Contents

PREFACE	ix
CHAPTER 1: THE NATURE AND PURPOSE OF ORGANIZATIONAL CONTROL	1
Separation of powers and control	2
Structural components of control	4
Common disciplinary orientations	4 5 9
A dynamic approach to control	
Goals and by-products	10
CHAPTER 2: THE CONTROL LOOP	14
Aspirations, policy and planning	14
Occurrences	16
Performance criteria	17
Measurement	18
Setting standards	18
Comparison and evaluation	19
Intervention	19
CHAPTER 3: CONTROL ITEMS AND TIMING	
TRICHOTOMY	21
What items to control	21
Extent of control	25

When to evaluate the timing trichotomy When to evaluate timing and frequency	25 28
CHAPTER 4: EVALUATION CRITERIA	30
Types of criteria Choice of effective criteria Selection of preferred criteria Integrated criteria	31 39 42 46
CHAPTER 5: STANDARDS OF PERFORMANCE	52
Setting standards Use of standards Qualities of standards Classification of standards	53 62 64 66
CHAPTER 6: MEASURING PERFORMANCE	73
Data collection Measurement scales and uses Validity, reliability, and sensitivity Measurement errors Use of sampling	74 74 78 85 88
CHAPTER 7: CONTROL OF THE DECISION-MAKING PROCESS	94
The normative base Three areas of focus in the control of decision making	94 101
Three areas of focus in the control of decision making	101
Three areas of focus in the control of decision making CHAPTER 8: OPERATIONS CONTROL Typical criteria The transformation process	101 106 107 112
Three areas of focus in the control of decision making CHAPTER 8: OPERATIONS CONTROL Typical criteria The transformation process Components of the transformation process	101 106 107 112 114
Three areas of focus in the control of decision making CHAPTER 8: OPERATIONS CONTROL Typical criteria The transformation process Components of the transformation process CHAPTER 9: PROJECT CONTROL Criteria for control Project components and their integration PERT networks	101 106 107 112 114 134 135 137 137

--:

CHAPTER 11: CONTROL OF INFORMATION SYSTEMS	173
System reliability	173
Strategical, tactical, and operational decisions	174
Information characteristics	175
Types of information control	176
Information system documentation	183
Electronic data processing (EDP) auditing	184
Auditing approaches	185
Information system security	187
CHAPTER 12: MARKETING CONTROL	190
Marketing mix	191
Marketing goals and objectives	192
Marketing strategies	193
The marketing plan	196
Performance criteria in marketing	202
International marketing control	207
CHAPTER 13: HUMAN RESOURCES CONTROL	212
Guidelines on employee selection procedures	214
Adverse impact on the four-fifths rule	214
The role of human resources control	216
The nature of human resources control	217
The goals of human resources control	218
Employee attitudes and job satisfaction	231
Labor-management relations in unionized organizations	235
CHAPTER 14: WAGE AND INCENTIVES CONTROL	238
Parameters restricting the organization	239
Wage and remuneration policy	241
Wages vs income	244
Wage structure	244
Wage systems	246
Performance incentives	249
Management decisions concerning incentive systems	254
Auditing and revising the incentive system	260
CHAPTER 15: INSTITUTIONALIZATION OF THE	
CONTROL FUNCTION	264
Areas where institutionalization is required	264
Major variables to consider	275
Employees' attitudes toward control	278

Bibliography	282
Index	292