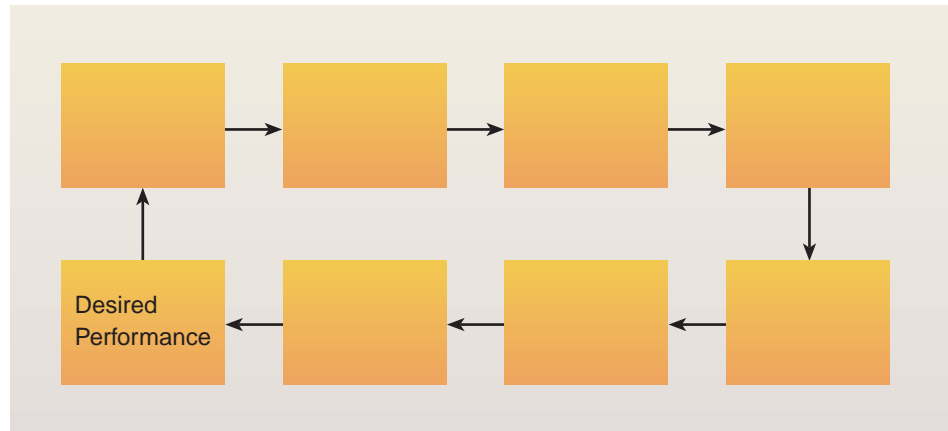


## CYBERNETIC CONTROL PROCESS



Source: H. Koontz & R.W. Bradspies, "Managing through Feedforward Control: A Future Directed View," *Business Horizons*, June 1972, 25-36.

**INSTRUCTIONS**

Using desired performance as a starting point, fill in the seven subsequent steps in the cybernetic control process.

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GUIDELINES FOR USING FEEDFORWARD CONTROL

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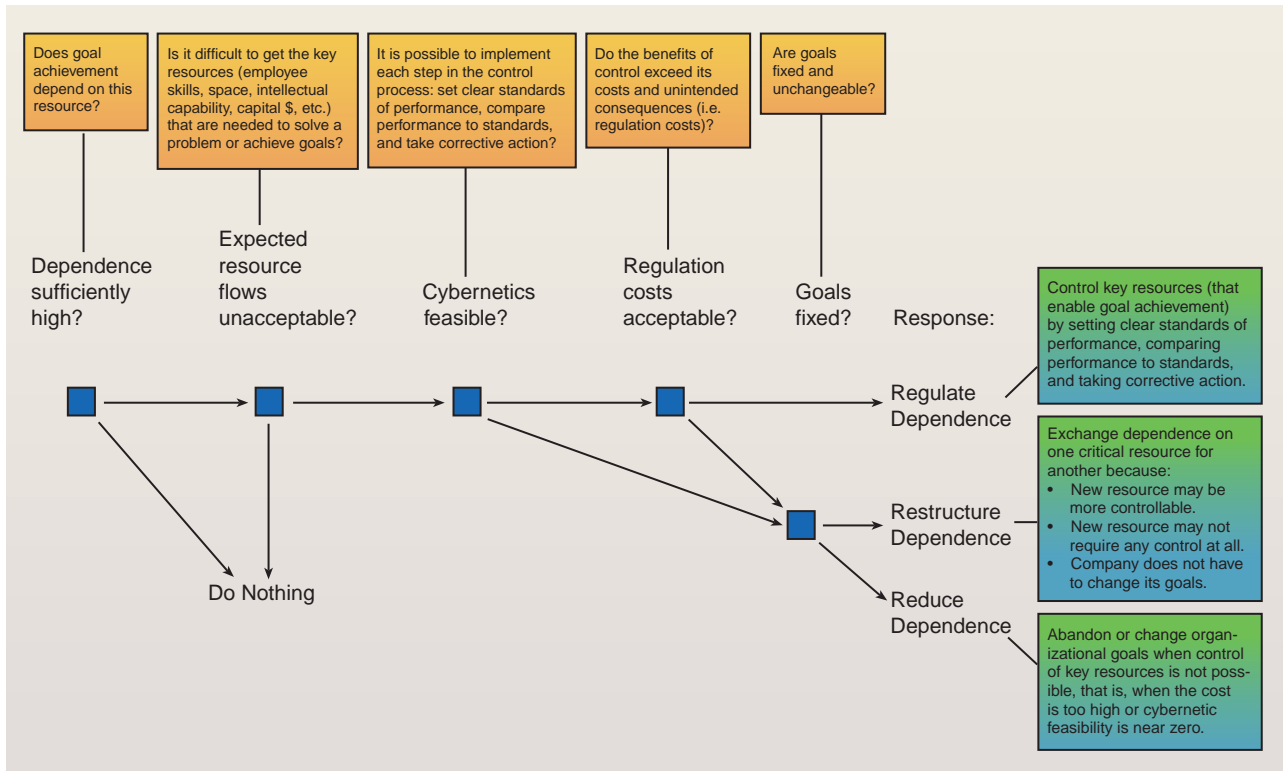
- 1.
  - 2.
  - 3.
  - 4.
  - 5.
  - 6.
  - 7.
- 

Source: H. Koontz & R.W. Bradspies, "Managing through Feedforward Control: A Future Directed View," *Business Horizons*, June 1972, 25-36.

**INSTRUCTIONS**

List the seven guidelines for using feedforward control.

IS CONTROL NECESSARY OR POSSIBLE?



Source: S.G. Green & M.A. Welsh, "Cybernetics and Dependence: Reframing the Control Concept," *Academy of Management Review*, 13 (1988): 287-301.

INSTRUCTIONS

Label the arrows in the diagram with your answer to the question posed. Yes and no are the only options.

**BUREAUCRATIC CONTROL**

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- 

**BEHAVIOUR CONTROL**

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- 
- 

**OUTPUT CONTROL**

- 
- 
- 
- 

**NORMATIVE CONTROL**

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- 
- 

**CONCERTIVE CONTROL**

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- 

**SELF-CONTROL**

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**Sources:** L.J. Kirsch, "The Management of Complex Tasks in Organizations: Controlling the Systems Development Process," *Organization Science* 7 (1996): 1-21. S.A. Snell, "Control Theory in Strategic Human Resource Management: The Mediating Effect of Administrative Information," *Academy of Management Journal* 35 (1992): 292-327.

**INSTRUCTIONS**

Identify when it is appropriate to use each method of control listed on the worksheet.

ADVANTAGES AND DISADVANTAGES OF DIFFERENT MEASURES OF QUALITY

QUALITY AS EXCELLENCE

ADVANTAGES

DISADVANTAGES

QUALITY AS VALUE

ADVANTAGES

DISADVANTAGES

QUALITY AS CONFORMANCE TO SPECIFICATIONS

ADVANTAGES

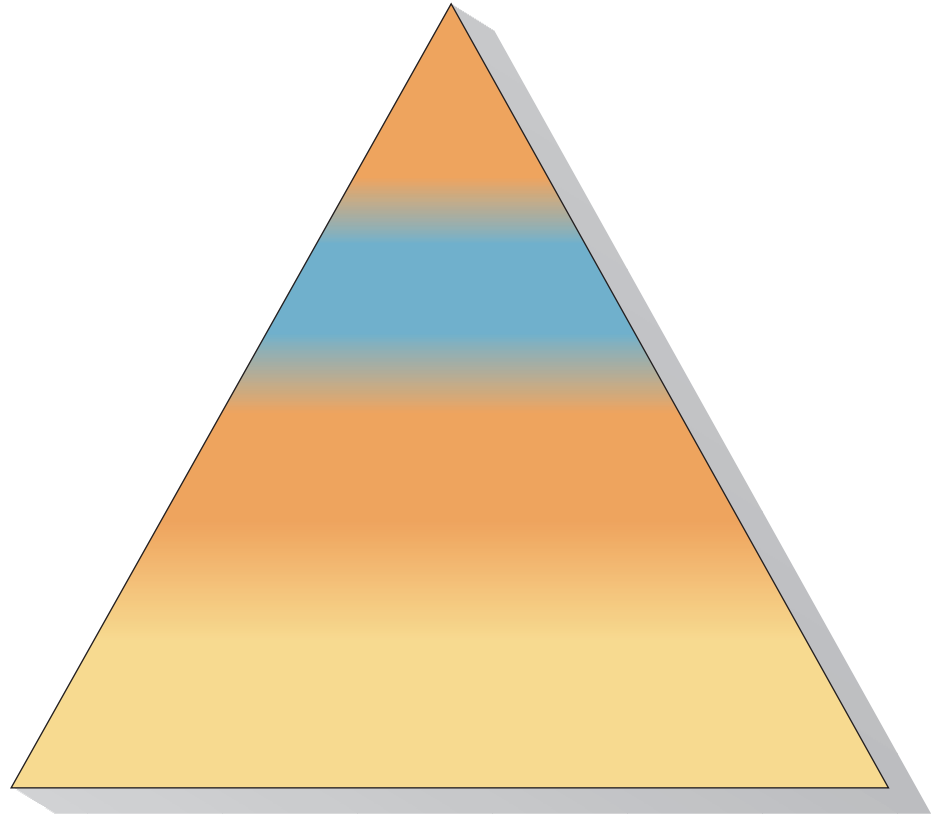
DISADVANTAGES

Source: C.A. Reeves & D.A. Bednar, "Defining Quality: Alternatives and Implications," *Academy of Management Review* 19 (1994): 419-445.

INSTRUCTIONS

Identify the advantages and disadvantages associated with each quality measurement.

FOUR LEVELS OF WASTE MINIMIZATION



Source: D.R. May & B.L. Flannery, "Cutting Waste with Employee Involvement Teams," *Business Horizons*, September-October 1995, 28-38.

**INSTRUCTIONS**

Identify the four levels of waste management. Can you add an example for each one?