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The control imperative

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STELLINGEN
Propositions

The control imperative

Studies on reorganization in the public and private sectors

by Fernando Nieto Morales

I

Managers who perceive themselves in control are less likely to initiate reorganizations (chapter 1).

II

Changes in managerial control explain the incidence of reorganizations, independently of the effect of changes in the regulatory, market and technological environment (chapter 1).

III

Conflicts between management and employees potentially precede changes such as downsizing and layoffs (chapter 2).

IV

Conflicts between departments are likely to prompt policy changes and the reengineering of processes (chapter 2).

V

Pursuit of control over implementation can result in adjustments that ultimately work against the goals of a public management reform (chapter 3).

VI

The combination of a large budget and tight control is not necessary for successful implementation of reorganizations in government organizations (chapter 4).

VII

High managerial autonomy triggers reorganizations more often in public than in private organizations (chapter 5).

VIII

The search for control shapes the motivation, implementation and outcomes of planned organizational change.

IX

“Nothing is so treacherous as the obvious”
(J. Schumpeter, *Capitalism, socialism and democracy*, 1942).

X

“In all human affairs one notices, if one examines them closely, that it is impossible to remove one inconvenience without another emerging”
(N. Machiavelli, *Discorsi sopra la prima deca di Tito Livio*, 1531).