



BUSINESS STUDIES

BOOKS - ARIHANT BUSINESS STUDIES (HINGLISH)

CONTROLLING

Check Point 1

1. Where does controlling find application ?



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2. Controlling is the last managerial function.

Comment



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3. How does controlling facilitate coordination
?



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4. What factors might cause failure of controlling ?



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Check Point 2

1. What is sample checking ?



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2. List the methods for measurement of actual performance.



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3. How can comparison be made easier ?



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4. Suggest corrective action when material and process are defective



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Ncert Folder Multiple Choice Questions

1. An efficient control system helps to

- A. accomplishes organisational objectives
- B. boosts employee morale
- C. judges accuracy of standards
- D. All of the above

Answer: D



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2. Controlling function of an organisation is

- A. forward looking
- B. backward looking
- C. forwards as well as backward looking
- D. None of the above

Answer: C. forwards as well as backward looking



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3. Management audit is a technique to keep a check on the performance of

A. company

B. management of the company

C. shareholders

D. customers

Answer: B. management of the company



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4. Budgetary control requires the preparation of

- A. training schedule
- B. budgets
- C. network diagram
- D. responsibility centres

Answer: B. budgets



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5. Which of the following is not applicable to responsibility accounting ?

A. Investment centre

B. Accounting centre

C. Profit centre

D. Cost centre

Answer: D. Cost centre



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Ncert Folder Short Answer Type Questions

1. Explain the meaning of controlling



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2. Planning is looking ahead and controlling is looking back. Comment

OR 'Planning looks ahead and controlling looks back.' Comment



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3. An effort to control everything may end up in controlling nothing'. Explain

OR If a manager tries to control everything, he may end up in controlling nothing'. Explain



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4. Write a short note on budgetary control as a technique of managerial control



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5. Explain how management audit serves as an effective technique of controlling



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Ncert Folder Long Answer Type Question

1. Explain the various steps involves in the process of controlling.

OR What is meant by controlling ? Describe the steps in the process of controlling

OR 'Controlling is a systematic process

involving a series of steps'. State the steps involved in the process.



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2. Explain the techniques of managerial control



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3. Explain the importance of controlling in an organisation. What are the problems face by

the organisation in implementing an effective control system ?



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4. Discuss the relationship between planning and controlling



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Cash Problem

1. A company 'M' Ltd. is manufacturing mobile phones both for domestic Indian market as well as 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 market 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) Identify the benefits the company will derive from a good control system.

(b) 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 ?

(c) Give the steps in the control process that the company should follow to remove the problems it is facing.



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Chapter Practice Multiple Choice Question

1. Managerial control implies the measurement of accomplishment against the standard and the correction of deviations to assure attainment of objectives according to plans." This definition has been given by

A. Koontz and O'Donnell

B. Peter Drucker

C. Henry Fayol

D. Chester Barnard

Answer: A. Koontz and O'Donnell



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2. Which of the following describes the nature of controlling ?

- A. Goal -oriented process
- B. Pervasive function
- C. Continuous process
- D. All of the above

Answer: D. All of the above



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3. Controlling provides direction to all activities and each department and employee is governed by predetermined standards, which helps is governed by predetermined standards, which helps in establishing... among them

A. organising

B. directing

C. planning

D. co-ordination

Answer: D. co-ordination



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4. Which of the following factor(s) is/are beyond the control of an organisation ?

A. change in government policies

B. change in technology

C. Competition level

D. All of the above

Answer: D. All of the above



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5. Controlling is a pervasive function because it is performed

A. in all organisations whether profit making or non-profit making

B. at all levels of management to ensure that the work at every stage is performed as planned.

C. goal -oriented process

D. Both (a) and (b)

Answer: D.



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6. Which of the following is not an importance of controlling ?

- A. Judging accuracy of standards
- B. Effective use of resources
- C. Ensures order and discipline
- D. Exploitation of resources

Answer: D. Exploitation of resources



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7. Sales volume, sales expenses, advertising expenses are the part of ... standards

A. production

B. marketing

C. HR

D. finance

Answer: B. marketing



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8. In controlling process, the next stage of setting performance standards is

A. measurement of actual performance

B. comparing actual performance with standards

C. analysing deviations

D. taking corrective action

Answer: A.measurement of actual performance



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9. Under controlling of HR area, corrective action must be taken for

A. high labour turnover rate

B. low labour turnover rate

C. zero labour turnover rate

D. low labour absenteeism

Answer: A. high labour turnover rate



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10. 'Taking corrective actions" is the final step in the process of controlling, in which the managers takes corrective measures to bring back everything on track. Sometimes even after best efforts, if deviations cannot be corrected then what should be done ?

A. Revise the standards

B. Fire the managers

C. Shut the company

D. None of the above

Answer: A. Revise the standards



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11. Taking corrective action' is step in process of controlling

A. first

B. second

C. third

D. last

Answer: D. last



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12. 'Planning is guided by past experience and corrective actions taken in the controlling prcoess. Thus, it is regarded as...'

A. backward looking function

B. forward looking function

C. pervasive function

D. None of the above

Answer: A. backward looking function



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13. In controlling process, while setting performance standards, standards can be set

A. in quantitative terms only

B. in qualitative terms only

C. Both (a) and (b)

D. in subjective terms

Answer: C. Both (a) and (b)



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**Chapter Practice Very Short Answer Type
Question**

1. Which function of management completes the management cycle ?

OR

Which function of management ensures that actual activities confirm to planned activities ?

OR

Which function ensures accomplishment of work according to plans ?

OR

Name the function which reviews the operations in a business unit



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2. Why it is said that controlling is a continuous activity ?



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3. State any two points in the context of importance of controlling



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4. Which system enables a manager to verify whether the standards set are accurate and objective ?



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5. How can make efficient use of resources ?



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6. Give two examples for each qualitative and quantitative standard



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7. Give an explanation as to, why there is a little control on external factors ?



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8. Why is control resisted by employees ?



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9. State some of the disadvantages of controlling



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10. Which two functions of management are closely related with each other ?



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11. Enumerate first two steps in the process of controlling



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



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13. In which situation, the need of taking corrective action arises ?



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14. What do you mean by KRAs ?



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15. What is meant by sample checking ?



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16. What is meant by 'deviation' in controlling ?



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17. What is important while analysing deviations in controlling ?



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18. Name the concept, which suggests that only significant deviations which go beyond the permissible limit should be brought to the notice of management

or

Which principle of management control

suggests that the routine problems should be left to the subordinates ?

or

Which principle of management control suggests that an attempt to control everything results in controlling nothing ?

or

The operations manager set a limit of 5% deviation in production and decided to take corrective action only if deviations occurred beyond 5%. Name the controlling principle applicable here



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19. What should be done while 'taking corrective action' in the process of controlling, when especially in the important areas, deviations go beyond the acceptable range ?



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20. State why is actual performance compared with standards in the process of controlling



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21. Isha Machines was a renowned name for quality sewing machines since 1960. Mr Suresh, the owner of 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.

Identify the step taken by the production

manager in the controlling function of management



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Chapter Practice Short Answer Type Questions

1. How does controlling help in decision - making? Illustrate your answer with a suitable example



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2. Discuss the nature of controlling



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3. Which function of management ensures a manager that activities in an organisation are performed as per plans ? Name and state some points of its importance.



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4. Explain how controlling helps in

(i) Making efficient use of resources

(ii) Improving employees' motivation



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5. Enumerate the following limitations of controlling

(i) Difficulty in setting quantitative standards

(ii) Resistance from employees



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6. Explain how controlling helps in

(i) Accomplishing organisational goals

(ii) Judging accuracy of standards



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7. How is control related with planning ?



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8. Name the two situations in which corrective action is not required



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9. Which main standards are used in various functional areas ?



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10. Controlling is a systematic process involving a series of steps'. Do you agree ?

Discuss it briefly



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11. What is feedback in controlling ?



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12. 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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13. State three benefits of the principle of critical point control



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14. Explain how 'management by exception' helps in the controlling process



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15. Explain how 'critical point control' helps in the controlling process



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16. 'The control process involves initially establishing standards and thereafter measuring and comparing performance'.

Discuss these three steps in details.

or

ABC Ltd wants to expand its product line. But for its effective working, they need to follow certain steps. State these steps.



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17. Control implies taking action'. Explain



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18. Controlling is looking back'. Explain



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19. Controlling provides direction to all activities and efforts for achieving

organisational goals'. Which importance of controlling is referred here ? Discuss it briefly.



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20. You are a management guru. In your opinion, is controlling the last function or the beginning of the process of management ?



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21. XYZ Ltd is a manufacture of wall clock and the company is opting a good control system in order to achieve the targets on time. In context of this, give some of the advanatges of controlling



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22. In KCF Ltd, a food joint, it is being observed that sales are declining day-by-day as the company is not able to produce products as

per the satisfaction of customers. Suggest, if the company impose a control system, it would be effective or not.



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23. ILT Ltd is a small enterprise. Suggest whether this company can afford to install an expensive control system or not.



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24. You are the manager of a tyre manufacturing company. If it is reported to you that postal expenses have increased by 20% and cost of raw materials by 2%, which of the two deviations is more critical to you. Give reason



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25. An ideal control technique is the one that checks every bit of performance'. Comment





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26. Explain any four points of importance of the controlling function of managements



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Chapter Practice Long Answer Type Question

1. There is a close and reciprocal relationship between planning and controlling'. Explain the statement.

or

Planning and controlling are interrelated and interdependent activities.

or

Explain the relationship between planning and controlling

or

Explain briefly the relationship between controlling and planning

or

Explain the relationship between planning and controlling

or

'Planning and controlling are inseparable twins of management', how ?



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2. Describe briefly the steps in the process of controlling

or

Controlling is a systematic process involving a series of steps. State the steps involved in the process.

or

Explain the various steps involved in the process of controlling

or

Explain the prcoess of controlling



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3. Controlling is an indispensable function of management'. Do you agree ? Give four reaons in support of your answer.

or

State any five points that highlight the

importance of controlling

or

Explain briefly and five points which highlighting the importance of controlling

or

You are a management guru. You have been asked by a business firm to make its manager understand the importance of controlling. Give any four arguments.



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1. Damage Control at Sterling Courier Sterling Couries Systems based in Hendon, Virginia is a provider of same-day-delivery services. Although Sterling may do everything right to meet its delivery commitments, it relies on commercial airlines to transport its parcels, and occasionally fails to meet its deadlines. Delays are usually a result of packages being misplaced in airlines' tracking systems. Such incidents are beyond Sterling's control. But

from the customer's vantage point, the failure is Sterling's problem.

To control the damage created by such delays, Sterling had to take some corrective measures.

For example, for several months in late 1990 and early 1991 several Sterling deliveries disappeared in transit. The packages turned up later, but the customers had already suffered financial losses. Yet because the packages were eventually recovered, neither insurance nor the airlines was liable. The decision for president Glenn Smoak was whether to compensate the customers for

their losses or simply not to charge them for the shipment. Smoak concluded that customers for their losses or simply not to charge them for the shipment. Smoak concluded that not charging for the shipment was an inadequate response, given the suffered downtime. By paying the \$30,000 in losses would push the then-five-year-old \$5 million company into a loss for the quarter. Smoak's decision was to pay out the \$30,000 in gratis service, the customer stayed, and Sterling continues to grow.

Source Stoner, A.F. James, R.Edward Freeman

and Daniel R. Culbert, Jr., Management, Prentice-Hall of India Pvt. Ltd, 1998

Identify the function of management discussed in the given case



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Why do you think this function is important for any organisation ?



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1. Control Through Computer Monitoring

Managers at a New York City import-export company suspected that two employees were robbing it. Corporate Defense Strategies (CDS) of Maywood, New Jersey, advised the firm to install a software program that could secretly log every single stroke of the suspects' computer keys and send an encrypted e-mail report to CDS. Investigators revealed that the two employees were deleting orders from the corporate books after processing them,

pocketing the revenues, and building their own company from within. The programme picked up on their plan to return to the office late one night the steal a large shipment of electronics. Police hid in the rafters of the firm's warehouse, and when the suspects entered, they were arrested. The pair was charged with embezzling \$ 3 million over two and a half years, a sizable amount of revenue for a \$ 25 million -a-year firm.

Source Hellriegel Don, Susan. E. Jackson and John W. Slocum Jr., Management : A competency based Approach, Thompson, 2002,

chap. 19, p. 526

With reference to the above case, explain the concept of controlling



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Exlpain why controlling sometimes become ineffective



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Case Studies 3

1. Control System at FedEx

FedEx operates an \$18 billion delivery system from its eight U.S. and seven international hubs. It operates more than 630 airplanes, 42,500 vehicles, and 44,400 drop-off locations. It delivers more than three million express packages to customers in more than 200 countries. Effective control was one of the key to FedEx's increased profits during the past decade.

An important part of the control system was the ability to track customers' parcels at each

stage of collection, shipment and delivery. Also, at FedEx, its controls help identify which customers generate the greatest profits and which eventually end up costing the company. FedEx closes accounts that aren't profitable to serve, such as those in small, widely scattered locations.

The Internet has enabled FedEx to attract and hold new customers by providing them with crucial information as needed. Customers can log onto the Internet to follow the progress of their packages. By providing timely information about services and costs, along

with parcel progress to its customers, FedEx has been able to expand rapidly its customer base. More than 2.5 million customers are connected electronically with FedEx.

Source Hellriegel Don, Susan E. Jackson and John W. Slocum, Jr., Management : A Competency based Approach, Thompson, 2002

With reference to the above case, explain the steps involved in the process of controlling



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1. How Saco Defense Controlled the Situation ?

At Saco Defense, lack of quality had created a crisis. When the government shut it down because it wasn't meeting quality standards, Saco brought back a TQM programme that had restored quality, increased production, and decreased costs. Based in Saco, Maine, the 178-year-old defense company was unable to adhere to the U.S. Navy's quality standards. Although Saco's weapons worked well, the government questioned the company's quality

practices and policies. For example, if an employee discovered a defective bolt near the completion of an assembly process, the operator would replace the bolt but not document the problem. The presence of one defective bolt might mean that others from the same supplier or batch were also bad but were going undetected. Without follow-up, the underlying materials problem would not be identified and resolved.

To solve these problems Saco Defense went through an organisational transformation.

The key elements were : (1) empowering

employees by giving them the responsibility and accountability for their performance, including the authority to halt production to correct problems: (2) forming work cells, that is, small businesses within the company that manage their production with limited supervision, and (3) reducing the workforce from 760 to about 450 employees and eliminating several layers of management. In addition, ongoing improvement projects at the company range from reducing cycle time and product cost to implementing programmes for skill integration. Productivity has increased,

turnover is down, and the company plans to expand its international business.

Source Stoner, A.F. James, R. Edward Freeman and Daniel R. Culbert, Jr., Management, Prentice-Hall of India Pvt. Ltd., 1998 (Ref: Joyce E. Santora, 'A Quality Program Transforms Saco Defense', Personal Journal, May 1993)

Which step of controlling is reflected in para 2 of the above case ? Explain



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2. How Saco Defense Controlled the Situation ?

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E. Santora, 'A Quality Program Transforms Saco
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Explain the principles that are followed while
taking corrective action



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Case Studies 5

1. Rajeev and Sanjeev are managers in the same organisation heading different units. While discussing about the functions of management, Rajeev says that 'Planning is looking ahead whereas controlling is looking back'. But Sanjeev says, 'You are wrong because 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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Case Studies 6

1. PQR Ltd. Is engaged in manufacturing machine components. The target production is 200 units per day. 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 150-170 units.

Identify the management function to rectify the above situation



2. PQR Ltd. Is engaged in manufacturing machine components. The target production is 200 units per day. 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 150-170 units.

Briefly state the procedure to be followed so that the actual production may come up to the target production



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Case Studies 7

1. XYZ Ltd is a leading manufacture of bone china cups. Recently, the company had conducted a comparative analysis, concluded that on an average, workers could produce 120 units per day. However, it has been noticed that they were producing only 80-90 units per day, due to lack of resources and obsolescence of machinery.

What steps will you suggest to ensure that the actual performance is in accordance with the planned targets ?



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2. XYZ Ltd is a leading manufacture of bone china cups. Recently, the company had conducted a comparative analysis, concluded that on an average, workers could produce 120 units per day. However, it has been noticed that they were producing only 80-90 units per

day, due to lack of resources and obsolescence of machinery.

Who is responsible for the non-completion of work ?



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Case Studies 8

1. The manager of production department of Allistar Pvt Ltd, engaged in manufacturing of pens, is of the opinion that even the minutest

deviation should be emphasised upon and corrective action should be taken immediately.

Do you agree with his opinion. Give reasons



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2. The manager of production department of Allistar Pvt Ltd, engaged in manufacturing of pens, is of the opinion that even the minutest deviation should be emphasised upon and corrective action should be taken immediately.

Explain the advantages of using critical point control



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Case Studies 9

1. Kapil & Co. is a large manufacturing unit. Recently the company had conducted time and motion studies and concluded that on an average, a worker could produce 300 units per day. However, it has been noticed that the

average daily production per worker is in the range of 200-225 units.

Name the function of management and identify the steps in the process of this function which helped in finding out that the actual production of a worker is less than the set target.



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2. Kapil & Co. is a large manufacturing unit. Recently the company had conducted time

and motion studies and concluded that on an average, a worker could produce 300 units per day. However, it has been noticed that the average daily production per worker is in the range of 200-225 units.

To complete the process of the function identified in (1) and to ensure the performance as per time and motion studies, explain what further steps a manager has to take ?



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Self Assessment Multiple Choice Question

1. Which standards (s) is/are used in production?

A. Quality Standards

B. Quantity Standards

C. Cost Standards

D. All of the above

Answer: D. All of the above



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2. Marketing department of an organisation may be classified as

- A. a cost centre
- B. a revenue centre
- C. an investment centre
- D. None of the above

Answer: B. a revenue centre



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3. Which of the following is the technique of measurement of performance ?

A. Personal observation

B. Sample checking

C. Performance reports

D. All of the above

Answer: D. All of the above



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4. is often referred to as control by exception

A. Deviation

B. Management by exception

C. Feedback

D. Critical point

Answer: B



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5. Which of the following is an advantage of critical point control and management by exception ?

A. Saves time

B. Better utilisation of managerial talent

C. Facilitates delegation of authority

D. All of the above

Answer: D. All of the above



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Self Assessment Very Short Answer Type Question

1. What is meant by Key Result Areas in the context of controlling ?



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2. Which two steps in the process of control are concerned with compelling events to confirm to plant ?



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3. Why is planning an empty exercise without controlling ?



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4. In an organisation, there was a task to produce 100 chairs but employees of that organisation could produce only 60 chairs. Is there a positive deviation or a negative deviation ?





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Self Assessment Short Answer Type Questions I

1. In which function of management, actual performance is compared with planned performance ? Explain any three features of this function



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2. State three aspects of an organisation which are not measurable in specific terms yet affect the working significantly



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Self Assessment Short Answer Type Questions li

1. If you try to control everything, you may end up in controlling nothing'. Discuss.



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2. Control is forward looking or backward looking'. Justify



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Self Assessment Long Answer Type Question I

1. Explain to a newly appointed manager, how he has to carry out the process of control



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Self Assessment Long Answer Type Question li

1. Controlling process always ensures achievement of goals. Do you agree ? Give reasons.



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**Cbse Examinations Archive Very Short Answer
Type Question**

1. Isha Machines was a renowned name for quality sewing machines since 1960. Mr Suresh, the owner of 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.

Identify the step taken by the production manager in the controlling function of management



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2. What should be done while 'taking corrective action' in the process of controlling when especially in the important areas deviations go beyond the acceptable range ?



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3. Why it is said that controlling is a continuous activity ?



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4. What is important while analysing deviations in controlling ?



[View Text Solution](#)

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



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Cbse Examinations Archive Short Answer Type Question

1. Explain any four points of importance of the controlling function of management



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2. 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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3. Explain how 'management by exception' helps in the controlling process



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4. Explain how 'critical point control' helps in the controlling process



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5. Explain how controlling helps in

(i) Accomplishing organisational goals

(ii) Judging accuracy of standards



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6. Explain how controlling helps in

(i) Making efficient use of resources (ii)

Improving employees' motivation



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7. Planning and controlling are inseparable twins of management'. How ?

or

'There is a close and reciprocal relationship between planning and controlling. Explain this statement



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8. Seeta, Geeta and Babita Ltd is engaged in manufacturing machine components. The target of 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.

(i) 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.

(ii) To complete the process of the function identified in and to ensure the performance as per set targets, explain what further steps a

manager has to take ?

or

Kapil and Kamal Company is a large manufacturing unit. Recently, the company had conducted time and motion studies and concluded that on an average, a worker could produce 300 units per day. However, it has been noticed that the average daily production of a worker is in the range of 200-25 units

(i) 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.

(ii) To complete the process of the function identified in and to ensure the performance as per time and motion studies. explain what further steps a manager has to take ?



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1. Describe briefly the steps in the process of controlling

or

Explain the various steps involved in the process of controlling

or

Controlling is a systematic process involving a series of step. State the steps involved in the process

or

Explain the various steps involved in the process of controlling

or

Explain the process of controlling



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2. Explain the relationship between planning and controlling

or

Explain controlling as a function of management. How are controlling and planning related ?



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