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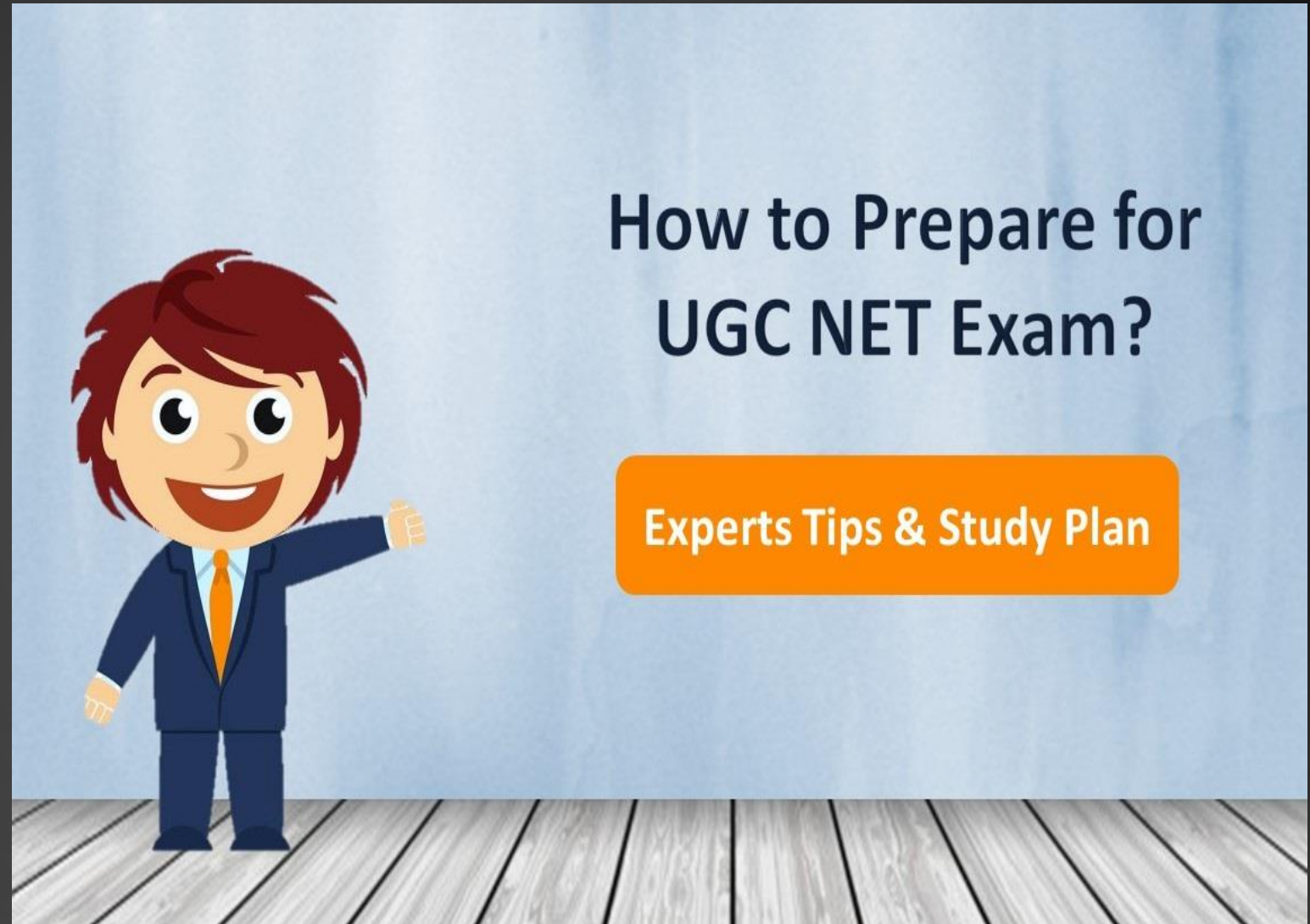
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MANAGEMENT
SECOND PAPER - II



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DISCUSS

- I. Management
- II. Organizational Behaviour
- III. Human Resource Management
- IV. Financial Statements
- V. Financial Management
- VI. Strategic Management
- VII. Consumer and Industrial Buying Behavior
- VIII. Statistics for Management
- IX. International Business
- X. Entrepreneurship Development





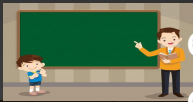
UNIT - 1

MANAGEMENT AND ITS FUNCTION

CONTROLLING

Acc. To **HANRY FAYOL OR HERALD KOONTZ** “controlling is the measurement and correcting of performance in order to make sure that enterprise objectives and the plans decided to attain them are accomplished.”







Feature of controlling

- Control looks forward as it aims at controlling and also a
- Backward looking process and constantly looking put performance
- It is continues process, integrated, managerial level from bottom till top



Significance of controlling

- Accomplishment of organisation goal
- Promotes better coordination
- Efficient use of resources
- Employees motivation is enhanced
- Enhances delegation



CONTROL PROCESS



○ A basic control process involves mainly these steps :

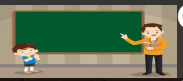
1. Establishment of Standards
2. Measurement of Performance
3. Compare Performances
4. Taking Corrective Actions





Process of controlling

- Establishing performance standard
- Measuring actual performance
- Comparison of standards and actual performances
- Analysing derivations
- ✓ Critical point control (CPC)
- ✓ Management by exception (MBE)
- ✓ Taking correction action





Causes

- Outdated machinery
- Defects in manufacturing process
- Defect in material used
- Abnormal physical condition

Corrective action

- Up graduation of outdated technology
- Modify the quality benchmark for material
- Modify specification standards
- Modify and improve the environment





Techniques of controlling

- Direct observation and surveillance
- Financial statements
- Budgetary control
- Break even analysis (BE)
- Return on investment (ROI)
- Management by objectives (MBO)
- Management information system (MIS)
- PERT/CPM techniques
- Self control



Phases of controlling function

Planning

Programming

Result
checking

Shifting
analysis

Corrective
action

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FEEDBACK



**THANK
YOU**

Agarwal

MANAGEMENT PAPER -II

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