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Robert Newton Anthony (September 6, 1916 – December 1, 2006) was an American organizational theorist, and professor of

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management control at Harvard Business School, known for his work in the field of management control systems.

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While both views are correct, the latter view is more appropriate for understanding an organization's MIS. Anthony in his seminal work elaborated (R.A. Anthony 1965) on this view of an organization as its hierarchy of decision-making.

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management control systems. Management control, of course, is a core business function and exists as a separate, well-established discipline within the management field. Management Control Systems (MCS) theory is a useful integrative tool for organizing, explaining, and understanding the jargon and concepts of performance measurement ...

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According to Anthony, a technical control system is analogous to a thermostat, while a management control system is highly dependent on the human behavior. Technical control can be programmed based on a set of objective rules. Management control requires subjective judgment. Therefore, failing to make the distinction between management control and technical control can create many problems within an organization.

## **Anthony's Framework for Planning and Control Systems**

Management control systems / Robert N. Anthony, Vijay Govindarajan. 10th ed. Boston: McGraw Hill/Irwin. Chicago / Turabian - Author Date Citation (style guide) Anthony, Robert N.

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1916-2006 and Vijay. Govindarajan. 2001.

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One of the first definitions of MCSs is from 1972 when Ernest Anthony Lowe, professor at the University of Sheffield, published an article called On the Idea of a Management Control System. According to Anthony Lowe, an organization would need to establish a specific system to control and plan the different operations it is going through.

## **Management Control System - Definition, Characteristics**

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Robert N. Anthony is the Ross Graham Walker Professor Emeritus of Management Control at Harvard Business School. One of the most successful accounting textbook authors, he is a consultant to...



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Management Control Systems: Teaching Cases. In his course on Implementing Strategy: Management Control Systems, Vijay Govindarajan uses his textbook entitled Management Control Systems, (with Robert N. Anthony), Eleventh edition, 2003, in addition to the following cases.

### **Vijay Govindarajan - Management Control Systems: Mini Cases**

One of the first authors to define management control systems was Ernest Anthony Lowe, Professor of Accounting and Financial Management at the University of Sheffield, in his 1972 article "On the idea of a management control system." He listed the following four reasons for the need for a planning and control system:

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## **Management control system - Wikipedia**

Robert Anthony Management Control System Mcs Management controls, in the broadest sense, include the plan of organization, methods and procedures adopted by management to ensure that its goals are met. Management controls include processes for planning, organizing, directing, and controlling program operations.

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