

Management control in creative industries

Abstract:

Researchers agree on the necessity for control mechanisms to selectively control employee behaviour. While this is also relevant in creative industries, the dependency on creativity bears particular organizational control problems that can be attributed to the fundamental characteristics of creative activities. Therefore, traditional control strategies for ordinary work settings as proposed by principal agent theory might not lead to desired outcomes and cannot be easily transferred to creativity-dependent settings. In this paper the author develops a framework for management control in creative industries. Emphasising the particular importance of intrinsic task motivation for employee creativity, control requirements in creative industries are developed and linked to formal and informal control mechanisms as suggested in the management accounting literature.

Key words: Organizational Creativity, Management Control Systems, Intrinsic Motivation, Agency Theory, Social Psychology of Creativity