# Control

- Controlling for Organisational Performance
- The Control Process
- Types of Control (feedback, feed-forward and concurrent)
- Balanced Scorecard
- Contemporary Issues in Control
- Work Place Concern and Workplace Violence

# What is Control?

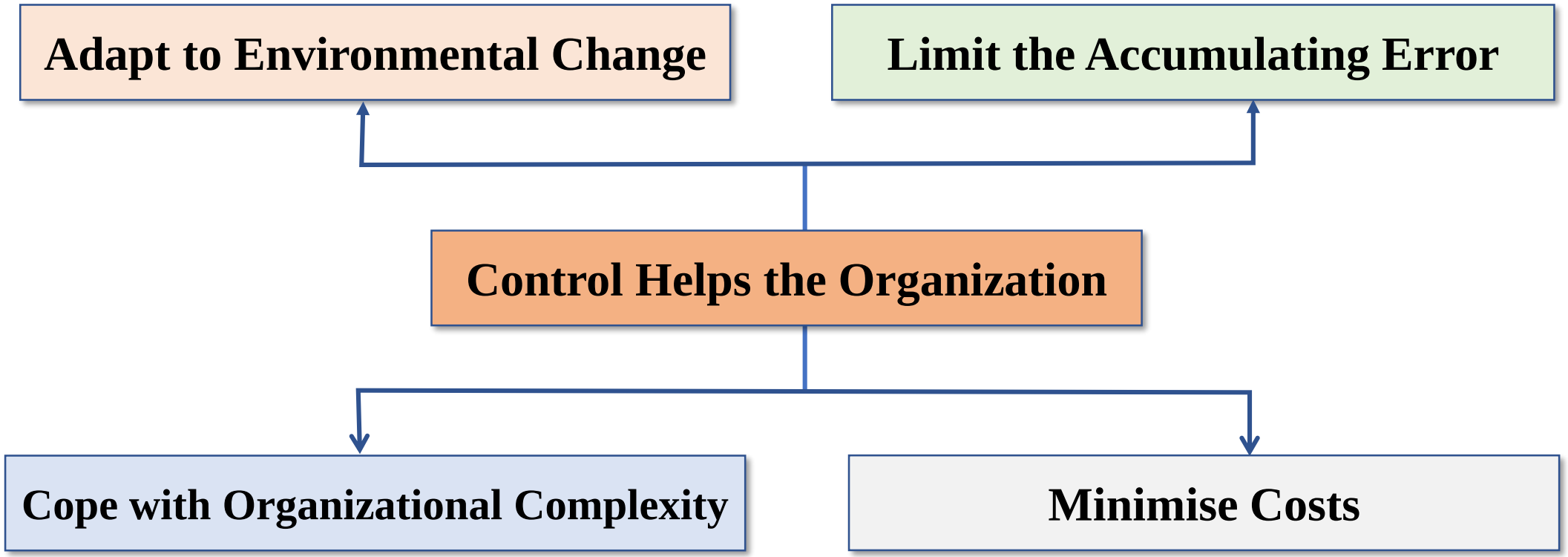
Control implies **to regulate organizational activities** so that some targeted element of the **performance** remains within **acceptable limits**

- Without Control, organization has **no indication how well it is performing** in relation to their goal

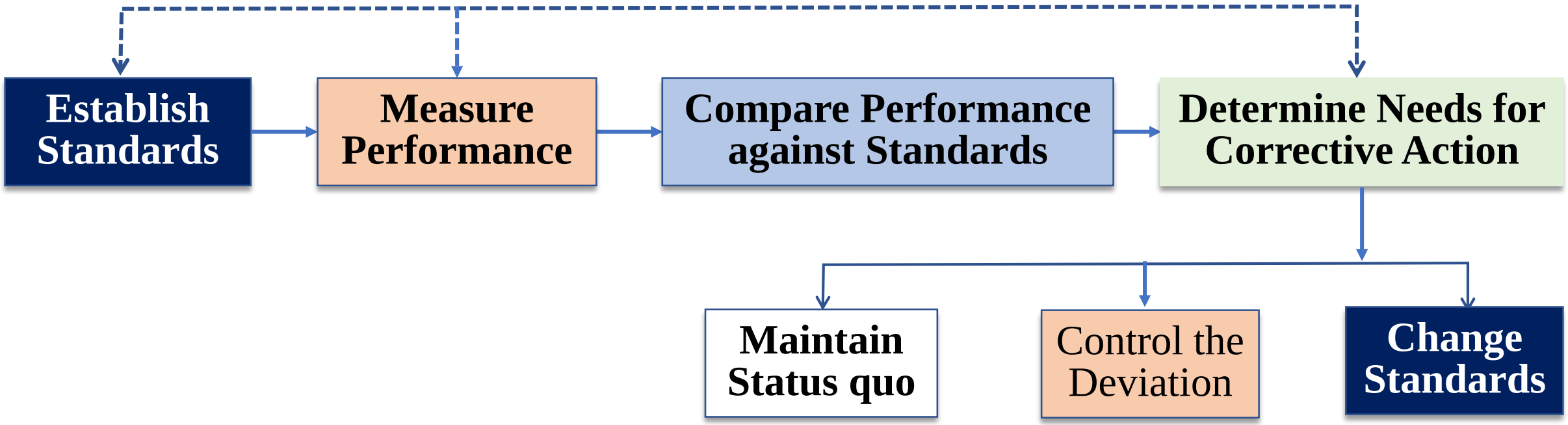
- Control is like the ship's rudder; **keeps the organization moving in the proper direction**

# Controlling for Organisational Performance

## Purpose of Control



# Steps in the Control Process



# Types of Control

- **Feedback Control:**

Involves gathering and evaluating information **about a past activity or action and taking steps to improve in the future**. Also known as **post-action control**

- **Concurrent Control:**

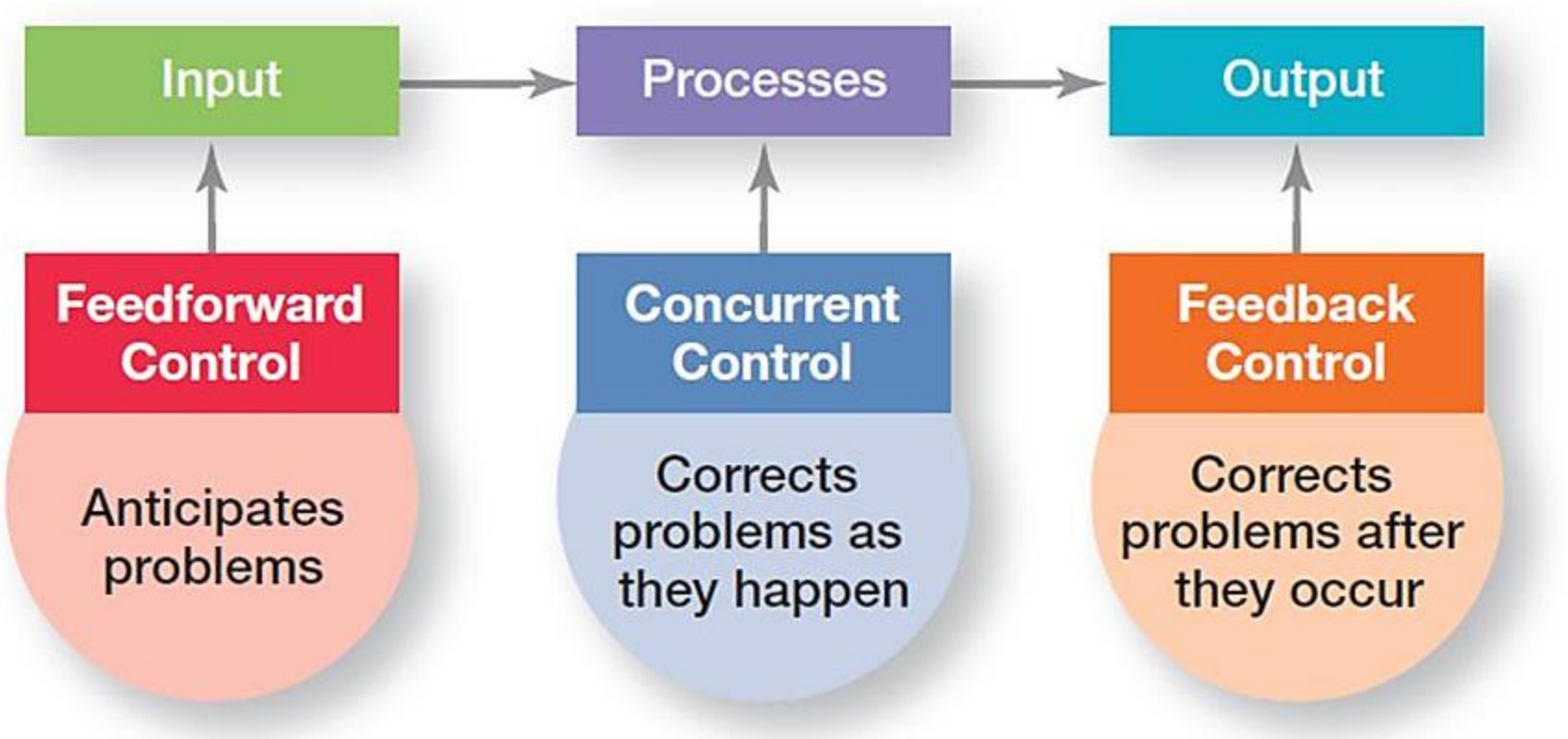
The process of monitoring and **adjusting ongoing activities and processes** is known as concurrent control. Its dynamic engagement in a current process where observations are made in **real-time**

- **Feedforward Control:**

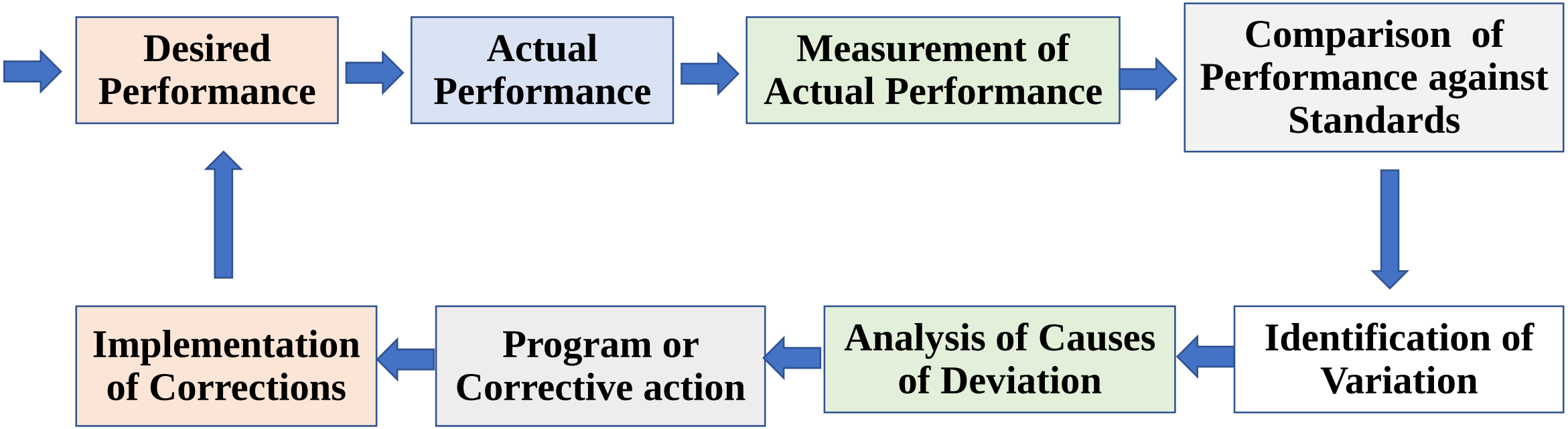
Future-directed, attempts to anticipate problems or deviations from the standards in advance of their occurrence. It allow corrective action to be taken in advance of the problem

# Types of Control

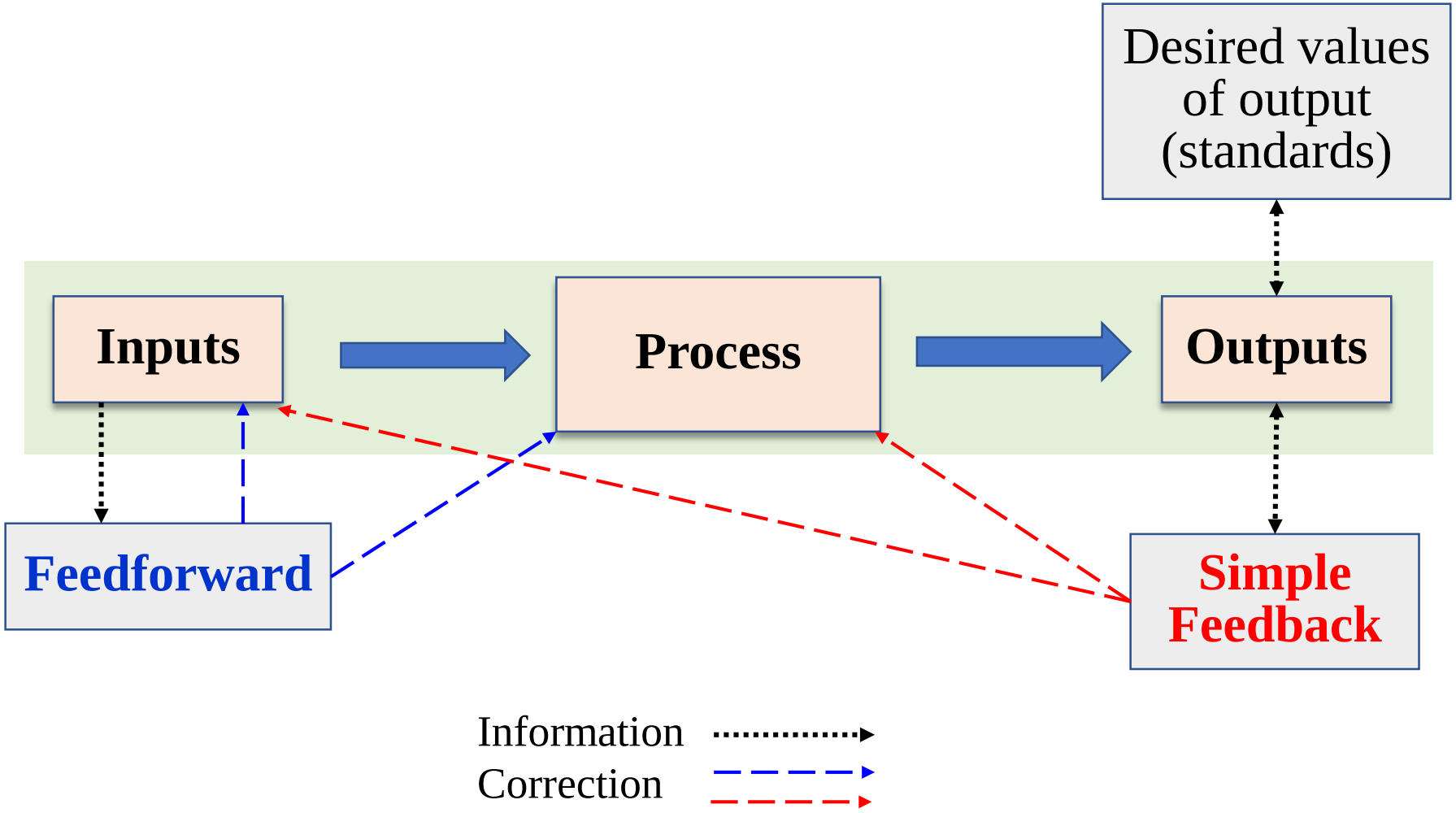
Feedback, Feed-forward and Concurrent Control



# Feedback Loop of Management Control



# Comparison of Simple Feedback & Feedforward Systems in Control



# Balanced Scorecard

- The Balanced Scorecard is **for strategic planning** and managing in general
- Robert Kaplan and David Norton popularized the concept, but the originated at **GE** in the 1950s by French engineers

*Can be used by business, non-profit, and government to align and communicate organizations vision and strategy*



# Balanced Scorecard

Four sets of perspectives are considered:

- ***First* - Learning and Growth. O**bjectives, measures, targets, and initiatives
- ***Second* - Perspective Focuses on the Internal Business Processes.** Indicates how well its products and services meet the requirements and expectations of the customers
- ***Third* - Perspective Focuses on the Satisfaction of the Customer**. Despite financial performance, unsatisfied customers may be a leading indicator of future problems.
- ***Fourth* - Financial Perspective**. Of course, important but should not lead to an unbalanced neglect of the other three perspectives

# Balanced Scorecard



## Contemporary Issues in Control

- In the 21st Century **long hours, information overload, unrealistic deadlines, and uncaring managers**, causing employees to become unhappy or disgruntled…!

- With **higher levels of employee dissatisfaction common problems** that arise:
  - Workplace Privacy
  - Employee Theft
  - Misuse of Company Time and Resources
  - Workplace Violence
  - Solving the Cross-cultural Differences

**Manager need to prevent/ deal situations and enforce them without further adding to problems**

# Workplace Concern and Workplace Violence

Workplace violence is the **act or threat of violence, ranging from verbal abuse to physical assaults directed toward persons at work or on duty**. The impact of workplace violence can range from psychological issues to physical injury, or even death.



# Types Workplace Violence

- **Type I—Criminal Intent**. Perpetrator is an **outsider**. Usually incidental to another crime such as robbery, shoplifting, or trespassing. Acts of terrorism also fall into this category

- **Type II—Customer/ Client**. When the violent person has a **legitimate relationship with the business: a client, patient**, student, or inmate becoming violent

- **Type III—Worker on Worker**. Type III violence is an employee or past employee of the business who attacks or threatens other employee(s) or past employee(s) in the workplace

- **Type IV—Personal Relationship**. The **perpetrator doesn't have a relationship** with the business but has a relationship with the victim (staff/ employee). This category includes victims of domestic violence who are assaulted or threatened while at work

# Prevention of Workplace Violence

Not all workplace violence can be prevented. Some guidelines are:

- Have **a written zero-tolerance policy** towards workplace violence and develop a written prevention program
- Provide workplace violence **training** emphasizing what to look for, what to report, and what to do during an actual incident
- Encourage **reporting of concerns or specific incidences**. Make reporting **easy** and, potentially, confidential
- Consider using **outside expertise** to provide threat assessment training and physical security upgrades