

PROPOSITIONS

related to the dissertation entitled

The Effectiveness of Organizational Controls:
A meta-analytic review and an investigation in NPD outsourcing

By

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- I. Each organizational control has a distinct performance effect (Chapter 2).
- II. A “one-size-fits-all” approach cannot be used by managers across various tasks (Chapter 2).
- III. Organizational controls (outcome and clan) can be exercised to promote flexible behavior from external partners in NPD outsourcing (Chapter 3).
- IV. Prescribing outputs to external partners in NPD outsourcing can sometimes discourage them from using their own idiosyncratic knowledge. Managers can exercise clan control to reduce mechanical compliance and enhance intrinsic motivation of external partners (Chapter 4).

- V. Managers who govern through internalization of values, norms, and beliefs are more effective in achieving their objectives (Chapter 5).
- VI. Balanced levels of different controls in various control configurations are essential for an organization to achieve performance objectives just like a balanced diet is vital for human body to function productively.
- VII. As the growth of new work styles that involve networks of activities and relationships rises, the need for new type of control grows.
- VIII. The pursuit of PhD is a wanderlust in which you are initially lost but in the end you know which path to tread.
- IX. The greatest challenge to any thinker is stating the problem in a way that will allow a solution.- Bertrand Russell
- X. Philosophy cannot be taught; it is the application of sciences to truth. – Alexandre Dumas, The Count of Monte Cristo
- XI. Controlling a PhD project is like befriending a wild lion.