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Management Control System: A Literature Review

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Abstract:

In the contemporary business landscape characterized by increasing complexity and rapid change, effective and efficient Management Control Systems (MCS) are essential for organizational survival and growth. An adaptable MCS enables organizations to update their management strategies in alignment with evolving structures and functions, distinguishing successful enterprises from less adaptive ones. MCS, an integrative tool for performance measurement, encompasses a range of methodologies including Just-In-Time (JIT), Total Quality Management (TQM), and flexible manufacturing, among others. This system not only supports decision-making and employee motivation but also ensures robust internal control, identifying and mitigating risks swiftly. The literature review highlights a positive relationship between MCS and performance measurement, with studies showing that MCS enhances organizational efficiency, innovation, and strategic implementation. For instance, research by Margaret A. et al. (1995) and Bhadada (1985) underscores MCS's role in improving manufacturing flexibility and decision-making in the textile industry, respectively. However, challenges persist, such as the need for tailored MCS designs that align with specific organizational contexts and strategies. The review identifies gaps in the current research, particularly the need for more comprehensive studies on MCS implementation across different organizational levels and in varied contexts, including emerging economies like India. Future research should focus on developing and validating MCS models that cater to the unique needs of diverse organizational environments. This study aims to bridge these gaps, providing a critical analysis and suggesting directions for future research in MCS development and application.

KEYWORDS: Management Control System, Organizational Performance, Performance Measurement, Control Techniques, Literature review.

Introduction:

In today's world of ever-increasing business and management complexities, any organization that wants to survive and expand needs an effective and efficient management control system. The controlling systems of an organization must be updated as the structure and functions of the organization change. The ability of a company to change its management system can distinguish winners from losers. Organizations must be structured appropriately and establish MCSs that support correct decision-making to attain the goals and implement the shifting strategies.

Only an effective internal control system within the company can help in objectively assessing the potential development and trends of enterprise performance, as well as in quickly identifying and removing threats and risks, while also assisting in maintaining a particular fixed level of risk and offering reasonable security.

Management seems to be about goals fulfilment, plan modifications, and quantity measurement at first sight. Henri Fayol (1841–1925) identified the six functions of management as forecasting, planning, organising, commanding, coordinating, and managing. He had a significant role in the creation of contemporary management theories. One definition of management given by Mary Parker Follett (1868–1933) was "the art of getting things done through people." She asserted that management is a philosophy. 2011 K.A. Merchant defined control as a comparison between expected (required) and actual conditions.

MANAGEMENT CONTROL SYSTEMS: (MCS)

Management Control Systems (MCS) is a powerful integrative tool for organizing, explaining, and comprehending the concept of performance measurement. MCS is a collection of interconnected communication structures that aid managers in coordinating the pieces and achieving the goal of an organization. It is a logical combination of approaches for gathering and analyzing data information for decision-making in planning and control, and to motivate employees' behavior, as well as to assess performance.

The most recent technology advancements in managerial accounting include JIT, TQM, and FM are examples of these (flexible manufacturing). Overall, it appears that these new tools function best when combined with less formal, more externally focused MCS. However, it appears that a hybrid MCS is the greatest fit for these implementations.

According to "Horngren et al. (2005), The management control system is a comprehensive tool for gathering and using data to evaluate employee performance and inspire employees. Target costing, program management strategies, activity-based costing, balanced scorecard, benchmarking and benchmark trending, capital budgeting, budgeting, JIT, Kaizen (Continuous Improvement), target costing, total quality management (TQM), and incentive systems are just a few of the strategies used by management control systems."

Review of Literature:

The positive relationship between MCS and Performance Measurement:

Margaret A. et al. (1995) investigated the impact of manufacturing flexibility on the design of management control systems and found that Integrative liaison devices, according to exploratory data analysis, are a vital type of control in controlling the adoption of flexible manufacturing techniques. Accounting and other efficiency-based performance measures, on the other hand, play a smaller role in organizations that are committed to manufacturing flexibility.

Bhadada, B.M (1985) investigated the significance of the Management Control Process in the cotton textile industry in a paper named "Management Control System: A Case of the Cotton Textile Mills in Rajasthan." The research focuses on marketing, financial, and production management decisions as it implements and analyses the Management Control Process in the industry. To accomplish this goal, the researcher identified the areas in which Management Control can be implemented. In addition, he identifies the variables that obstruct the control system's effective operation. The study's overall conclusion is that the evaluation was conducted utilizing scientific controlling methodologies to identify strategies for improving the weak points of the textile industry's departments.

Maciariello et al. (1994) "suggested that characteristics of management control include reward, performance monitoring, coordination, and resource allocation. The application of management control and the creation of management control systems draw on a wide range of scholarly disciplines. Management control is related to and dependent on accounting, especially management accounting, as it requires extensive measurement. Second, it involves choices about how to allocate resources, which are linked to and need the application of economics, notably management economics." Thirdly, it integrates motivation and communication, suggesting that social psychology—in particular, organisational behavior—must be included into its design.

Simons (1995) The study proposed that MCS is made up of four interconnected control systems: beliefs (like a mission statement), limitations (like a code of conduct), diagnostic (like budgets), and interactive (like management engagement), in accordance with his levers of control (LOC) model. Furthermore, he claims that strategic risk and uncertainty are central to his (LOC) paradigm. Contingency theory states that the circumstances in which MCS are used affects their design and use.

Douglas al., (2001) studied the effectiveness of a whole suite of TQM methods applied across a group of companies and the ensuing competitive benefits. The study discovered the relationship between the adoption of TQM and organisational performance, as well as the complementary variables that work together to reinforce this relationship. It was shown that the financial performance of TQM-enabled enterprises was impacted by two organisational structure measures, referred

to as "control" and "exploration," both of which had independent and related impacts. Moreover, this study has important management consequences, as demonstrated below. Initially, it encourages them to invest the time and resources needed to create comprehensive TQM programs as opposed to only TQM components. Additionally, it suggests the following seven actions: The senior management team's involvement; (ii) the quality philosophy; (iii) training with a TQM focus; (iv) customer-driven changes; (v) continuous improvement; (vi) fact-based management; and (vii) TQM approaches. Secondly, the necessity of creating a support group is underscored by this study. Consequently, our findings show that overall quality management may assist businesses in dynamically maintaining a competitive and sustainable fit with their surroundings when it is used and linked with pertinent organisational characteristics.

Tsamenyi et al., (2011) "investigated the relationship between business strategies, firm performance, and MCS in Chinese organisations in order to get a better understanding of the efficacy and efficiency of MCS. Based on data gathered from 215 companies classified as "pursuing distinctiveness approach," they found that using more nonfinancial-based MCS has a positive effect on company performance. Moreover, the implementation of a more financially-oriented MCS improves the performance of companies who are categorised as "pursuing a low-cost approach." Consequently, via their research, Tsamenyi et al. (2011) have advanced understanding of management accounting methods in company strategy and performance in China."

Jamil & Mohammed (2013) investigated how a "management control system affected a performance measurement system at a Malaysian small- to medium-sized hotel. He employed the four Simons' levers of control as an intervening variable together with contingency theory to explain the link. The data came from a study conducted in the northern part of Peninsular Malaysia among small and medium-sized hotels. According to his results, PMS development will likely have an effect on overall performance in the small- to medium-sized hotel business through MCS as PMS is connected to each of the four distinct management control systems (MCS)."

Bisbe and Otley (2004) employed the balanced score card (BSC) in their investigation to determine if organisations' creative and innovative product launches are influenced by the interactive application of controls, such as the BSC, and how this influences organisational performance. The link between product innovation strategy and performance was not impacted by the interactive use of BSC, according to the findings. "According to his definition, BSC is a multi-perspective collection of financial and non-financial indicators used to illustrate the extent of achieving strategic goals. For instance, in 2004 they carried out extensive research on the effect of interactive control system utilisation on product creation. However, they also investigated whether businesses would develop and introduce new items as a result of interactive control."

The findings suggest that using an interactive control system can help less innovative organizations raise their innovative stages by helping them locate, activate, and encourage innovations, as well as providing legitimacy for autonomous initiatives. The interactive usage of controls will reduce the innovation stages in high-innovation organizations.

Bin-Nashwan (2017) examines the relationship between Management control system and firm performance. Firms become more competitive if they implement business strategies along with management control systems. MCS helps in formulating competitive strategies and managers have imperative task to put effective internal control over strategies. Once efficiency-based strategies are implemented then it will results positive result and result in higher performance. The researcher also describes MCS as procedures and systems that formalize information either conserving the information or changing the pattern of internal systems. MCS regulates planning system, reporting system and monitoring procedure.

Hammood and Talab (2018) evaluated the effect of management control systems on the productivity of businesses. Organisations benefit from management control systems because they assist reduce the impact of uncertainty and allow businesses to take innovative steps towards their development and expansion. Systems of management control mitigate the effects of innovation on the company. Organisations must deal with a variety of risks and uncertainties in the ever-changing business environment, and MCS assists them in doing so.

The negative relationship between MCS and Performance Measurement:

Henri and Journeault (2010) investigated the effects on economic and environmental performance of integrating environmental issues into MCS. The direct impacts of economic control on economic performance as well as the indirect effects of economic control on environmental performance were examined using a mediation model. Success in the economy is not directly impacted by economic control. The link between economic performance and control, as well as their mediating influence on environmental performance, have been acknowledged from a number of angles. More precisely, the results indicate that economic performance is indirectly impacted by economic management.

Challenges for MCS:

Fortado and Brouce (1994) examined eight examples in the United States and focused on the informal supervisory control strategies utilized by supervisors outside of formal control disciplines in their study "Informal Supervisory Control Tactics". They investigated Traditional and modern approaches to formal and informal controls to compare them to the literature on informal strategies that defy all conventional wisdom. While ordering material in any process of inductive discovery appears to be exceedingly challenging, they suggest the following format to be employed in their findings: (i) Efforts to come up with a prod will be evaluated. (ii) We'll look into grapevine-based strategies. (iii) Harsh, individualized, and arbitrary discipline will be investigated next. (iv) Dissension-suppression techniques will be examined.

Langfield-Smith (1997): The review took place early in MCS's "life cycle" — during strategy research. Since 1997, the number of published research examining the relationship between MCS and strategy has increased significantly. Interestingly, whether intention or by accident, the majority of this published study has directly addressed the opportunities for more research suggested. The contribution that MCS can make to the realisation of planned strategies; the degree to which MCS can reduce the disturbance brought about by strategic changes over time; the nature and degree to which MCS's role and makeup evolve as a business grows; and those parts of the relationship between MCS and strategy that centre on senior management and operations. Looking back, it is clear that Langfield-work Smith has successfully shaped the research agenda for MCS strategy over the past 10 years, and as such, it is possible

Chenhall, & Hartmann (2003): examined that customers, technologies, and competitors are all changing at a rapid pace in today's business climate. As a result, organizations must continually refresh themselves to survive and thrive (Danneels, 2002). “However, in the aftermath of the financial/economic crisis of 2008/09, uncertainty and risk increased dramatically for many businesses, forcing many to adapt their management control systems (MCS) to the changed environment. As a result, understanding how firms react to changing surroundings is critical for management, as overreactions can have a significant influence on impacted organizations' key performance metrics.”

Davila (2005) studied 95 small, young, tech-focused businesses in Silicon Valley, California, that took part in an exploratory research that focused on the MCS associated with HRM in high-tech companies. This list was put together using Silicon Valley Business Press, Technology Resource Guide to Greater Silicon Valley, and Rich's Everyday Sales Prospecting Guide. Multiple Chemical Sensitivity, or MCS, is a latent variable that may be assessed using three different methods: personnel, action, and result. The establishment of MCS was attributed to a number of circumstances, including the firm's age, size, and the founder's succession as CEO. Preliminary data about the impact of an organization's prior system implementations on the establishment of different types of MCS are also given.

Henri (2006) "To what degree do the diagnostic and interactive applications of MCS directly contribute to the development and upkeep of skills leading to strategic decisions?" was looked into. "An interactive use of PMS enhances capacities of market orientation, entrepreneurship, innovativeness, and organisational learning," according to this research, but "a diagnostic use of PMS exerts negative pressure." He suggested in this study that the design of an internal control system can support entrepreneurship, market orientation, and other endeavours.

Merchant and Otley (2007) used Simons' (1994) levers of control paradigm to examine the links between control systems and their antecedents, such as risk and uncertainty. "An MCS is intended to assist an organisation in adapting to its environment and delivering the main results needed by stakeholder groups." This study's objective is to The LOC

architecture put out by Simons was selected because to its extensive usage in the literature and noteworthy practical implications. The LOC framework states that risk and strategic uncertainty influence the choice and use of control systems (Widener, 2007). Thus, our study will aim to contribute to the small but growing corpus of research on interactions between control systems (Widener, 2007; Anderson & Dekker, 2005; Kennedy & Widener, 2006). The author expects to see changes in the variables "risk" and "perceived environmental uncertainty" (PEU), as well as how they affect MCS, on a large sample of organisations. Chenhall (2003) defined risk as circumstances where there is a possibility that a certain occurrence would occur, whereas uncertainty is defined as circumstances where there is no probability and even the environment's elements may not be foreseeable. Crises and other unfavourable events usually affect a small number of businesses and/or industries. However, it makes sense to anticipate effects on a wider range of enterprises given the particulars of the present economic crisis.

Moses Acquaah (2013): "He examined the relationships between management control systems (MCS), business strategy, and firm performance in family businesses (FBs) and non-family businesses (NFBs) in the context of a transition economy in Sub-Saharan Africa that had not been previously studied—Ghana—in this article, Management Control Systems, Business Strategy, and Performance: A Comparative Analysis of Family and Non-Family Businesses in a Transition Economy in Sub-Saharan Africa." The findings demonstrated that a company's classification as an FB or NFB determines whether MCS has an effect on business strategy. (i) DCS affects NFBs' cost leadership strategy more than FBs do; (ii) ICS affects FBs' differentiation strategy more than NFBs do. Additionally, corporate strategy modulates the relationships between MCS and performance; yet, the indirect effects.

Summary of the Review:

Sr. No.	Title, Author's name & Publication year	Major Objectives	Methodology	Major Findings	Research Gap
1.	The effects of the interactive use of management control systems on product innovation. Bisbe, & Otley, (2004)	To investigate the correlations between the variables included in Simons' concept of levers of control, clearly identifying the various kinds of effects at play and evaluating their importance.	Survey-based research method. Harman's one-factor test.	The results do not support the postulate that an interactive use of MCS favors innovation.	In light of the nature of this study's research methodology, exact causation cannot be determined or positive evidence of the links between the variables of interest cannot be provided
2.	Conclusions from contingency-based research and future perspectives for management control systems design within its organisational context. Chenhall,	To investigate questions about theory formation, the significance and assessment of contextual factors, the components of MCS, and the goal of MCS.	Contingency-based research	• There has been a correlation between uncertainty and the requirement for more transparent, outward-looking, nonfinancial MCS styles. • Size has not received specific consideration as a contextual variable in many MCS investigations. • It makes suggestions on the connections between	Further investigation is required to determine if more sophisticated integrative devices and operationally orientated formal controls can work together to

	(2003)			strategy, cost management, and performance evaluation formality.	support control in TQM and FM scenarios.
3.	An analysis of export performance reveals the impact of management control systems on inter organisational efficiency. Florez , et. al, (2011)	to investigate the contribution of MCS to enhanced export performance from a resource-based perspective.	A first export efficiency analysis based on DEA and segmentation approaches was conducted using empirical data from Spanish exporters.	The findings demonstrate that robust social controls boost businesses' efficiency in handling export channels, enabling them to produce goods that are better than those of rivals with comparable assets and skills. The performance levels of exporters are significantly and favourably impacted by both interactive and diagnostic usage of MCS.	The typical constraints of gathering survey data are present in the study. Subsequent research endeavours may examine the function of overseas intermediates in the efficiency generating process inside exporting companies.
4.	Management control systems and strategy: A resource-based perspective. Henri, (2006)	To investigate the connections between organisational skills and the use of management control systems (MCS) from a resource-based standpoint.	A well-organised survey. The target population was made up of 2175 manufacturing companies in Canada that were classified as primary and secondary SIC codes in the range of 21–39 in Scott's 2002 database.	The findings imply that the use of PMS in an interactive (diagnostic) manner influences the deployment of skills related to market orientation, entrepreneurship, innovativeness, and organisational learning in a favourable or unfavourable way. Dynamic tension is a factor in organisational effectiveness on a global scale, and managing it might be considered a skill.	Using a non-linear model, the impact of PMS on capacities should be investigated. The effects of interactive and diagnostic use may vary based on different capability levels. It is also possible to test the model using control systems other than PMS. To fully comprehend how managers at all levels reinforce and handle dynamic stress on a daily basis, more study is needed. Qualitative

					approaches might be very helpful in shedding more light on these problems and offering fresh perspectives.
5.	Eco-control: The influence of management control systems on environmental and economic performance. Henri & Journeault, (2010)	How much eco-control affects both economic and environmental outcomes.	Using survey-data from a sample of Canadian manufacturing firms	In the setting of (i) increased environmental exposure, (ii) increased public awareness, (iii) increased environmental concern, and (iv) bigger scale, eco-control has an indirect impact on economic performance.	
6.	The Impact of Management Control Systems on Malaysian Small- and Medium-Sized Hotels' Performance Measurement Systems. Jamil & Mohamed, (2013)	To investigate the role played by the MCS in the PMS design in the context of the Malaysian SMEs hotels.	Data is collected by survey at small medium hotel sectors in the Northern part of Peninsular Malaysia.	The design of the performance assessment system and overall hotel performance are found to be favourably connected with MCS. The findings provide credence to the claim that PMS may affect hotel performance through a variety of formal and informal controls that hotels employ.	Survey data from cross-sectional analysis cannot provide conclusive proof of causality. This study is static, meaning it doesn't take into account how ecocontrols and performance change over time.
7.	The impact of collaboratively utilising management control systems on organisational and process innovation. Lopez-Valeiras, et. al, (2015)	To investigate the relationship between process and organisational innovation and the interactive application of management control systems (iMCS).	Empirical analysis of the study model is conducted with data gathered from 230 businesses surveyed. MCS promotes organisational and process innovation, according to the	According to this study, managers should select interactive usage to improve organisational creativity and processes, both of which have a beneficial impact on achieving financial performance targets.	It occurs in the highly specialised industrial context of agrifoods, which is distinguished by a few extremely unique traits that should be understood cautiously.

			findings of a structural model assessed using partial least squares regression, which controls for size, family ownership, R&D, and product innovation.		In order to overcome time-lag issues, future research should evaluate the models using longitudinal data. .
8.	Management Control Systems and Their Effects on Strategy Formation at Middle Management Levels: Evidence from a U.K. Organization. Marginson, (2002)	In order to close this significant knowledge gap on the relationship between MCS and strategy, we will investigate how and why managers' "autonomous strategy behaviour" may be impacted by the design and application of various MCS.	Using the case study technique of empirical inquiry, the current study's objectives were met.	The study's findings suggest that managerial perceptions of MCS are a crucial factor in determining the effects that MCS may have on managers' strategic activities.	This study was conducted in the developing country of Palestine. Businesses in other contexts probably don't run the same as their counterparts in the Palestinian environment. The data and analysis are primarily descriptive; further study is likely necessary before any conclusions on the optimal design and use of MCS can be drawn.
9.	An empirical investigation from a developing economy on the relationship between the management control system, organisational learning, and company performance. Rabee Shurafa & Rapiah Bt	To examine whether MCS in the context of the developing economy is designed with respect to facilitate learning or not.	Survey questionnaire with a cover letter was personally distributed to the top-managers of the Palestinian listed firms.	Unlike in the developed economy, an interactive control system has no discernible impact on organisational learning. Neither the boundary system nor the beliefs system fosters learning. The only control system that significantly affects organisational learning is the diagnostic control system. The outcome	Future research is suggested to examine the possible influence of such long-term uncertainty on MCS design, in particular on levers of control framework as it is representing the holistic

	Mohamed, (2016)			suggests that organisational learning improves a firm's performance.	approach of control system.
10.	STRATEGY AND MANAGEMENT CONTROL SYSTEM IN A MANUFACTURING INDUSTRY IN SELECTED CITIES IN INDONESIA. Tubagus Ismail, (2015)	To investigate, using MCS, the link between the process of strategy creation and the process of strategy execution.	In this work, multivariate analyses are conducted using structural equation modelling. The AMOS software 16 program is a problem-solving assist for SEM applications. 287 higher managers with prospector typology strategies in the manufacturing sector participated in this study as respondents.	The planned approach has a major and beneficial impact on the diagnostic and interactive control system. The interactive control system is greatly and favourably impacted by the emergent approach, whereas the diagnostic control system is unaffected. The interactive and diagnostic control system is positively and profoundly impacted by the implemented approach.	The study's findings suggest that a competitive business environment employ a variety of controls depending on the needs of the individual organisation.

Conclusion:

This study's goals are to analyse the management control system critically, evaluate the body of knowledge in the area, point out gaps, and suggest areas for further research and development. The aforementioned research' findings unambiguously show that managers must match the proper control system to the correct strategy and execute an efficiency-based plan. MCS's function is to facilitate the development and execution of competitive strategies.

According to the preceding studies, only sporadic attempts have been made in the area of MCS, and what little has been done has been limited to the micro level and also the different organizational levels haven't been thoroughly investigated. In the realm of MCS in general, as well as in the development and use of MCS in particular, there is a research gap. Furthermore, there have been very limited initiatives to research MCS in India's various organisations. As a result of the literature review, it is obvious that more study on the creation and deployment of MCS models in organisations in general is required.

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