately two out of three cases We found the other third being influenced by automation centralization and mass data analysis We argue that IT allows management to implement behavior controls in situations where processes and procedures are unknown and therefore knowledge of the transformation process is low As contribution for theory we reveal exploring capabilities of organizational control in addition to exploiting activities As contribution for practice we introduce new antecedents for designing organizational controls This research is in line with others to test control theory but it is the first to explain the catalyzing functions of IT on organizational control design within a case study

Effective Management Control Eric G. Flamholtz,2012-12-06 Effective Management Control deals with a critical but relatively neglected and misunderstood aspect of organizational effectiveness the process of controlling the behavior of people in organizations The issue of organizational control and the design of an optimal control system is essential for the long term effectiveness of an organization too little control can lead to confusion and chaos conversely too great a degree of control can result in the erosion of innovation and entrepreneurship This monograph presents a conceptual framework for approaching these issues and examines the role accounting can play in a successful control system The author works towards an understanding of the nature role elements and functioning of organizational control and control systems in organizations The book posits and discusses the features of a core control system and its component parts including planning measurement and feedback evaluation and reward sub systems It also discusses the ways in which a core control system operates within a larger organizational structure and culture The theory is illustrated through its application to a particular case study

Organizational Control Mechanisms and Employee Outcomes Jiwen Song,2005 Management Control Systems, Decision-Making, and Innovation Development Dawid Szutowski,2021-10-03 The systematic approach to innovation development today is one of the world s most prominent scientific fields and with good reason When applied correctly such system produces regular outcomes which consistently drive lasting competitive advantage Unfortunately as much as it is beneficial the orchestration of an undisturbed flow of multiple complex dynamic and flexible innovation development processes is structurally demanding In this book a recognised innovation management specialist sets the record straight offering a comprehensive approach to the improvement of innovation efficiency with the use of management control system

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Information Systems, Management, Organization and Control Daniela Baglieri, Concetta Metallo, Cecilia Rossignoli, Mario Pezzillo Iacono, 2014-07-15 This book explores the diversity of topics views and perspectives focused on the relationship between information systems organizations and managerial control It brings together theories and practices by a diverse group of scholars working in different disciplines organization management accounting information systems development human computer interaction The volume is divided into three sections each one focusing on a specific theme organizational change innovation and information and communication technologies organizational control accounting and information systems information knowledge and project management practices The book is based on a selection of the best research papers original double blind peer reviewed contributions of the annual conference of the Italian chapter of AIS held in Milan Italy in December 2013

Handbook of Research on Family Business Panikios Poutziouris, Kosmas Smyrniotis, Sabine Klein, 2008-01-01 this Handbook is a good example for those interested in giving a more articulated and solid flavour to their research Andrea Colli Business History The authors have taken a lot of pain in putting this Handbook together As the name indicates this is an excellent Handbook for researchers Global Business Review The Handbook of Research on Family

Business has collected and synthesized a broad variety of topics by notable researchers who share a common dedication to family business research This Handbook provides a comprehensive treatment that advances the frontiers of knowledge in family business provoking valuable thoughts and discussion The Handbook serves as both an authoritative and comprehensive reference work for researchers investigating family enterprises A Bakr Ibrahim Concordia University Montreal Canada Although family business research is a young discipline it is both necessary and important For the wellbeing and future development of our society the survival of prosperous and passionate family business entrepreneurs is indispensable In order to help the families in business to better understand how to succeed with their enterprises we need qualified and updated research This book is the answer Hans Jacob Bonnier Bonnier Business Press Group Sweden and 6th Generation Chairman of the Family Business Network International This Handbook is a unique compilation of the most important and the best recent family business research The field has grown so rapidly that this effort will be a mark for the research to follow The Handbook of Research on Family Business will be the reference for scholars in family business for many years to come It will also stimulate new ideas in research John L Ward IMD Switzerland and Northwestern University US The Handbook of Research on Family Business provides a comprehensive first port of call for those wishing to survey progress in the theory and practice of family business research In response to the extensive growth of family business as a topic of academic inquiry the principal objective of the Handbook is to provide an authoritative and scholarly overview of current thinking in this multidisciplinary field The contributors examine recent advances in the study of family business which has undertaken significant strides in terms of theory building empirical rigour development of sophisticated survey instruments systematic measurement of family business activity use of alternative research methodologies and deployment of robust tools of analysis A wide selection of empirical studies addressing the current family business research agenda are presented and issues and topics explored include validation of the protagonist role that family firms play in social economic spheres operational and definitional issues surrounding what constitutes a family business historical development of the field of family business methodologies encompassing micro and macro perspectives challenges to the orthodox microeconomic view of homo economicus firms by highlighting the virtues of family influence and social capital Comprising contributions from leading researchers credited with shaping the family business agenda this Handbook will prove an invaluable reference tool for students researchers academics and practitioners involved with the family business arena

Cost & Management Accounting: Tools for Planning and Control Prof. (Dr.) Savita Mohan, Prof. Moumita Mishra, Prof. Saumya Srivastava, 2025-04-17 **Organization Design** John Joseph, Oliver Baumann, Richard M. Burton, Kannan Srikanth, 2018-12-10 Advances in Strategic Management is dedicated to communicating innovative new research that advances theory and practice in Strategic Management This volume focuses on organization design and collaborative ways of working *Governance and Sustainability in Information Systems. Managing the Transfer and Diffusion of IT* Markus

Nüttgens,Andreas Gadatsch,Karlheinz Kautz,Ingrid Schirmer,Nadine Blinn,2011-09-25 This book constitutes the refereed proceedings of the IFIP WG 8.6 International Working Conference on Governance and Sustainability in Information Systems held in Hamburg Germany in September 2011. The 14 revised full papers and 16 research in progress and practice papers presented were carefully reviewed and selected from 47 submissions. The full research papers are organized in the following topical sections: governance, sustainability, design, themes, customer and user integration, and future subjects.

Encyclopedia of Management Theory Eric H. Kessler,2013-03-01 In discussing a management topic, scholars, educators, practitioners, and the media often toss out the name of a theorist: Taylor, Simon, Weber, or make a sideways reference to a particular theory: bureaucracy, total quality management, groupthink, and move on as if assuming their audience possesses the necessary background to appreciate and integrate the reference. This is often far from the case. Individuals are frequently forced to seek out a hodgepodge of sources, varying in quality and presentation, to provide an overview of a particular idea. This work is designed to serve as a core reference for anyone interested in the essentials of contemporary management theory. Drawing together a team of international scholars, it examines the global landscape of the key theories and the theorists behind them, presenting them in the context needed to understand their strengths and weaknesses, to thoughtfully apply them. In addition to interpretations of long-established theories, it also offers essays on cutting-edge research as one might find in a handbook. And like an unabridged dictionary, it provides concise to the point definitions of key concepts, ideas, schools, and figures. Features and Benefits: Two volumes containing over 280 signed entries provide users with the most authoritative and thorough reference resources available on management theory, both in terms of breadth and depth of coverage. Standardized presentation format organized into categories based on validity and importance structures entries so that readers can assess the fundamentals, evolution, and impact of theories. To ease navigation between and among related entries, a Reader's Guide groups entries thematically, and each entry is followed by Cross References. In the electronic version, the Reader's Guide combines with the Cross References and a detailed Index to provide robust search and browse capabilities. An appendix with a Chronology of Management Theory allows readers to easily chart directions and trends in thought and theory from early times to the present. An appendix with Central Management Insights allows readers to easily understand, compare, and apply major theoretical messages of the field. Suggestions for Further Reading at the end of each entry guide readers to sources for more detailed research and discussion. Key themes include: Nature of Management, Managing People, Personality and Perception, Managing Motivation, Managing Interactions, Managing Groups, Managing Organizations, Managing Environments, Strategic Management, Human Resources Management, International Management, and Diversity, Managerial Decision Making, Ethics and Creativity, Management Education, Research and Consulting, Management of Operations, Quality and Information Systems, Management of Entrepreneurship, Management of Learning and Change, Management of Technology and Innovation, Management and Leadership, Management and Social, Environmental

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Understanding Sport Organizations Trevor Slack, Terri Byers, Alex Thurston, 2021 Textbook for graduate and upper undergraduate courses in organizational theory and organizational behavior as it relates to sport and sport recreation management degree programs reference for practicing sport managers around the world Effective Management Control Eric Flamholtz, 1996-02-29 Deals with a critical but relatively neglected misunderstood aspect of organizational effectiveness Provides a framework to assist practicing managers as well as academics to understand the nature role features and functioning of organizational control and control systems in organizations Management Control Systems in Complex Settings: Emerging Research and Opportunities Zanin, Filippo, Comuzzi, Eugenio, Costantini, Antonio, 2017-12-08 Organizations are constantly creating original initiatives product lines or implementing new workflows to remain competitive in the contemporary business world Employing optimum methods for efficient performance and timely completion of tasks is vital to the success of a business Management Control Systems in Complex Settings Emerging Research and Opportunities is a noteworthy reference work for the latest academic research on business management and the complexity involved in decision making direction measurement and the evaluation of a company Containing broad commentary on an assortment of relevant views and issues such as customer loyalty and reputation effective manufacturing processes and strategic issues in complex firms this book is optimally intended for business professionals managers and aspiring entrepreneurs as well as students and academics looking for groundbreaking analysis on the Three Vs model of inventory management and value creation **Organizational Control** Sim B. Sitkin, Laura B. Cardinal, Katinka M. Bijlsma-Frankema, 2010-09-16 Organization scholars have long acknowledged that control processes are integral to the way in which organizations function While control theory research spans many decades and draws on several rich traditions theoretical limitations have kept it from generating consistent and interpretable empirical findings and from reaching consensus concerning the nature of key relationships This book reveals how we can overcome such problems by synthesising diverse yet complementary streams of control research into a theoretical framework and empirical tests that more fully describe how types of control mechanisms e g the use of rules norms direct supervision or monitoring aimed at particular control targets e g input behavior output are applied within particular types of control systems i e market clan bureaucracy integrative Written by a team of distinguished scholars this book not only sheds light on the long neglected phenomenon of organizational control it also provides important directions for future research

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