**LECTURE 1**

* When there is a purpose you need to organise people and get the right type of people for the job.
* Goals are important. E.g.: USS- provide entertainment.
* Selling structure is selling services-fun (Intangible service-the feeling)
* Structure-who you’re reporting to(supervisor)
* Nonmanagerial Employees- Cashiers etc
* Managerial Employees- Program leader, store manager etc
* Effectiveness-Read instruction, first time it’s all correct. Manage to attain the goal and get the job done.
* Efficiency-Do the task quick; complete within a short period; not wasting resources
* Effectiveness can lead to less efficiency even when things are urgent.
* Best if you’re both effective and efficient
* Level in the Organization- Degrees and emphasis different for different mangers.
* Less than 500-small org – Broader role
* Big org- role more specific
* 4 functions approach (comes for exam):

1. Planning objectives, mission, goals. Develop a plan. E.g.: Where is the event? What will we order?
2. Organizing- Who will do the task? (assigning roles to different people)
3. Leading- Motivating the staff. Humans are difficult to manage. They must trust the leader. Directing others effectively. Leaders must have a certain level of charisma.
4. Controlling- Do things effectively in a suitable way; not sway from task.

* Henry Mintzberg Management roles-

1. Interpersonal- Figurehead, Leader
2. Decisional role- Disturbance Handler (sort out disputes)
3. Informational Role- Monitor

* Managerial Skills:

1. Conceptual skills are thinking, understanding and solving the problem.
2. Interpersonal skills are having a bond with people and don’t offend them. Pleasant working relationship with staff. Avoid conflict, get things done. Work well even if you’re not efficient or effective as a manger because others will help. Basically, work well with others.
3. Technical Skills – You can teach the rest because you have the skills. Know how to do things. Be able to do things even when others are not present.
4. Political Skills – Networking; being able to establish the right connection. Able to get right resources from the group you’re networking with. Mingle and expand connection. You know who to get resources from.

* Changing workplace- Many companies working in the same office; non-physical digital offices. Changing workforce-mindset is different. Occupations shift based on opportunity.
* Innovation brings more comfort and efficiency
* Managing human resources-

1. Intranet means connecting with staff internally
2. Extranet means connecting with customers outside

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**LECTURE 2**

* External Environment – whatever happens outside the company will affect it.
* Natural disasters, events, strikes, political unrest are examples of the external environment that will affect the company.
* External Factors are divided into:

1. Economic Factors- interest rates, exchange rates, inflation, disposable income and market fluctuation. The company selling a particular product must gauge whether people can afford that product or not.
2. Demographic Factors - Trend related to population. Age, gender, income, race and family composition. E.g.: Elderly people will buy health products nowadays since it’s the trend.
3. Technological Factors- Technological advancements the country has in place. Some places may not have good internet connectivity or technology in place for efficiency and ease.
4. Sociocultural Factors - Values, attitude, trends, lifestyle, beliefs and tastes. E.g.: Difficult to find chilli sauce in Australia; the tastes and preferences of that country are different (they don’t eat chilli much).
5. Political Factors – If there is political instability, the organization will rethink before venturing there. Riots, protests etc are the political factors the company has to take into consideration.
6. Legal aspect- This is related to the laws of the country. Some countries have very strict rules, some are just based on bribery.
7. Global Factors - Based on issues on a whole. The whole world’s economy is considered as one – basically all countries are grouped together as a single economy.

* Sharing Economy (by right)- People own something privately but share it with public for a price. E.g.: Grab taxis, Airbnb.
* Demographic Age Ranges: **(may come for exam)**

1. Baby Boomers-1946-1964

2)Gen X- 1965-1977

3) Gen Y-1978-1994

4) Gen Z- Any person born after 1995

5)Millennials (20-30 yrs old). They are already connected and have been exposed to technology.

* Different Views of Management:

1. Omnipotent View of Management- Mangers are directly responsible for the success or failure of an organisation. A good manger exploits opportunity, fixes poor performance etc. Criticism : Too much pressure on managers; even good managers may suffer because the blame for bad events which may be external will be put on them.
2. Symbolic View of Management- Success or failure of the organization is due to external factors the managers have no control over.

* How External factors affect managers:

1. Job and employment- Change in environment will affect job. If it is hazy, not many people will come out to work.
2. Environmental Uncertainty- Degree of change and complexity in the organisation. If the environment is stable then there is no need to worry about knowledge or expertise of the people working in that organization. However, if the environment is unpredictable, then at least a basic knowledge of ideas is needed to be able to fend off and protect ourselves as well as make predictions so performance isn’t affected.
3. Stake holding relationships- Stake owners are people who will be affected by the company’s activities and have a direct relationship with each other. A good example of this can be the relationship between a company and a bank. The company needs the bank to borrow money from and the bank needs the company to lend money to. Direct interpersonal relationships are present for the benefit of each other. Stakeholders have higher or lower power.

* Organizational Culture- Everyone has different cultural aspects (like a particular colour is considered auspicious in a particular country or among a particular group of people), everyone does things differently. Organizational Culture is what the organisation believes, what they want to bring forth to the next level. Interaction based on the way embedded in culture. Google for example, being creative and innovative is the Organizational Culture and for Airlines it’s service. Organizational Culture is shared values within an organisation.
* Culture is perceived, it is not physical. It’s perceived based on experience the employee has. It is descriptive- how members will see and describe the culture. Different background people will describe Organizational Culture in a similar term. (as a similar word to each other)
* One of the dimensions of culture is People Orientation: Focus on people working in the organization (the staff).
* Some organisations based on family time- to bring spouse, children etc; if the culture is focused on valuing family
* Terms, acronyms used to represent org. Different symbols for different orgs.
* How Does Organizational Culture Affect Managers? Focus on what employees and managers do and how they behave
* Need to understand different cultural aspects and traditions
* The more the acceptance of culture, the greater the commitment to the culture
* If the organisational culture is weak, the effect on employees will be less.
* Ready-aim-fire- Managers will study, analyse and propose ideas before committing to them. EG: If they want a celebrity, they’ll use this. Ready -fire -aim- No planning, take action first then analyse what has been done. EG: If a competitor arises, they’ll take immediate action. Depends on situation and objective- that’s how we know which one is better.

**LECTURE 3**

* In Management, decision making involves more than 1 person.

1) Must be an identified problem. What you desire to see and what you actually see is different. Identify what went wrong.

2) Identify decision criteria- Need to compare to make the best decision. E.g.: Car not worth repairing so buy new one.

Important in solving problem. The owner must assess price, size, manufacturer, options, repair etc.

3) Weighting Criteria- List out factors for decision making in order of importance. The more important it is, the higher the weightage.

4) Develop the alternative- Usually there aren’t many alternatives. 3-4 alternatives.

5) Analysing the alternative- Add up values for all alternatives and make a decision based on that.

6) Selecting the best alternative-

7) Implementing the decision- Must be implemented properly. Convey decision to those affected.

8) Evaluating the decision- Need to check if you’ve made the right decision and to make sure your decision can solve the problem. If it doesn’t solve the problem, go back to step 2.

* Decision making errors can be a result of:

1. Overconfidence
2. Immediate gratification (immediate rewards)
3. Anchoring effect (decision is fixated- fixed because of first impression; can be price, speed etc)
4. Selective perception (perceive in the way you want to; take some things into account only)
5. Confirmation bias (any information re-affirming their past choice, preconceived view)
6. Framing bias (highlight certain aspects and exclude everything else; distort what you see)
7. Availability bias (focus on what happens most recently in their memory, whatever they can recall whether it’s relevant or not)
8. Representation bias (same thing happened earlier, use the same method to solve it now, not suitable because changing env)
9. Randomness (decision making based on focusing on random things)
10. Sunk costs (keep trying to correct past problems but not focusing on future and present problems without understanding that past ones cannot be solved)
11. Self -serving bias (take credit if it’s correct, blame others if wrong, think they accurately predicted the outcome)

* Approaches-

1. Rational- Clear cut, decision making will have a specific goal. Specific constraints present. Not very realistic.
2. Bounded Rationality- Rational within the limits of the manager’s ability.

* Intuitive Decision Making – e.g.: Shoe manufacturer wears shoes for a few days and then if it’s not good, make changes. Success is ensured.
* Framed by Experience based (past experience), affect initiated (feelings), cognitive based (based on skills), ethical based and subconscious based.
* Types of problems-

1. Structured problems – know what to do, know how to handle it.
2. Unstructured problems-new, unusual problems

* Types of Decisions-

1) Programmed Decision Making- repetitive problems handled with routine approach

2) Non-Programmed Decision Making - repetitive problems handled with non- routine approach

* Decision Making conditions-

1. Certainty-
2. Risk-Estimate likelihood of outcome based on data and past experiences
3. Uncertainty-

* Groups of people will make decisions
* Groupthink- When a group exerts extensive pressure on an individual to withhold his or her different views in order to appear to be in agreement.
* Brainstorming is idea generating that encourages all ideas without criticism.
* Nominal Group Techniques- Gather info but do not act as group. Each will get info and then consolidate.
* Electronic meetings- Blends nominal with computer tech. It is anonymous so ideas can be expressed freely.
* Design Thinking- Products that are the only possible approach, open perspective and gain insight which does not rely on simple rational approach.

**LECTURE 4**

* Planning establishes a basis on which the other functions of managers - organising, leading and controlling can be executed. It is a clear definition of what the organisation wants to do.
* Planning can be both formal and informal. Small businesses use informal planning. Formal planning is used by big companies and involves a situation in which everything is defined and there’s a specific time period mentioned. The right timing is very important.
* Reasons for Planning-

1. Provide direction- Coordination is important as it gives direction to managerial and non-managerial employees.
2. Reduce uncertainty- e.g.: Prediction of rain, take an umbrella. (Plan for an action you know might happen) Look ahead, anticipate change, be ready with a response.
3. Minimise wastage- Depending on who the company’s customers are, they can plan and coordinate how much of a item to order to prevent wastage. Efficient and effective planning can also reduce the wastage of time.
4. Set the standards to facilitate control

Criticism:

* People say planning is useless because it is rigid. This is due to a lot of changes in the environment. Emergent approach.
* Plan for now but not for later which may cause problems like not planning for external changes like climate change.
* Planning tries to focus on capitalising business instead of untapped opportunities. Managers need to face the unknown and be creative which will lead to success.
* Planning pays- It can result in higher profits (example by reducing wastage). Higher quality and better implementation of planning will definitely help to attain higher performance levels.
* Managers plan what the organisation will do, how the business will do, how it can compete successfully and attract and satisfy customers in order to reach the goal. Strategies developed due to environmental factors.
* When the economy is not good, people will only buy what they can afford. Strategies developed due to economic factors.
* Location Strategy- The location of the restaurant for example is important.
* The company will try to make itself different from others.
* Steps in the Strategic Management Process-

1. Identify Mission, Goals-

* Who are the firm customers? Need to ensure customer base is large enough.
* Where does the firm compete location wise- is it a strategic geographical position or not?
* Is the firm committed to grow? Must make efforts to make more money. What are the firm’s beliefs, values and priorities?
* Concern about the environment- Corporate Social Responsibility (show that they are environmentally friendly etc.).
* Concern about image
* Is the technology modern?
* Competitive advantage- What can you do better than your competitors?
* Core competency- Major feature that distinguishes them from others.
* Are employees valuable to the company? - Their staff is an asset; they will help the company make money and meet the customer.

1. External Analysis (involves Opportunities and Threats)

* Components of Environment- economic, social etc.
* Is the competition fierce?
* Threats- who is attacking your company?
* Opportunities your company can take to earn money

1. Internal Analysis (involves Strengths and Weaknesses)

* Resources- Things the company has (assets, human resources, buildings, money)
* Capabilities- Things the company can DO
* Core competencies- Things the company is good at. E.g.: Universal Studios has an entertainment factor. It’s their core competency.
* Some weaknesses should not hinder the operation. If something poses as a weakness, like for example poor performing staff, send them for training.
* Strengths could be being meticulous.

1. Formulate Strategies-

* Corporate, Business and Functional Strategies
* Corporate strategies are joint ventures, alliances, associates
* Business strategies are business to business (strategies related to relationships between two businesses)
* Functional strategies are related to day-day activities(always ongoing)

1. Implement Strategies-

* Roll out the plan.

1. Evaluate Results-

* Is the strategy effective? If no, make necessary adjustments.
* Evaluation equivalent to feedback.
* Different managerial units are for different people buying a product.
* Managerial Strategies:

1. Stability Strategies- Organisation continues doing what it’s doing.
2. Renewal Strategies- Declining performance is addressed using these strategies. Turnaround strategies are adopted to cope with new changes and demand. Change what they are doing because they know they cannot survive with the same strategies any longer.
3. Competitive Strategy- How the company will compete with its competitors. Types of Competitive Advantage:
4. Focus strategy-Can be targeted at a small section (niche market).
5. Cost Leadership strategy- Low cost, selling at a cheaper price to attract customers.
6. Differentiation strategy- Unique products aimed at a broad market.
7. Stuck in the middle- No use of any differentiation strategy because they all contradict each other.

* It’s difficult for companies to use more than one in reality.
* Strategic weapons- attract customer, attack competitors

Some of these are:

1. Customer Service- Better service, more people want to go.
2. Employee skills and loyalty- a person who is capable, able to innovate is a good weapon for the company and can boost it above its competitors.
3. Innovation
4. Quality- Good Quality is very important
5. Social media

Types of Goals-

1. Financial vs Strategic- Financial related to financial performance, Strategic related to performance in other areas.

* 2) Stated vs Real- Make sure there is a review with the staff- what do you want to get done and by when?
* Management by Objective- Get things done in a specific time period, no matter the way you get it done.
* Tactical Plan – day to day
* Traditional Top- down method- Top will cover strategic planning; Lower will cover operational planning.
* Nowadays, the top managers need the assistance of the lower managers as well.
* Planning in dynamic environment- specific but flexible. Easy to counter-react with a flexible plan.
* Environmental Scanning- Attack an emerging trend. Something outside the company. People needed in a specific sector so make an evaluation of that.

**LECTURE 5**

* Elements of organizational structure-

1. Specialisation- When you are good at something, economy of scale will go up. Waste less resources, take less time. Frequency will result in much more produced in less time.
2. Departmentalization-
3. Functional- Marketing, Engineering etc
4. Product- Female apparel, kids shoes
5. Customer- Insurance companies usually. Health, family, ingle people

iv) Geographic- Serve North, South, East, West

1. Process- Group employees based on work (testing, payment etc.)
2. Type of Authority- Who we are reporting to.
3. Unity of command- We have to report to just one person.

* Authority- Legitimate power. Related to power with the position.
* Power- Power to influence. No authoritative power.
* Types of Power-
* Coercive power- Based on fear
* Reward power- Ability to give rewards
* Legitimate- Authority. Here, it’s usually the ruler in power.
* Expert power- Possess skill set that others don’t have.
* Referent Power- Use desired traits of the person to influence. Influenced by traits of an actor or singer for example.

1. Span of Control-

Depends on –

1. More experience, more training means more control.
2. More similarity, large span.
3. More complex the task, the span of control is less
4. Centralisation- Decision making at upper levels

Decentralisation- Decision making at lower levels

1. Formalisation- How standard the organisation’s jobs are and the extent to which employee behaviour is guided by rules.

* Mechanistic model of Organisational design- Very fixated. Rigid, specific rules. Employees have to be more than 2000 so there is a chain of command.
* Organic- Few rules, more flexible. Employees are less than 2000. Dynamic environments need organic models to keep up with change. Organic is more relevant.
* Traditional organizational designs-
* Contemporary organizational designs-
* Team Structure- Divided into work teams. Need to report to both team leader and manufacturer head. Different departmental people are taken (marketing, logistic, accounting etc) for a project.
* Project structure- How a project is organised like teams.
* Boundary Structure-Everyone works together eliminating boundaries. No hierarchy or barrier.
* Network Structure- Structure with another manufacturer in another country, somebody for design, some way to connect with customers. (example)
* Challenges is keeping employees connected, managing global issues
* Learning org involves continuously acquiring knowledge to make better decisions and survive competition.
* Flexible Work-

1. Telecommunication- Work at home which results in saving transport time, reduce pollution etc. Employees can be connected digitally.
2. Compressed workweek- Work 4 days instead of 5 but work longer hours. Depends on organisation and industry.
3. Flexitime- Need to work specific number of hours but have some flexibility.
4. Job sharing- Two or more people share a job. Conflict between people so it’s dangerous. It can work for less conflict, less strategic jobs.
5. Contingent workers- Contract workers. When they are needed, they are there. They have a block week. They have a training period.

**LECTURE 8**

* A leader is a person. Leadership is a way of leading people. It is a process.
* Trait Theories of Leadership- Some traits leaders should have. Some of these are drive, intelligence, honesty and integrity, self-confidence, extraversion, job relevant knowledge etc.
* Situational Leadership – Different leadership styles in different situations. E.g.: Authoritative style in the military.
* **Theories**:
* Situational Leadership Th- Look at followers’ behaviour and use leadership styles suitable for them.

1. Telling- Task is high, relationship is low.
2. Selling- High task, high relationship. Good relation between sellers and consumers
3. Participating- Low task, high relationship.
4. Delegative- Day- day events like customer service. Low task, low relationship.

* Path Goal Th- A path is present and the destination must be decided. Developed by Robert House.

1. Directive Leaders- Let the subordinate know what is expected of them. Specific tasks given.
2. Supportive- Friendliness, care, show support
3. Participative- Using suggestion before making decision
4. Achievement oriented- Try to achieve highest level of achievement.

* Leader-Member Exchange Th- If the relationship with leaders is low, performance is low.
* Transactional leaders- Give a task and you perform.
* Transformational leader- Leader will make you transform and to achieve great things.
* Charismatic leaders- Leader with charisma that attracts people to follow them.
* Visionary leaders- See a vision, build towards it. Build upon the present.
* EI (EQ)- Relationship skills. People should follow the manager or leader willingly. We must be self-aware and must self – manage.
* Trust in leadership is very important. Building trust through practising openness, being fair, honest and consistent. Maintaining and demonstrating confidence is very important.
* Leaders may not always be very important because of empowerment and bringing a different level of leadership.

**LECTURE 7**

* Motivation is not a personal trait. It is the process in which a person’s effort is energised.
* Intrinsic motivation- sense of accomplishment
* Energy is related to intensity of wanting to attain the goal.
* If there is no persistent effort, the goal cannot be achieved.

Theories-

1. Maslow’s Hierarchy of Needs

* Lower level needs have to be satisfied before higher level needs are satisfied.
* Physiological needs have to be satisfied first. These include basic needs like need for food, sleep etc.
* When these are satisfied, we move onto safety needs. Safety needs are security, protection from harm, shelter.
* Social needs are acceptance, belongingness, friendship etc.
* Esteem involves internal factors like self-respect and external like recognition.
* Self-actualisation is reaching an individual’s full potential.
* Each level must be substantially satisfied.
* Companies will make efforts to satisfy the employee’s needs.

1. McGregor’s Th X and Th Y

* Positive view- Y, Negative view- X

1. Herzberg’s Th-

- Certain factors like achievements and recognition result in motivation and job satisfaction. Some factors like salary and personal life may lead to job dissatisfaction.

- However, it was observed that even the change of some factors like work environment does not increase motivation.

- Even if bad conditions are removed, people will be less dissatisfied but not more motivated.

- Intrinsic motivation should be focused on. (Internal satisfaction)

-Intrinsic is job satisfaction

- Extrinsic is job dissatisfaction

1. Motivators- Factors that bring advancement.
2. Hygiene Factors-
3. McClelland’s 3 Needs Th-
4. Need for achievement- Have a drive to excel. Strive for personal satisfaction and personal accomplishments. Rewards do not matter. Do something better than before. They want feedback to see if they’re improving. They set challenging goals. Important to help others achieve their goals.

ii) Need for power- Make others behave in ways they would not otherwise.

1. Need for affiliation- Interpersonal relationship with other colleagues

**Influence on Job Performance**

* All feedback is not equally effective. Self-generated feedback is a powerful motivator.
* Goal commitment
* Self-efficacy- Perceived capability to do a task. If it’s low, they will want to give up easily. High- Try hard to master the challenge.
* National culture-
* Skill variety- what is required for this job.
* Task identity- completion of whole and identify a piece of work.
* Task significance- How much it will affect people.
* Autonomy- How much freedom does the employee have without constraints
* Feedback- Effectiveness of performance
* All this should motivate the employee.
* Equity Th is based on fairness. Reward split between employee and colleague. It can be higher, lower or equal.
* Expectancy Th-

1. Goal is new phone. It will trigger individual effort and by increasing effort, performance will increase. Effort also depends on company’s reward.

* Motivational strategies are country specific. They are not global.
* Some job desires are global

**LECTURE 6**

* Types of organisational change:

1. Structure- Degree of job centralisation that can be changed. How people work nowadays.
2. Technology- Increase productivity and efficiency
3. People- Different mindsets mean different people do things in different ways. Attitudes and expectations of generations vary.

* External Factors:

1. Marketplace-Intensity of competition in recent years.
2. Technology- Advancement changes way things are done
3. Labour markets- Supposing there is a shortage of a group of people in a profession. The shortage must be overcome. This can be done by altering rewards and benefits packages.
4. Economic changes-

* Internal factors:

1. Strategy- Redefining strategy will result in change.

Different job design when new technology comes in such as automated ordering machines in restaurants. Different staff training.

1. Composition of workforce- Different age ranges, gender, nationalities
2. Employee attitudes- Dissatisfaction will lead to absenteeism. This will result in resignation.

* **Approaches:**

1. **Calm Water -** Change needed along the way. This is for fixated organisations. It can be a change of management.

* Unfreezing- If the shape of the company is wrong, we unfreeze it. It becomes liquid and volatile. Resistance occurs when it becomes liquid. Managers must make sure employees are comfortable with change.
* Change- Insert liquid into different shape.
* Refreeze- Freeze it again to make it stable. Establish new way of practise. Teach new things. People resist again. People have to be convinced change is good.

1. **White Water Rapids-** Change all the time (example: technology). This is seen when new programs are introduced.

* Organisational developments focus on change in attitudes. It tries to change org culture as well.
* Efforts-

1. Surveys- Design and asses the attitude of employees.
2. Process consultation- Done by external people to help managers perceive and understand relationship between different units. Their perspective may be biased as they may not consider cultural aspects.
3. Team Building- Increase trust among members in a team.
4. Intergroup development- Remove stereotypes which groups have about other groups. Change attitudes to agree with another group. Effort must be made, however.

* Why employees show resistance to change:

1. Uncertainty- Uncertain about what would happen with change so would resist it.
2. Habit- Habit must change when scenario changes.
3. Concern over personal loss- Something is given to employees. (example: a project) It is suddenly taken away by the organisation (switch to another project) and resistance is seen.
4. Believe change is not in organisation’s best interests- Eg: New rule is if employees don’t come on time then doors will lock. People believe it is not in the best interests.

* Symptoms of Stress:

1. Physical- Increased fidgeting, increased breathing rate
2. Psychological- Dissatisfied. Easily irritated or psychologically bored. Procrastination takes place.
3. Behavioural- Absenteeism, eating disorders, sleeping disorders.

* Types of environment that promotes stress:

1. Job Design- Understanding what responsibilities the job has. It must be aligned with your capabilities.
2. Personality manager that controls every process will stress people. Staff should be empowered not controlled. People, especially in individualistic countries do not want control over them. Trust must be there.
3. Colleagues- Colleagues who don’t share ideas or try to sabotage you.
4. Unattainable deadlines- A large amount of work given even before the previous work is completed.

* Stress management- Make sure employee ability meets job requirement and expectation. Job redesign to reduce workload. Allow employees to participate in decision making. Stress from personal life can be reduced with managers help or through counselling. Productive employees back on track as soon as possible.
* Creativity is essential to compete in the market. It is the ability to think of new ideas.
* Innovation is using a creative idea and turning it into a useful product.
* Process of Innovation-

1. Perception- The way you look at things. Creative people see things in a new way.
2. Incubation- Start to have ideas, how to put mechanisms into a product
3. Inspiration-Transform into piece of work.
4. Innovation- Turning everything into a product.

**LECTURE 9**

* Control prevents deviation. We cannot be too far from what we planned for.
* Must make sure standard is measurable.
* Corrective action must take place if things don’t go according to plan.
* Future action is also called corrective action
* Empowering employees is important. Easy to monitor information and get things done to minimise problems.
* Protect assets in unforeseen circumstances.
* Performance measured by personal observation- it is very first hand and unfiltered
* Personal observation is real life.
* Subjectivity to perception – Subjective factors are not definite. How the person behaves subjectively.
* Statistical reports can include graphs etc to assess performance.
* Oral reports talk about verbal interviews. Eg: Recording phone conversations
* Written reports take time to prepare. It is comprehensive and concise.
* Criteria for measurement- Can influence area of work of people in an organisation. Employee satisfaction and turnover can be measured based on attendance.
* Range of variation- Acceptable upper, lower and a standard. Standard is what we have planned to achieve. If it is below, is it acceptable? If yes, minor action taken. Sales may drop due to some issues like haze (natural environment factor). If it drops below the acceptable range, something must be done. If everything is normal but sales drop, there’s a reason. Maybe sellers are bad or many people take leave so nobody manning the sales booth.
* If it’s above the standard but in an acceptable range, its commended but nothing is done. If it is way above, the standard is increased.
* Immediate corrective action can take place. Training programs or disciplinary action. Performance corrected right away.
* People may not be motivated or sure of things. Incentive must be given.
* Basic is when we analyse the reason why things are not performing well and make changes.
* Type of control-

1. Feed Forward (Feed ward) Control- Anticipate problems that have not happened yet. Service of machines etc. The problem must be put under control.
2. Concurrent control- When things happen, corrective control is done.
3. Feedback control- Fix problem after it happens.

* MIS- A system orgs use to keep track of information. Focuses on providing info that is processed and analysed. Keeping track of employee perf is important.
* Balanced Scorecard-

1. Financial-
2. Customer- Measure items such as customer satisfaction, retention, loyalty
3. Internal Process- How they function, is it performing well
4. People- Training etc

* IT may be used to control activities
* Tech advancement – comp based, reports
* Highly centralised decision making is a part of control.
* Cultural differences influence a company’s decisions and actions.