

CONTROL AS THE MAIN FUNCTION OF MANAGEMENT

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Control – is one of the functions of management, that is, on the one hand, a thorough inspection and analysis of the progress of work, and on the other - monitoring the processes in order to prevent and eliminate deviations from them. The control implements the idea of feedback, i.e. the transfer of information from the output of the control object to the input of the control system [1].

Therefore, control is a necessary condition for the functioning of the organization and the performance of other management functions. Control is an assessment of the state of affairs, on the basis of which a decision is made on the need to take appropriate measures to adjust the course of the process. Reasons for control: uncertainty, complexity and dynamics of the environment; the need to prevent crisis situations; maintaining the stable development of the enterprise by comparing actual and planned indicators.

Place among other functions: in the process of organizing the work of the company it is always necessary to be able to answer: how the preparatory work was carried out, and what the result was.

Without control it is impossible to be engaged in coordination and stimulation (as it is necessary to check up workers who did how much to know whom how to stimulate).

The content of the control function is to collect, analyze and process information about the state of the controlled object.

Strategic, or managerial, control is aimed at solving strategic tasks and is closely related to strategic planning and management.

Tactical, or administrative, control is designed to systematically monitor the implementation of current tasks, programs, plans.

Control is external (carried out by the control body in the external environment of the organization, government agencies, tax, judicial inspections) and internal (carried out by a person-element of the internal environment of the organization, it is quality control and production, financial, administrative).

Financial control is exercised by receiving from each business unit financial statements on key economic indicators. The focus is on such indicators as the level of profit, production costs and their relationship to net sales, investment efficiency, self-sufficiency, financial condition.

The control system should extend to all aspects of the activity, but not take a total character, leaving no room for initiative and freedom of action. The manager should not reject the system of delegation of authority, believing that all work should be

checked for subordinates. This will lead to a lack of attention to strategic issues and a decline in motivation among employees [2].

1. Preliminary control: managerial (allows to determine whether the managerial decision is made, whether it is executed correctly, whether this decision is brought to the executor, whether they understand this decision, competence, conscientiousness of employees) and resource (whether resources, quality of raw materials). Carried out before the actual start of work, designed to prevent potential errors. But it is possible to shift the responsibility (the culprit will blame the controller, saying that he should have prevented this mistake).

2. Current control - the main form. Control over the progress of work. Characteristics for production processes. Requires rapid receipt of information through the feedback channel. Acts as an accounting of material resources, it is also necessary in relation to staff, but should not exceed a certain level.

3. Final control determines the results of work. Includes quality control. Although the final control is too late to respond to problems when they arise, it still has two important functions. One of them is that the final control gives the management of the organization the information necessary for planning in case similar works are supposed to be carried out in the future. By comparing the results actually obtained and required, management has the opportunity to better assess how realistic their plans were. This procedure also allows you to get information about problems and formulate new plans so as to avoid these problems in the future. The second function of final control is to promote motivation. If the management of the organization associates motivational rewards with the achievement of a certain level of effectiveness, then, obviously, the actual achievement must be measured accurately and objectively.

References:

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