

Management

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Chapter 1 (Managing the manager's job) & Chapter 7 (Basic elements of planning and decision making)

Organization

- Group of people
- structure and coordinate fashion
- achieving a goal

Management

- A set of activities (planning and decision, organizing, leading, controlling)
- directed at an organization resources (human, physical, financial, informational)
- aim of achieving organization's goal

Manager

- who coordinates and oversees the work of other people so that organizational goal can be achieved

Classifying manager

- Team leader
 - special kind of manager
 - who may be appointed for specific task

- First-line manager
 - individuals
 - who manage the work / (supervise or co-ordinate) of non-managerial employee
- Middle Manager
 - a large group
 - manage the work of first line manager
- Top Manager
 - Small group of executives
 - who manage the overall organization, the strategic plans, establishing plans and goals

Exhibit 1–2 Managerial Levels



The management Process / Function of a Manager

The management process is a system that combines all of an organization's activities to achieve its goals.

- Planning and decision making
 - setting goals and deciding how to achieve
- Organizing
 - determining how best to group activities and resources
- Leading
 - Motivating member of the org
- Controlling
 - correcting and monitoring employees

Planning	Organizing	Leading	Controlling
1. Vision & Mission 2. Strategizing 3. Goals & Objectives	1. Organization Design 2. Culture 3. Social Networks	1. Leadership 2. Decision Making 3. Communications 4. Groups/Teams 5. Motivation	1. Systems/Processes 2. Strategic Human Resources

The Basic Managerial Roles

- Interpersonal

(The ability to communicate with, understand, motivation)

- Figurehead : represents org formally
- Leader : relationship between manager and employee
- Liaison (communication or cooperation which facilitates a close working relationship between people or organizations.)
- Coordinate
- Informational
 - Monitor : receives and collects information
 - Disseminator (A disseminator is a person or thing that spreads information or ideas to a large number of people or places.) : sharing information

- Spokesperson (A spokesperson is a person who speaks on behalf of an organization, group, or individual. They are responsible for communicating with the public and the media, often delivering official statements or answering questions.)
- Decisional
 - Entrepreneur (An entrepreneur is a person who starts and runs a new business venture, typically taking on financial risk in order to do so.) : new project, new idea, delegate idea and responsibility to others
 - Disturbance handler : take correct action during crisis, resolve conflict
 - Resource Allocator: who will gets (what) resource, schedule, budget, priority
 - Negotiator : negotiates on behalf of the organization

Skills of a Manager

- Technical Skill
 - Knowledge and proficiency in a specific field
 - Specially important for first-line manager
- Interpersonal Skill
 - understanding people
 - ability to work effectively individual and a member of group
- Conceptual Skill
 - think in the abstract (**ability to consider concepts beyond what we observe physically**)
 - understand organizational goals, structure, viewing organization as system
 - analyze the environment and identify the opportunities
- Diagnostic Skill
 - visualize the most appropriate response to a situation
- Communication Skill
 - convey ideas and information to others
 - receive ideas and information from others

- Decision Making Skill
 - correctly recognize and define problems
 - select an appropriate course of action to solve problems and capitalize opportunities
- Time Management Skill

Nature of Managerial Work

- performs a great quantity of work at an unrelenting pace
- undertakes activities marked by variety, brevity and fragmentation
- has a preference for issues which are current, specific and non-routine
- prefers verbal rather than writing
- acts within a web of internal and external contacts
- is subject to heavy constraints but can exert some control over the work

The Nature of Management



Nature of Management

- Universal Process
- Continuous Process
- Intangible
- Social Process
- art as well as a Science
- Goal-Oriented
- Group Activity
- Being Creative

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Managing in different areas of a organization

- Human Resource Management

- obtaining and maintaining of a satisfactory and satisfied work force
- recruitment, orientation, training, promotion, motivation, salary, performance
- Object: Create and promote team spirit among managers and workers
- Production Management
 - planning, organization, coordinating, direction and control of the production such a way that desired goods and services produced in right time, in right quantity and at the right cost
- Office Management
 - planning, design and implementation of work in office
 - the technique of planning, organizing, coordinating and controlling office activities with a view to achieve business objectives, efficient and effective office performance
- Financial Management
 - planning, organizing, directing and controlling the financial activities
 - strategic planning and managing organization's finance to better align their financial status to their goals and objectives
 - three decision pertaining
 - Investment policies
 - Method of financing
 - Dividing Decision
- Marketing Management
 - process of planning, executing and tackling the marketing strategy
 - choosing target markets and getting, growing and keeping customers through creating, delivering and communicating customer value

Planning

- Planning is ascertaining prior to what to do and how to do. It is one of the primary managerial duties
- Planning managerial functions where managers are required to establish goals and state the ways and means by which these goals are to be attained.

(**Planning** is the process of selecting a future course of action, where **Decision-making** means selecting a course of action. Decision-making is a part of planning.)

Planning Process

- Setting up a objective (goal)
 - manager sets a goal
- Developing Premises
 - assumption regarding the future
 - policies
- Listing up various alternative
 - all the ways to achieve the goal
- Evaluating the alternatives
 - positive and negative aspects of each alternative (cost, risk, higher returns)
- Selecting an alternative
 - more profitable with minimum negative effects
- Implementation of Plan
 - plan into action
 - DOING WHAT IS REQUIRED
 - allocating resources, organizing, labour and machinery
- Follow Up
 - compare with predetermined plan
 - monitoring the plan

Goal

A goal is a result one is attempting to achieve.

Kinds of Goals

- Strategic
 - made to achieve and support the mission and vision of the company
 - set by organization leader
- Tactical
 - short-term goal
 - coordinate different department levels to take necessary step to contribute to the larger strategic goal
- Operational
 - focus on individual employee responsibilities
- Superordinate Goal
 - motivate individual across different departments, used to solve conflict, establishing relationship within company

Organizational goal

- **Strategic Goal**
 - set by and for top level management
 - long-term goal
 - from this goal to others goal are made
- **Tactical Goal**
 - set by and for middle manager (sometimes set by top level manager)
 - how to operationalize actions necessary to achieve strategic goals
 - various departments middle manager are responsible
- **Operational Goal**
 - set by and for lower level manager/first line manager
 - made to tackle shorter-term issues associated by with tactical goal

Why Organizational Goal is important

- Goals provide Guidance and Direction

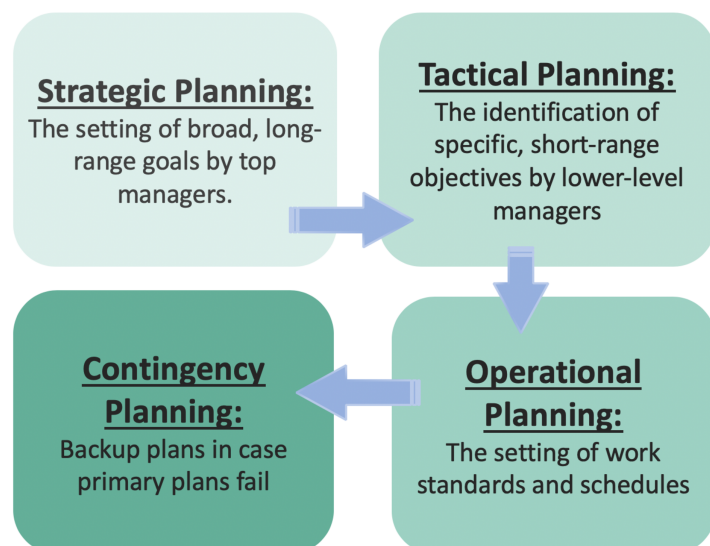
- Goals intensify Planning and Actions
- Goals Motivate
- Goals help in Control

Organizational Planning

- process of
 - defining a company's reason for existing
 - setting goals
 - creating discrete tasks to meet goals

Types of Planning

- Strategic
- Tactical
- Operational
- Contingency



Operational Planning

- Process of strategic plan to operational plan
- breaking down high level strategic goals and activities into smaller, actionable items

- coordinate different department and layers of management to achieve the objective

2 types of Operational Planning

- **Standing Planning/Ongoing Plan**
 - plans that are designed to use again and again
 - designed with long-term in mind
 - Advantages
 - it saves time because managers know in advance what to do certain circumstance
 - standing plan aid in work, because employees are already familiar with those procedure
- **Single-Use plan**
 - devised when a particular problem or time-specific problem needs to tackled
 - advantage : it can be very specific that how it be addressed in a particular situation

Decision Making

- process of making choice between two or more options
- choosing among alternatives

Process of Decision Making

- Establishing Objectives
 - specific goal/objective needs to be achieved within certain time-frame
- Identify the Decision
 - identifying the problem that needs to be addressed
- Gathering information and collecting data
 - surveys, interviews, focus groups, observation and secondary data(articles)
- Identify the alternatives

- there are a number of different ways to identify the alternatives, but some of the most common methods include brainstorming, research, and consultation.
- Weigh the Evidence
 - taking time to consider all of the available information to make final decision
- Choosing among alternative
- Take Action
- Review the Decision

The nature of decision making

- Goal oriented process
 - aim at achieving certain specific goals of the organization
- Selection Process
 - selection process in which best alternative course of action is chosen from the given alternative
- Continuous Process
 - continuous process because a manager is required to take decisions continuously
- Art as well as Science
- Responsibilities of Manager
- Positive as well as Negative
 - positive (to perform certain activities) or negative (not to perform certain activities).
- Future course on action
 - Decisions are made for future course of action based on the basis of past experiences and present conditions.

Chapter 9 (Managing decision making and problem solving)

Decision Making

- The act of choosing one alternative from among a set of alternatives

Decision-Making Process

- The process of recognizing and defining the nature of a decision situation, identifying alternatives, choosing the best alternative and put it into practice
- optimizes some set of factors such as profits, sales, market share
- Managers make decision about both problems and opportunities

Type of Decisions

Type 01:

- Programmed Decision
 - fairly structured decision or recurs with some frequency or bothExample : Going to class regularly for five marks.
- Nonprogrammed Decision
relatively unstructured and occurs much less often a programmed decision
Example: Choosing a vacation destination

Type 02:

- Strategic : long-term planning and goal-setting at the highest level
- Tactical : shorter-term action and operational implementation

Type 03:

- Individual
- Group

Decision Making Condition

- Decision Making under Certainty

- Decision makers knows with reasonable certainty what the alternatives are and what condition are associated with each alternatives
- Decision Making Under Risk
 - the availability of each alternatives and it's potential payoffs and costs are all associated with risks/probability estimates
 - incomplete information available alternatives but has a good idea of the probability of outcomes for each alternative
- Decision Making under Uncertainty
 - the decision maker does not know all the alternatives, the risk associated with each each

Chapter 11 (Basic elements of organizing)

- The elements of organizing
 - Organizing : Deciding how to best group organizational activities and resources
 - Organizational Structure : The set of building blocks that can be used to configure an organization

Organizing structure

- Designing Job
 - **Job Design**
 - The determination of individual's work-related responsibilities
 - Reason for systematic Job Design
 - Maximizing Performance
 - Enhance job satisfaction
 - Reduce adverse affect to physical and mental
 - **Job Specialization (Division of Labor)**
 - The Degree to which the overall task of the organization is broken down and divided into smaller component parts
 - Benefits of Specialization

- Workers can become proficient at a task
- Transfer time between tasks is decreased
- Specialized equipment can be more easily developed
- Employee replacement becomes easier
- Limitation of Specialization
 - Employee boredom and dissatisfaction with mundane (lacking of interest or excitement) tasks
 - Anticipated (predicted or expected) benefits do not always occur
- Adam Smith Example
 - Making a pin requires 18 tasks
 - 1 worker doing all 18 tasks might make 20 pins/day
 - 20 workers = $20 \times 20 = 400$ pins
 - With specialization
 - 20 workers make 100K pins a day
 - 1 worker = 5K pins
- Alternatives to Specialization
 - Job Rotation
 - systematically moving employees from one job to another
 - to reduce employee boredom, acquire multi skill
 - temporary basis, employees moving back to their to the previous job after a period of time
 - Job simplification
 - breaking down a job into various easier task
 - Job Enlargement
 - an increase in the total number of task workers perform
 - increasing the scope of the job
 - same level task are added to the existing job
 - require similar skill

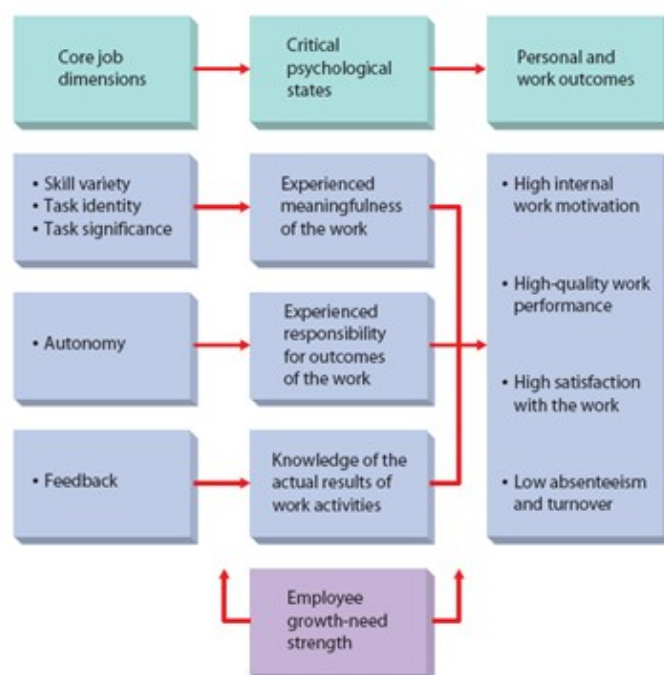
- expansion of a job in the same level
- Job enrichment
 - increasing both the number of task the worker does and the control the worker has over the job
 - job enrichment happens, job enlargement happens automatically
 - expansion of a job in the higher level
- Job Characteristics Approach

Figure 11.1

THE JOB CHARACTERISTICS APPROACH

The job characteristics approach to job design provides a viable alternative to job specialization. Five core job dimensions may lead to critical psychological states that, in turn, may enhance motivation, performance, and satisfaction while also reducing absenteeism and turnover.

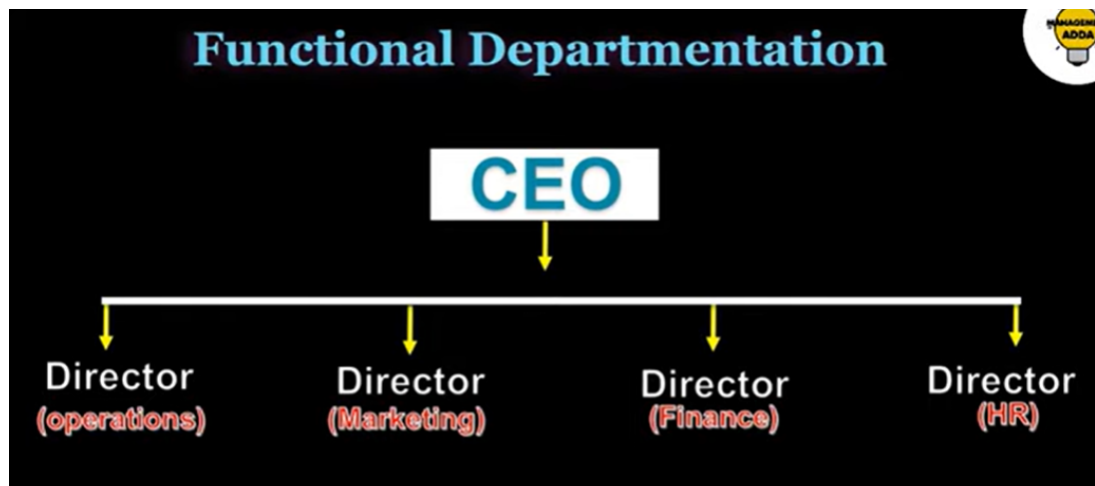
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Hackman & Oldham, 1980

- Core dimension
 - Skill variety : the number of different skills ./ tasks a person does
 - Task identity
 - completeness of a job from start to finish
 - ensuring the worker receives the satisfaction of completing the job
 - Task significance

- the perceived (realize or understanding) importance of the task
 - Autonomy
 - the degree of control the worker has over how the work is performed
 - Feedback
 - the extent to which the worker knows well the job is being performs
- Growth-Need strength
 - the desire for some people to grow, develop and expand their capabilities that is their response to the core dimensions
- Work Teams
 - that allows the entire group to design the work system it will use to perform an interrelated set of task
 - TDR stands for **Tasks, Duties and Responsibilities**.
 - the work team assigns specific tasks to members, monitors and controls its own performance, and has autonomy over work scheduling.
- **Grouping Jobs : Departmentalization**
 - process of grouping jobs according to some logical arrangement
 - jobs are grouped according to some plan.
- **Rationale for Departmentalization**
 - Organizational growth → owner-manager capacity to personally supervise all
 - additional manager are employed and assigned specific employees to supervise
- **Common Base Departmentalization**
 - **Functional Departmentalization**



- grouping jobs involving the same and similar jobs
- **Advantages :**
 - each department can be staffed by functional-area expert
 - Supervision is facilitated in that managers only need be familiar with a narrow set of skills
 - Coordination inside each department is easier
- **Disadvantages**
 - Decision making → slow and bureaucratic
 - employees narrow their focus to the department and loss sight of organizational goals
 - accountability and performance are difficult to monitor
- **Product Departmentalization**
 - grouping activities around product or product groups
 - **Advantages:**
 - all activities associated with one product can be integrated and coordinated
 - speed and effectiveness of decision making
 - performance of specific product can be assessed
 - **Disadvantages:**
 - Managers only focus on their product

- administrative costs may increase (each department having it's own functional-area expert)
- **Customer Departmentalization**
 - grouping activities to respond to and interact with specific customers and customer groups
 - **Advantages:**
 - Skilled specialists can deal with unique customers
 - **Disadvantages**
 - a large administrative staffs is needed
- **Location Departmentalization**
 - the grouping of jobs on the basis of defined geographic sites
 - **Advantages**
 - Enable the organization to respond easily to unique customer and environmental characteristics
 - **Disadvantages**
 - Large administrative staff may be needed
- **Determining the appropriate Span : Skipped**
- **Authority :** Power that has been legitimized by the organization
- **Distributing Authority/Authority Delegation :**
 - the process by which managers assign a portion of their total workload to others
 - **Reasons:**
 - manager to get more work done by utilizing skills and talents of subordinate
 - development of subordinates by having them participate in decision making and problem solving
 - **Steps in Delegation Process**
 - Assigning Responsibility

- Granting Authority
 - Creating accountability
- **Decentralization**
 - the process of systematically delegating power and authority throughout the organization to middle and lower level manager
- **Centralization**
 - the process of systematically retaining power and authority in the hands of higher-level managers
- **The bureaucratic Model of Organization design**
 - A model of organization design based on a legitimate and formal system of authority
 - **5 Characteristics**
 - The organization should adopt a distinct division of labor, and each position should be filled by an expert
 - The organization should develop a consistent set of rules to ensure that task performance is uniform
 - The organization should establish a hierarchy of position
 - Managers should conduct business in an impersonal way and maintain an appropriate social distance between themselves and their subordinates
 - Employment and advancement in the organization should be based on technical experts
- **Basic forms of organization design (Skipped)**

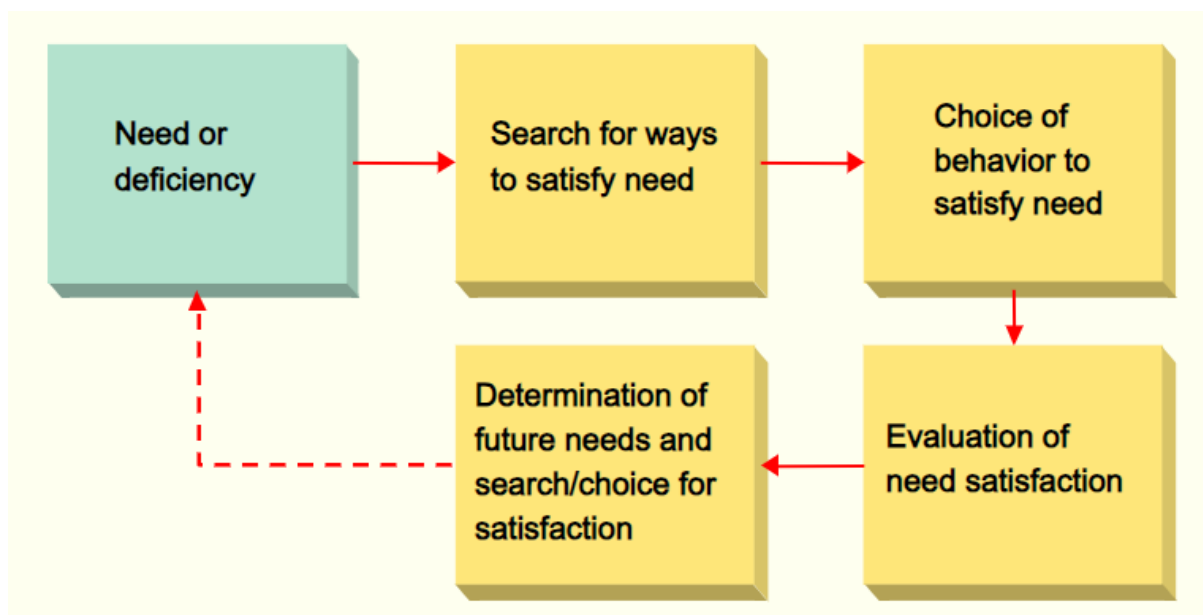
Chapter 16 (managing employee motivation and performance)

Motivation: The set of forces that causes people to behave in a certain ways

- The importance of employee motivation

- Increase Productivity
- Improved Job satisfaction
- Enhanced creativity and innovation
- Positive work environment
- Higher quality of work
- Employee development and growth
- Reduced conflicts
- Better customer service
- Organizational success

- The motivation Framework



- Content perspective on motivation
 - Content Perspective : Approaches to motivation that try to answer the question “What factors in the workplace motivate people?”
 - Theories
 - Maslow’s Hierarchy of Needs
 - Herzberg’s Two-Factor Theory
 - McClelland’s Achievement, Power and Affiliation Needs

- Alderfer's ERG Theory
- Maslow's hierarchy of needs



- People must in a hierarchical order, satisfy five groups of needs:
 - Psychological needs for basic survival and biological function
 - Security → safe physical and emotional environment
 - Belongingness → love and affection
 - Esteem → positive self-image and recognition respect from others
 - Self-actualization → realizing one potential for personal growth and development
- Weakness
 - Five levels of need are not always present
 - Ordering of needs is not always same
 - Cultural differences
- Goal Setting theory

- It states that specific and challenging goals along with appropriate feedback contribute to higher and better task performance
- Features:
 - The willingness to work towards attainment of goal is main source of job motivation
 - specific and clear goals lead to greater output and better performance
 - Goals should be realistic and challenging
 - Better and appropriate feedback of results direct the employee behavior and contributes to higher performance than absence of feedback
- Eventualities
 - Self efficiency
 - Self efficiency is the individual's self-confidence and faith that he has potential of performing the task
 - Goal Commitment
 - Committed to the goal and not leave the goal
- Advantages
 - Used to raise incentive for employees to complete work quickly and effectively
 - better performance by increasing motivation and efforts, but also increasing and improving the feedback quality
- Limitations
 - the organizational goals are in conflict managerial goal
 - very difficult and complex goals stimulate risker behaviour
 - no evidence to prove that goal setting improves job satisfaction

Chapter 17 (Managing leadership and influence processes)

- The nature of leadership
 - A manager is a leader, but a leader may not be a manager

- Leadership is essential for managing
- Leadership and motivation are closely connected
-
- Meaning of leadership
 - Process : what leaders actually do
 - Using noncoercive (the policy of not using force or threats) influence to shape the group's or organizational 's goals
 - Motivating others behavior toward goals
 - Helping to define organizational culture
 - Property : who leaders are
 - The set of characteristics attributed to individual perceived to be leaders
 - Leaders
 - People who can influence the behaviors of others without having to rely on force
 - People who are accepted as leaders by others
- Leadership and management
 - are related but not the same
 - Leadership is necessary to create change and management is necessary to achieve orderly result
- Distinction between management and leadership

Leadership	Activity	Management
Establishing direction and vision for the organization	Creating an agenda	Planning and budgeting, allocating resources
Aligning people through communications and actions that provide direction	Developing a human network for achieving the agenda	Organizing and staffing, structuring and monitoring implementation
Motivating and inspiring by satisfying needs	Executing plans	Controlling and problem solving
Produces useful change and new approaches to challenges	Outcomes	Produces predictability and order and attains results

- Leadership and power
 - **Power** : The ability to affect the behavior of others
 - There are five kinds of power
 - Legitimate
 - Reward
 - Coercive
 - Referent
 - Expert
- Legitimate Power
 - Legitimate power is a formal authority that a person has over subordinates within an organization
 - The power is granted through organizational hierarchy
 - Example : A manager can assign tasks to a subordinate, and a subordinate who refuses to do them can be reprimanded or even fired.
- Reward Power
 - Reward power is the power to give or withhold rewards
 - Example : a manager may control salary increase, bonuses , promotion, recommendation (formal reward) → manager but not a leader
 - Informal reward : praise, gratitude → the manager exercising leadership
- Coercive Power
 - Coercive Power is the power to force compliance psychological, emotional or physical threat
 - In most organization today : coercion is limited to verbal reprimands (a formal expression of disapproval), written reprimands, demotion, layoffs, fines
 - The more a manager use coercive power → the less he is to be seen as a leader
- Referent Power
 - The personal power that accrues to someone based on identification, admiration, loyalty or charisma

- Followers may react favorably because they identify in some way with a leader, who may be like them in personality, background or attitudes
- In other situation, followers might choose to intimate a leader with referent power by wearing the same kind of clothes, working same hours etc
- a manager might have referent power, but it is more likely to be associated with leadership
- Expert Power
 - Expert power is derived from information or expertise
 - The personal power that accrues to someone based on the information or the expertise that they possess
 - A manager who knows how to interact with an eccentric but important customers
 - Managers and leader tends to have a lot of expert power
- Leadership Traits
 - the personal, psychological and physical traits
 - intelligence
 - assertiveness
 - **Physical appearance** : above-average height
 - good vocabulary
 - attractiveness
 - self-confidence and will power
 - communicative skills
 - knowledge of work
- Leadership Behavior
 - Michigan State Studies
 - **Job-centered behavior** : managers who pay close attention to subordinate's work, procedure and interest
 - **Employee-center behavior**: managers who focus on the development of cohesive work group and employee satisfaction

- Ohio State Studies
 - not one-dimensional as Michigan State Studies
 - two basic leadership styles that can be exhibited simultaneously
 - **Initiating-structure behavior** : the leader clearly defines the-leader-subordinate role expectation, formalizes communication and sets the working agenda
 - **Consideration Behavior** : the leader shows concern for subordinate and attempts to establish a friendly and supportive climate
- Managerial grid
 - Managerial grid ins an another behavioral approach to leadership is the managerial grid
 - X axis → concern for production (job-centered and initiating-structure) : deals with the job and task aspect of leader behavior
 - Y axis → Concern for People (employee-center and consideration behavior) : deals with the human aspect of leader behavior
 - (1,1) Impoverished Management : minimal concern for people and production
 - (9,1) Authority-Compliance : highly concerned about production, exhibits little concern for people
 - (1,9) Country Club management : highly concerned about people, exhibits little about production
 - (5,5) Middle-of-the-road management: maintain adequate concern about both
 - (9,9) Team management : who exhibits maximum concern form both people and production
 - ideal style of managerial behaviors
- Decision making style
 - 5 styles are defined such as

- Decide : The manager makes the decision alone and then announces it to the group
 - Consult (individually) : The manager presents the problem to group member individually, obtain their suggestion and then makes the decision
 - Consult(group) : the manager presents the problem to group member at a meeting, gets their suggestion and then makes the decision
 - Facilitate : The manager presents the problem to the group at a meeting, defines problem and it's boundaries and then facilitates group member discussion as they make the decision
 - Delegate : The manager allows the group to define for itself the exact nature and parameter of the problem and then to develop a solution
- Charismatic leadership
 - A form of interpersonal attraction that inspires support and acceptance
 - Robert House first proposed a theory of charismatic leadership
 - **Traits:**
 - a lot of self-confidence
 - a strong need to influence people
 - tend to communicate high expectation about followers and express confidence in followers
 - First : set high expectation
 - Next : energize others through a demonstration of personal excitement, personal confidence, patterns of success
 - Finally: enables others by supporting them, empathizing them, expression confidence in them
 - Example : Donald Trump
- Strategic Leadership
 - The capability to understand the complexities of both the organization and its environment and to lead change in the organization to achieve and maintain a superior alignment between the organization and its environment

- A manager needs to have complete understanding of the organization - history, culture, strengths, weakness
- the leaders need a firm grasp of the organization's environment
- understanding the current conditions and circumstances needs to recognize how the firm is currently aligned with its environment → works to improve both the current alignment and future alignment

Chapter 20 (Basic elements of control)

Control : Control is the process to regulate activities to make them consistent with established:

- Plans
 - Target
 - Standards
-
- Levels of control



- Steps in control process
 - Establish Standards
 - Control Standards : a target against which subsequent performance will be compared
 - Control standards should be expressed in measurable terms
 - Control standard should be consistent with organizational goals
 - Control standards should be identifiable indicators of performance
 - Measure Performance
 - Performance measurement is a constant, ongoing process
 - Performance measures must be valid indicators of performance
 - Compare Performance against Standards
 - Define what is a permissible deviation from the performance standard
 - Utilize the appropriate timetable for measurement
 - Determine the need for corrective action
 - maintain the status quo
 - correct the deviation to bring operations into compliance with the standard
 - Change the standard if it was set too high or too low
- Other tool for financial control
 - Ratio Analysis: The calculation of one or more financial ratios assess some aspect of the organization's financial health
 - Financial Audits : An independent appraisal of an organization's accounting, financial and operational system
 - External audits: financial appraisals conducted by expert who are not employee of the organization to verify to external parties that the organization's financial and accounting procedures are legal and proper
 - Internal Audits : appraisals conducted by employees of the organization to determine the accuracy, efficiency and appropriateness of financial and accounting procedure
 - Bureaucratic Control

- A form of organizational control characterized by formal and mechanistic structural argument
- Clan Control
 - An approach to organizational control characterized by informal and organic structural arrangements
- Strategic Control
 - Control aimed at ensuring that the organization is maintaining an effective alignment with the environment and moving toward achieving in strategic plan
 - Focuses on structure, leadership, technology, human resources and informational and operational system
 - Focusses on the extent to which implemented strategy achieves the organization's goals
- Characteristics of effective Controls
 - Integration with Planning
 - The more explicitly and precisely control is linked to planning, the more effective the control system
 - Flexibility
 - The control system must be flexible enough to accommodate change
 - Accuracy
 - Inaccurate informational results in bad decision making and inappropriate managerial actions
 - Timeliness
 - A control system should provide information as often as necessary
 - Objectivity
 - A control system must be free from bias and distortion