## CONTENT

	BASI	C CONCEPTS	
	1.	Role of Control in Purposeful Endeavors	3
		Constructive, future-Oriented Control	3
		Focus on Evaluation and Feedback Basic Types of Control	5 6
		Issues Examined in This Book	9
	2.	Elements in Design of a Control Cycle	12
		Define Desired Results	12
		Look for Predictors of Results	15
		Select composite Feedback Set Par for Each Predictor and Desired Result	17 19
		Specify Information Flow	21
		Evaluate and Take Corrective Action	22
		Differences in Design Elements in the three Control Types	24
	_		
	3.	Human Responses to Control	27
		<ol> <li>Behavioral Dimensions of Control Elements Relate Controls to Meaningful and Accepted Goals of the People Whose Behavior we</li> </ol>	27
		Seek to Influence	28
		Set Tough But Attainable Pars	31
		Limit Number of Controls and Minimize Competition for Attention	34
		Confine Detail Control to Self-Adjustment	37
		Develop Discerning View of Measurements	38
		2. Responses to Three Basic types of Control	40
		Positive Response to Steering-Controls	40 41
		Neutral or Negative Reaction to Yes-No Controls Post-Action Controls as Score Cards	41
		Conclusion	43
	ADA. 4.	PTING DESIGN TO DIFFERENT SITUATIONS Control of Repetitive Operations	49
	ч.	Aim for Stability and Dependability	50
		Single Out Repetitive Elements	50
		Establish Normal Performance	51
		Retain an Effective Balance	52
		Simplify the Controls	53
		Cultivate Psychological Acceptance	55
		Adapt to External Variables Conclusion	55 58
		Conclusion	58
	5.	Project and Program Control	60
		Keeping on Schedule	60
		PERT for complex Projects	62
		The Critical Path Financial Accounting and Project Control	65
		Financial Accounting and Project Control Step-by-step Resource usage	65 66
		Differences in Project Control and Program Control	67
		Monitoring Program Premises	68
		Acceptance of Project and Program Control	70
			-

Control in Small Enterprises

Page

6.	Control of Resources Dual Aim of Resource Controls Physical Asset Control Human Resource Control Control of Financial Resources Conclusions : Resource Controls	72 72 73 77 85 94
7.	Control of Creative Activities R & D Control Control of Creativity in Advertising	98 99 104
8.	Control of Strategy Control Based on Updated Forecasts Monitoring the Environment External Standards for Measuring Success Control of the Process Reaching Back Conclusion	111 111 113 114 116 116 118
CON 9.	ITROL SYSTEMS Balancing the Total Control Structure Need for Balanced View Start with Desired Impact on Individuals Select Comprehensive Systems Cautiously Simplify Organization of control Activities	123 123 125 128 136
10.	Integrating controls with Total management Design Clarifying Planned Results to Aid Control Relating controls to NEW Planning Decentralizing Without Loss of Control Harmonizing Departmentation with Controls Profit Centers Adjusting Controls to Matrix Organization Matching leadership Styles and Rewards with Controls	144 145 147 148 151 152 153 158
11.	Putting an Improved System to Work Developing Sound Control Designs Modifying customary Behavior Allowing Time to Absorb the Change	162 162 165
INDEX		