



Organizational Control

Organization scholars have long acknowledged that control processes are integral to the way in which organizations function. While control theory research spans many decades and draws on several rich traditions, theoretical limitations have kept it from generating consistent and interpretable empirical findings and from reaching consensus concerning the nature of key relationships. This book reveals how we can overcome such problems by synthesizing diverse, yet complementary, streams of control research into a theoretical framework and empirical tests that more fully describe how types of control mechanisms (e.g. the use of rules, norms, direct supervision, or monitoring) aimed at particular control targets (e.g. input, behavior, output) are applied within particular types of control systems (i.e., market, clan, bureaucracy, integrative). Written by a team of distinguished scholars, this book not only sheds light on the long-neglected phenomenon of organizational control, it also provides important directions for future research.

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Edited by Sim B. Sitkin , Laura B. Cardinal , Katinka M. Bijlsma-Frankema

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Foreword

We are pleased to introduce *Organizational Control* by Sim Sitkin, Laura Cardinal, and Katinka Bijlsma-Frankema, the newest volume in our Cambridge Companions to Management series. The series is intended to advance knowledge in the fields of management by presenting the latest scholarship and research on topics of increasing intellectual importance. The volumes offer in-depth treatment of management topics that explore and extend our current knowledge and identify future opportunities for research. Each book in the series is one with a sufficient body of research, and holds significant future promise to inform debates, reviews, and empirical research.

Because management scholarship is increasingly international, scholars can no longer limit their reading to scholarship from their own countries, or restrict their conversations to their neighbors. Innovative intellectual work in management is now conducted throughout the world. Each of the volumes in this series is led by prominent scholars who bring together researchers from several countries in order to reflect multi-national perspectives and foster cross-national debate on the topic.

We appreciate the opportunity to work with Cambridge University Press to bring this series to you. Their rigorous independent scholarly reviews of proposals and manuscripts, and approvals via a board of renowned scholars helps ensure that only the highest-quality scholarship is published. We are confident scholars will find the books in this series stimulating and useful to their own programs of research and to the education of their graduate students.

This volume on control is an exemplar of the series. Organizational control is central to organizing, and this is reflected in the prominent place of theorizing about control in the field several decades ago. Despite the fundamental nature of the phenomenon, this area of study has been and remains seriously neglected. This volume seeks to spur theory and empirical research on control by taking on the serious

conceptualization issues in control directly. It is based on the proposition that organizational control, as a fundamental and consequential feature of organizations, merits a revitalization of attention to both theory and empirical research. The foundations of control theorizing are reviewed and separated from much of the mischaracterization that helped undermine cumulative knowledge development. This forms the basis for the several new scholarly efforts gathered here to provide a foundation for renewed attention. This volume brings together new approaches to organizational control theory and research by a diverse group of scholars with different scholarly viewpoints to show the vibrancy and future potential of the domain for generative scholarship. The editors are to be congratulated for this ambitious treatment of an issue that is fundamental to management and organization. We are proud to have assisted in bringing what we believe to be a new foundational text in the field to you.

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