

Control mechanisms paper



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mechanisms have a crucial impact on four functions of management determining the main trends and elements of performance. Starbucks management takes into account control mechanisms and their impact on different functions and implementation techniques. The plan is a road map of how to get from one point to another. Feedforward and feedback control requires that milestones are identified, and tasks and their interdependencies are laid out. During planning phase, it is important to take into account the fact that the plan may undergo modifications and changes. Planning incorporates different control mechanisms and their impact on the system. During a planning stage, management develops several approaches in order to respond to possible changes and threats. Concurrent control influences decision-making process and further implementation. Budgetary controls determine allocation of resources and time spent on each activity. Planning and control procedures are computerized and take advantage of the explosive growth of inexpensive, commercially available budgeting, scheduling, and resource allocation software (Frame, 2002).

Feedforward and feedback control influence implementation and organizing. In order to cope with this ever-changing character of needs, managers first recognize that it exists. Feedforward and feedback control influence selection of techniques and methods of organizing. Beyond this, they are aware that the changing nature of needs that may require changes in the plan once implementation takes place. Concurrent control does not have a great impact on organizing but requires that immediate changes and variations will be immediately accepted. Plans are rarely static statements of how things should be done; instead, they are dynamic instruments, allowing

staff to manage change in an orderly fashion (Starbucks Home Page 2007).

Concurrent control helps to foresee that variance from the plan will occur when the plan comes up against the real world. Budgetary control influences coordination and resource control.

Control mechanisms influence the directing function and help to make necessary changes and amendments. In Starbucks, managers pay a special attention to feedforward and feedback controls which help to detect threats and errors. Directing depends upon concurrent control and possible variables. The environment in which planning is carried out is complex. Also, budgetary controls stipulate limitations and financial constraints. Starbucks managers first of all are aware of the limitations of the job: they are essentially coordinators and influencers. Directing is carried out for the duration of a project (Frame, 2002). All of controls play a role in selecting different approaches by providing decision makers with an idea of what the project will entail and what its benefits are.

Control function of management determines control mechanisms, techniques and methods of control applied to different stages and processes.

Feedforward and feedback controls require a special techniques and measures to be effective. Concurrent control requires effective database system and IT managers to monitor possible changes. Control function of management selects budgetary control techniques and methods. As the plans are being implemented, Starbucks managers continuously monitor progress. They look at what has been done to date, and they look at the plan; then they determine whether there are major discrepancies between the two. In project management, these discrepancies are called variances. The acceptable levels of variance are determined at the outset of the

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project. Also, all control mechanisms influence the collection and examination of data which lies at the center of the control process. Given this information, managers have various courses of action they can pursue (Frame, 2002). For example, if their schedule is slipping unacceptably, they may decide to speed up a number of critical tasks by devoting more resources to them. If they find that for one series of tasks, their staff has spent 40 percent less budget than planned, they will want to investigate this variance, because the underspending suggests that work is not being done or that corners are being cut.

References

1. Frame, D. J. (2002). *The New Project Management: Tools for an Age of Rapid Change, Complexity, and Other Business Realities*. Jossey-Bass.
2. Starbucks Home Page (2007). Retrieved 08 September 2007, from www.starbucks.com