

CHAPTER- CONTROLLING

HOTS:

1. 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.
 - 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.
2. Which two steps in the process of control are concerned with compelling events to conform to the plan?
3. "A control technique should check each and every activity in an organization." Do you agree?
4. Rajeev and Sanjeev are managers in the same organization having different units. While discussing about the function of management, Rajeev says "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 favor of their statements.

Explain the possible reasons given by both and justify who is correct.
5. Is controlling 'the end' of management functions cycle? Give reason in support of your answer.

VALUE BASED QUESTIONS:

6. In controlling process, standards were set according to the efficiency of the average employee. Which value has been kept in mind while setting the standards?
7. On coming to know the negative deviations, fines are imposed on employees. Which value is being violated here?
8. In company employees achieved quantitative standard but could not attain qualitative standards.

Which values have been ignored here?

9. A manager observes that an old employee is not doing the required work. Manager scolds him rudely without asking him the reasons. In your view how the manger should have behaved and which values he should have kept in the mind?
10. A supervisor observes that during working hours some employees were busy in gossiping instead of working. In spite of instructions they did not start working. When the matter was brought to the notice of management the union threatened to go on strike. In your view was the behavior of employees and the union justified.

VERY SHORT ANSWER TYPE QUESTIONS:

11. Name the function of management which is concerned with monitoring organisational performance towards the attainment of organizational goals.
- or
- Name the function of management under which performance is compared with standards.
- or
- Name the function of management which reviews the operations in a business unit.
12. Give meaning of the term 'Deviation' as used in the control function of management.
13. You are the manager of Asfia 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 deviations will be more critical to you?
14. Name the two principles of management control.
15. Chakde Ltd. produces safety pins on a mass scale. The company's policy is that at most 2% of the daily production could be defective. Over a three months period, it has been observed that 8-10% of the production is defective. The cause of deviation found is defective machinery.
- What corrective action should be taken by the management?
16. Give two examples of quantitative standards which are set in controlling function of management.
17. Give two examples of qualitative standards which are set in controlling function of management.

18. Name any two techniques for measurement of performance in controlling.
19. "Measurement of performance should be done after the task is completed." Do you agree?
20. What is "sample checking" in the context of management control?
21. What is important while analyzing deviations in controlling?
22. When there is no need to take corrective action/
23. What should be done in case the deviation cannot be corrected through managerial action?