



BUSINESS STUDIES

BOOKS - VK GLOBAL PUBLICATION

BUSINESS STUDIES (HINGLISH)

CONTROLLING

Think As You Read

1. Name the function of management which involves the measurement and correction of

performance in order to make sure that enterprise objectives and plans devised to attain them are being accomplished.



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2. Give the meaning of critical point Control.



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3. What is meant by Management by Exception in the process of controlling?



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4. Give meaning of the term Deviation as used in the controlling function of management.



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5. Given two examples of quantitative standards. Which are set in controlling function of management.



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6. Give two examples of qualities standards, which are set in controlling function of managemetn..



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7. Name any two techniques for measurement of performance in controlling.



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8. When is there no need to take corrective action?



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9. What should be done in case the deviation cannot be corrected through managerial action?



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10. This is the last step in the process of controlling.

(a) Analysing deviations

(b) Taking corrective action

(c) Setting performance standard

(d) Measurement of performance.

A. (a) Analysing deviations

B. (b) Taking corrective action

C. (c) Setting performance standard

D. (d) Measurement of performance.

Answer: (b) Taking corrective action



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11. Which two aspects of performance are compared in controlling?



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12. Which principle of management control is based on the belief that an attempt at control everything results in controlling nothing?



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13. In controlling why is actual performance compared with standards?



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14. Controlling function of an organisation is

(a) forward looking

(b) backward looking

(c) forward as well as backward looking

(d) None of the above.

A. (a) forward looking

B. (b) backward looking

C. (c) forward as well as backward looking

D. (d) None of the above.

Answer: (c) forward as well as backward looking



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15. Why is it said that planning without controlling is meaningless?



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16. How is controlling a forward-looking function?



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17. Why is controlling a goal-oriented function?



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18. Why is it said that controlling is blind without planning?



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19. Why is controlling called a backward looking function?



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20. Why is controlling a pervasive function?



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21. Is controlling the last function of management?



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Hots

1. D & D Ltd. Is a large manufacturing unit. Recently, the company has conducted the time and motion studies and concluded that on an average a worker could produce 120 units per day. However, it has been noticed that average daily production of worker is in the range of 80-90 units.

Which function of management is needed to ensure that the actual performance is in accordance with the performance as per time and motion studies? State four features of this function of management.



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2. A.S. Ltd.' is a large company engaged in assembly of air-conditioners. Recently the company had conducted the Time and Motion study and concluded that on an average a worker can assemble ten air-conditioners in a day. The target volume of the company in a day is assembling of 1,000 units of air-conditioners. The company is providing attractive allowances to reduce labour turnover and absenteeism. All the workers are

happy. Even then the assembly of air-conditioners per day is 800 units only. to find out the reason the company compared actual performance of each worker and observed through C.C.T.V. that some of the workers were busy in gossiping.

(a) Identify the function of management discussed above.

(b) State those steps in the process of the function identified which are discussed in the above paragraph.



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3. K & K Co. Ltd. Is engaged in manufacturing components. The target production is 200 units daily. The company had been successfully attaining this target until two months ago. Over the last few months it has been observed that daily production varies between 150-170 units.



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4. Rajeev and Sangjeev are managers in the same organisation having different units. While discussing about the function of management. Rajeev says Planning is looking ahead whereas controlling is looking back. But Sanjeev says, Planning is looking back whereas controlling is looking ahead Both are giving reasons in favour of their statements. Explain the possible reasons given by both and justify who is correct.



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5. Babita Ltd. Is engaged in manufacturing machine components. The target production is 250 units per day per worker. The company had been successfully attaining this target until two months ago. Over the last two months it has been observed that daily production varies between 200-210 units per worker.

(a) Name the function of management and identify the step in the process of this function which helped in finding out that the actual production of a worker is less than the

set target.

(b) To complete the process of the function identified in (a) and to ensure the performance as per set targets explain what further steps a manager has to take.



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6. Textile manufacturer Super textiles reported 43% fall in its profits in the fourth quarter ended 31 March 2019, which is beyond the acceptable range 25% decided by the

company. This was due to higher fuel cost and lower yield on account of demonestistaion. the company aims to implement cost saving measures by restructuring contracts and its business processess to meet its targets in the future.

(a) Name the function of management discussed above.

(b) Also identify the explain the steps of the function of management discussed above.



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7. Rudharkshi Ltd. Is engaged in manufacturing high and luxury pens. The target production is 700 units daily. The company had been successfully attaining this target unit three months ago. Over the last few month, it has been observed that daily productions varies between 600-650 units.

(i) Identify the function of management , which has been highlighted in the above context.

(ii) Discuss the first four steps involved in the process of the function identified above.



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Understanding Que

1. Name the function of management with monitoring organisational performance towards the attainment of organisational goals.



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2. Why is controlling called a continuous process?



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3. Mr. Isha Machines was worried as the production had declined during the last three months. He directed the Production Manager to find out the reason. The production Manager ordered the different supervisors to

prepare a performance report of the workers working under them.



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4. Standards are set in quantitative as well as in qualitative terms identify the type of standards when it is set in terms Cost to be incurred.



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5. Which two steps in the process of controlling are concerned with compelling events to conform to the plan ?



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6. What is important while analysing deviations in controlling?



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7. If anything goes wrong with the performance of key activities, the entire organisation suffers. Therefore, the organisation should focus on them. Explain the statement with a suitable example.



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8. You are the manager of Bharti Chemicals Ltd. It is reported to you that postal expenses have increased by 10% over standard rates

and cost of raw materials has increased by 2%.

Which of the two deviation will be more critical to you?



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9. What should be the focal point for a manager while controlling, as controlling at each and every step is not possible?



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10. Planning is looking ahead while controlling is looking back Comment.



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Brain Teaser

1. A company was manufacturing LED bulbs which were in great demand. It was found that the target of producing 300 bulbs a day was not met by the employees. On analysis , it was

found company was not able to achieve the set targets and alternative arrangements were needed. workers were required out of which 8 would work as heads of different departments and 10 would work as subordinates under each head. the required qualification and job specification were also enlisted. it was also decided that necessary relaxation should be given to encourage women, persons from backward and rural areas and persons with special abilities to assume responsible positions in the organisation All efforts were made to match the ability of the applicants

with the nature of work.

(a) Identify the functions of management discussed above.

(b) State the two steps in the process of each function discussed in the above para.

(c) List any two values which the company wants to communicate to the society .



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2. Airtech Ltd. Is manufacturing mobile phones both for domestic Indian market and for

export. It had enjoyed a substantial market share and also had a loyal customer following. But lately it has been experiencing problems because its targets have not been met with regard to sales and customer satisfaction. Also mobile in India has grown tremendously and new players have come with better technology and pricing. This is causing problems for the company. It is planning to revamp its controlling system and take other steps necessary to rectify the problems it is facing.

(a) State any two benefits the company will derive from a good control system.

(b) Give the steps that the company should follow to remove the problems it is facing

(c) How can the company relate its planning with control in this line of business to ensure that its plans are actually implemented and targets attained?



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Self Evaluation Test

1. Standards are set in quantitative as well as in qualitative terms. Identify the type of standards when it is set in terms of time to be spent.



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2. How does controlling help in better planning for future?



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3. What should be the focal point for a manager while controlling , as controlling at each and every step is not possible?



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4. Explain the concept of Controlling. Is controlling the last function of management ? Explain.



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5. A control technique should check each and every activity in an organisation Do you agree?

Give reasons.



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6. After setting the performance standards the next step in the controlling process is the measurement of actual performance. Explain this step in the process of controlling.



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7. Explain Taking corrective action as a step of controlling process.



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8. An attempt to control everything results in controlling nothing Explain with example.



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9. Describe briefly the relationship between controlling and planning.



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10. State any five points that highlight the importance of controlling function of management.



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