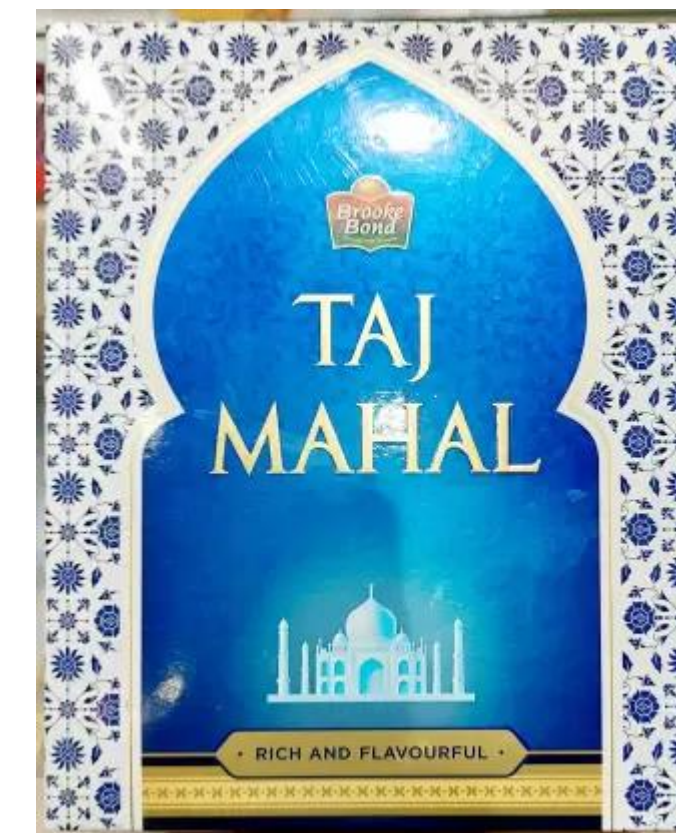


Controlling

How these companies sustain the tastes



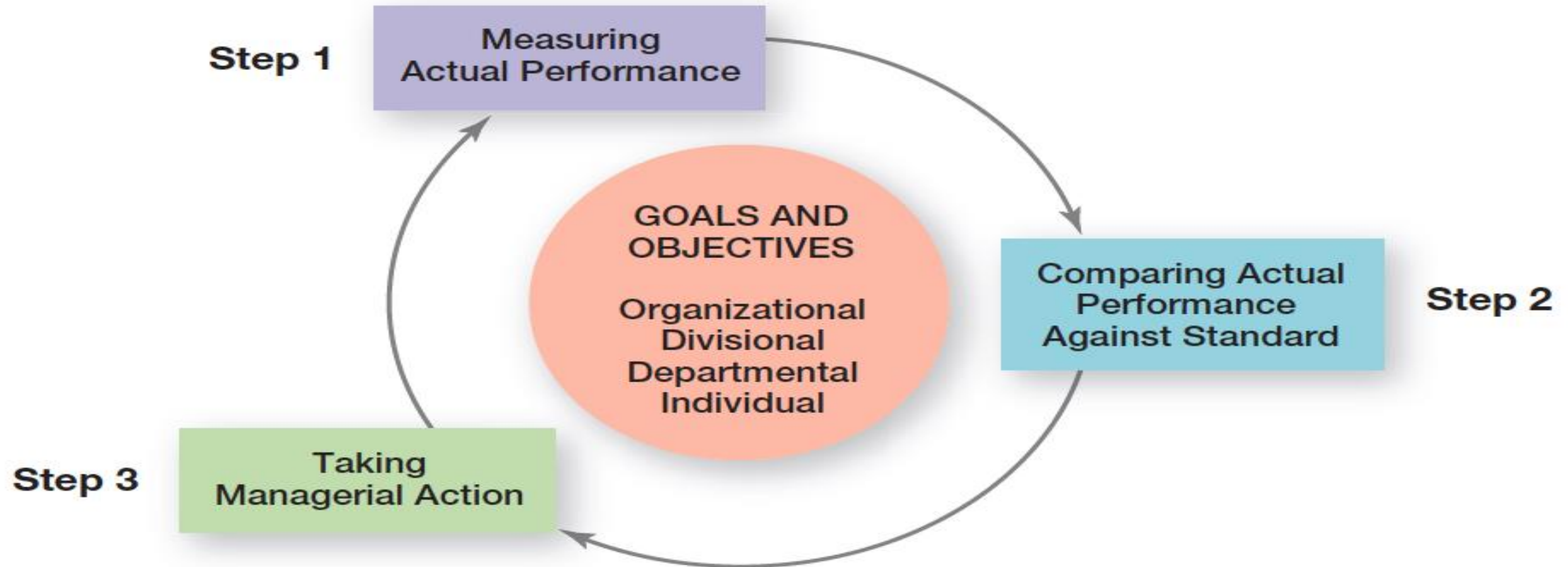
What Is Controlling?

- **Controlling** – the process of monitoring, comparing, and correcting work performance.
 - The Purpose of Control
 - To ensure that activities are completed in ways that lead to the accomplishment of organizational goals.

Planning-Controlling Link

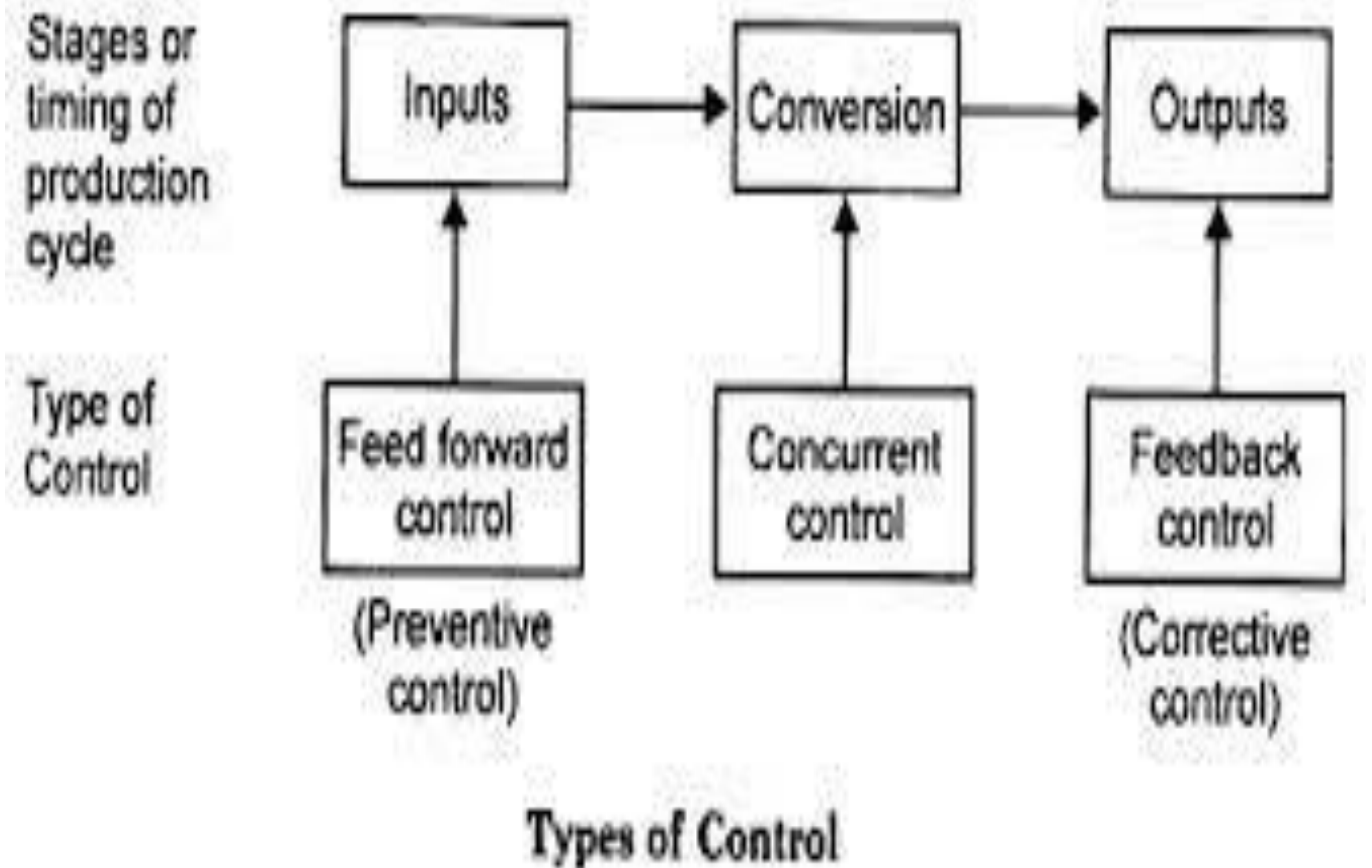


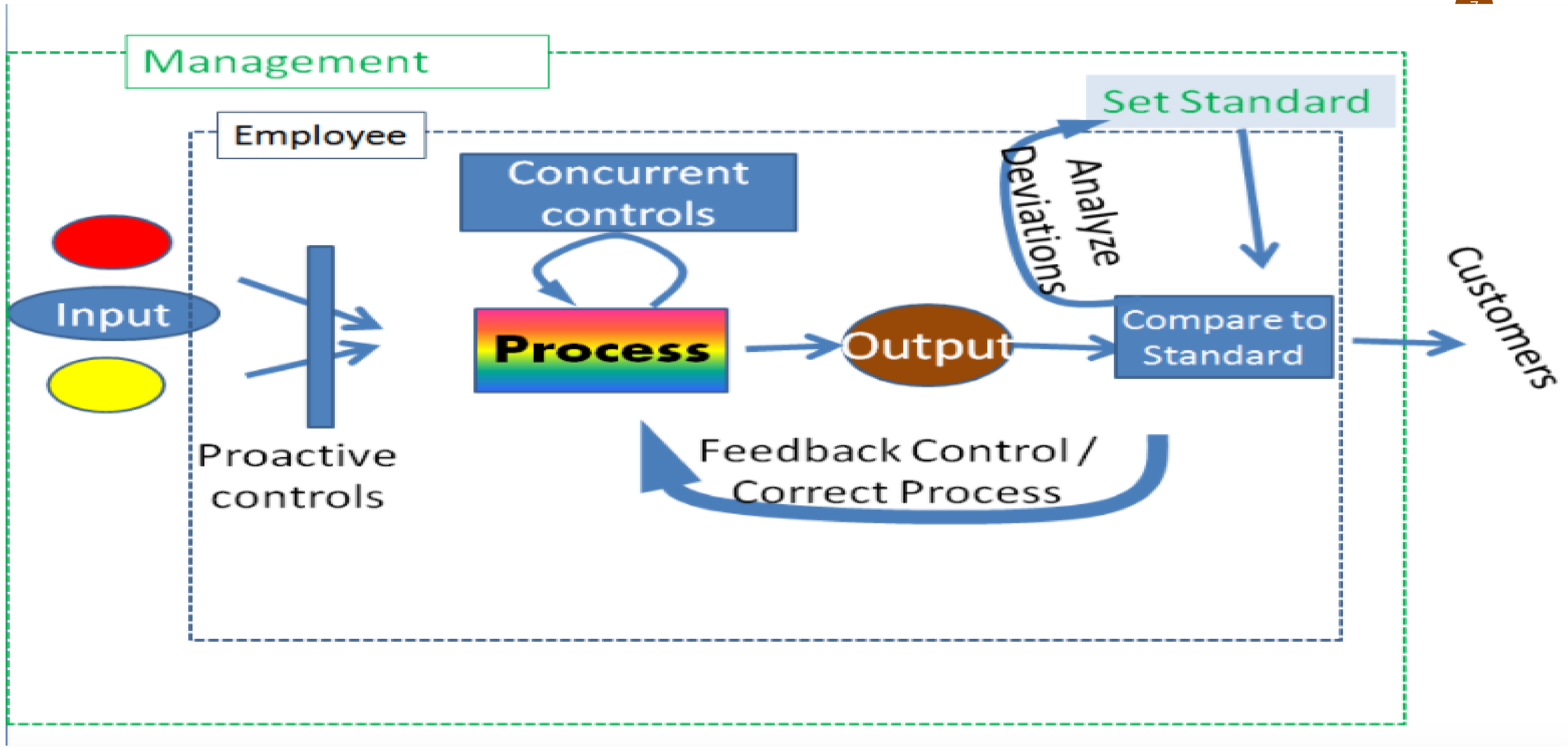
The Control Process



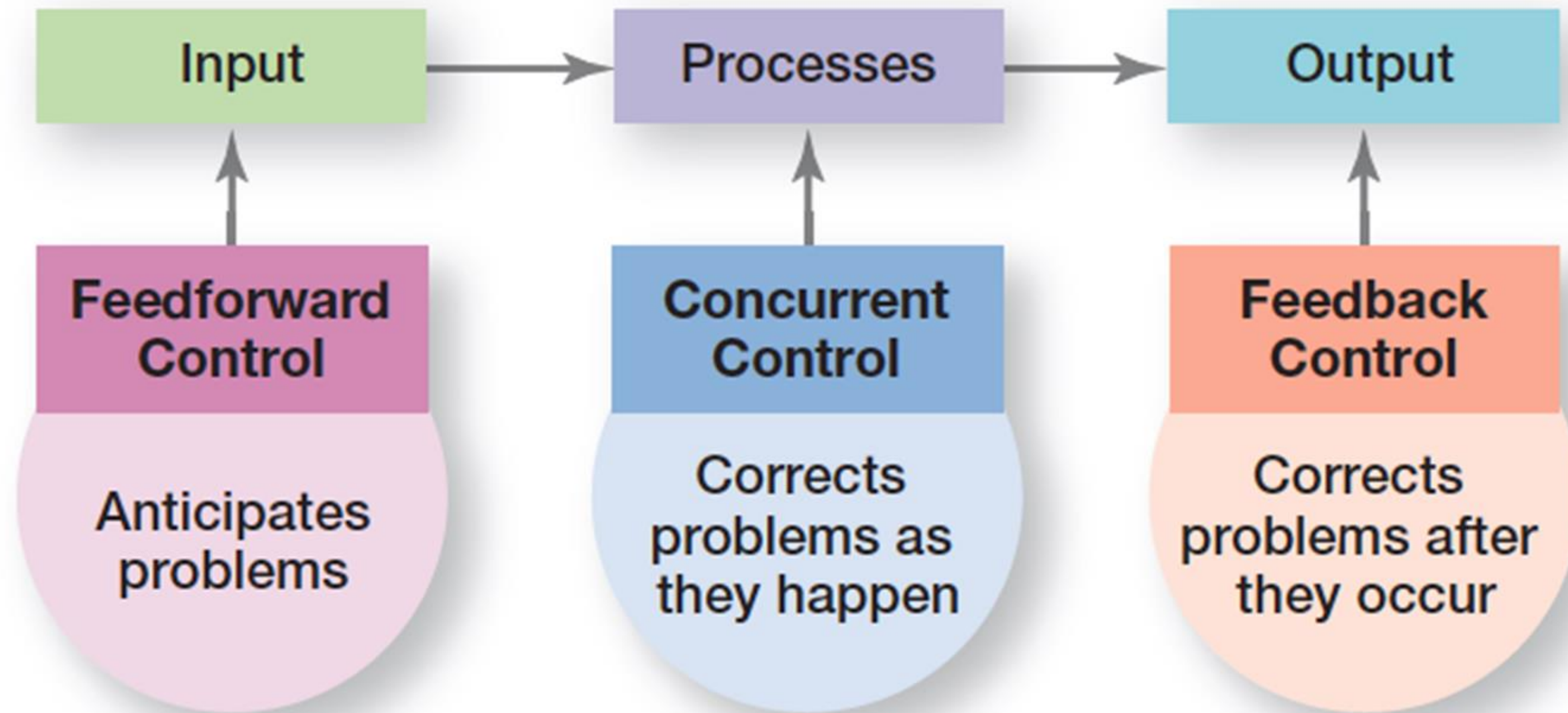
TYPES AND STRATEGIES

1. Feed forward Controls
2. Concurrent Controls
3. Feedback Control
4. Direct Control
5. Preventive Control

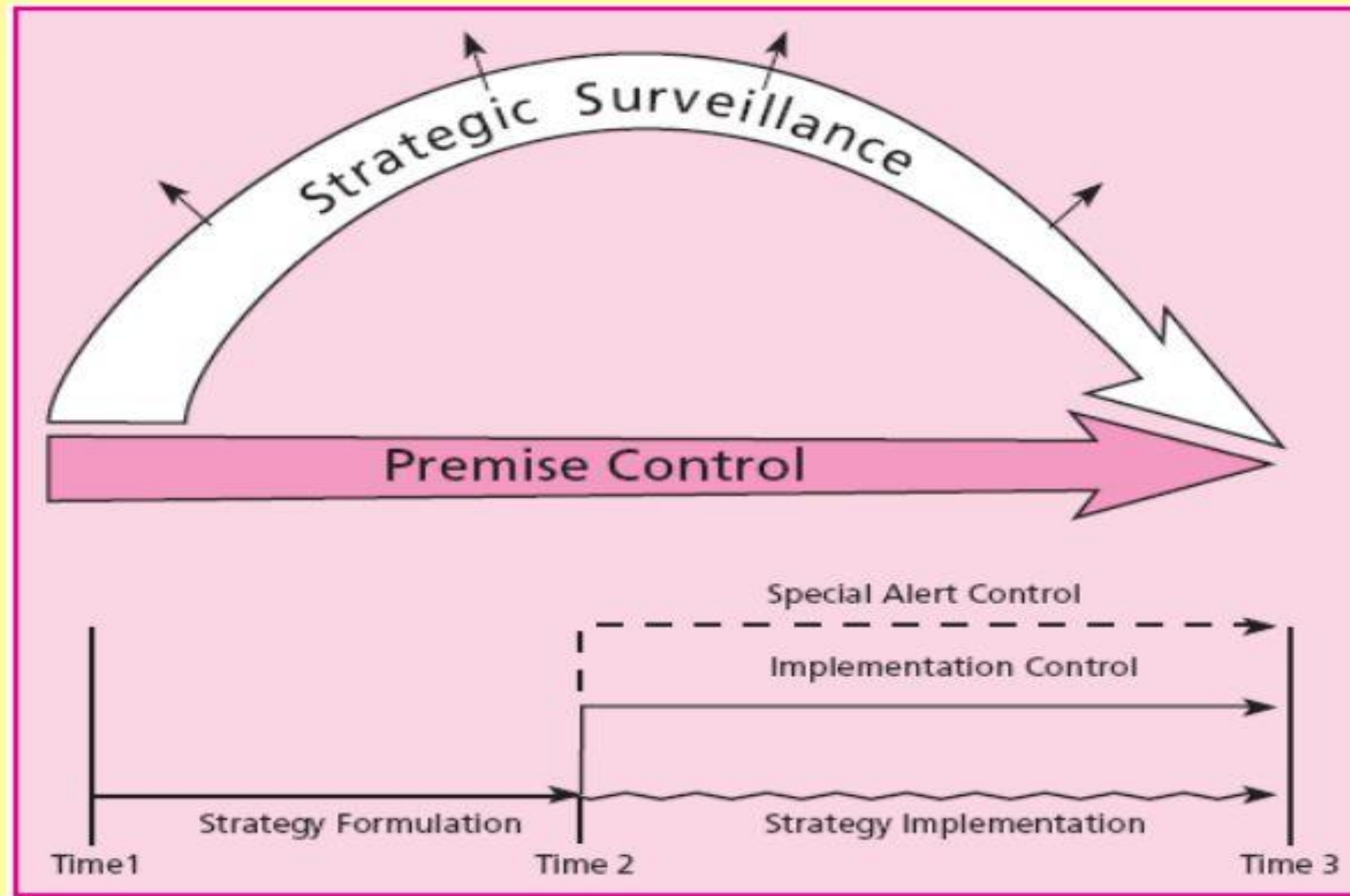




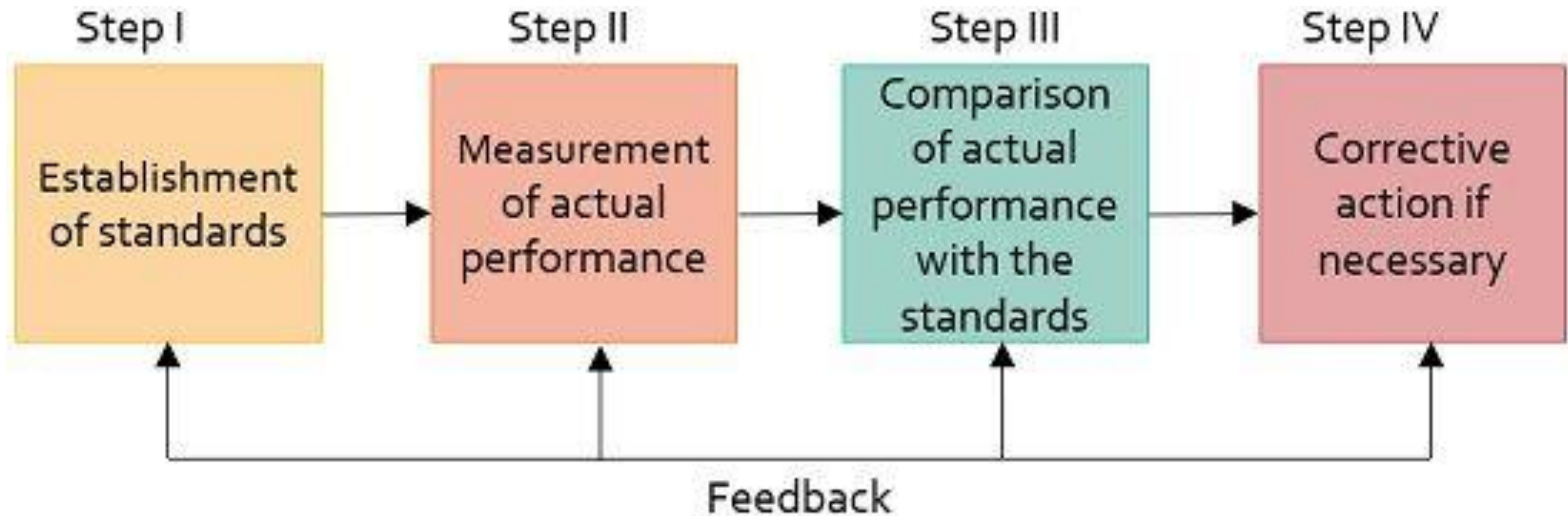
Types and strategies of Control



Four Types of Strategic Control



Steps in Controlling



Controlling Techniques

Budgetary

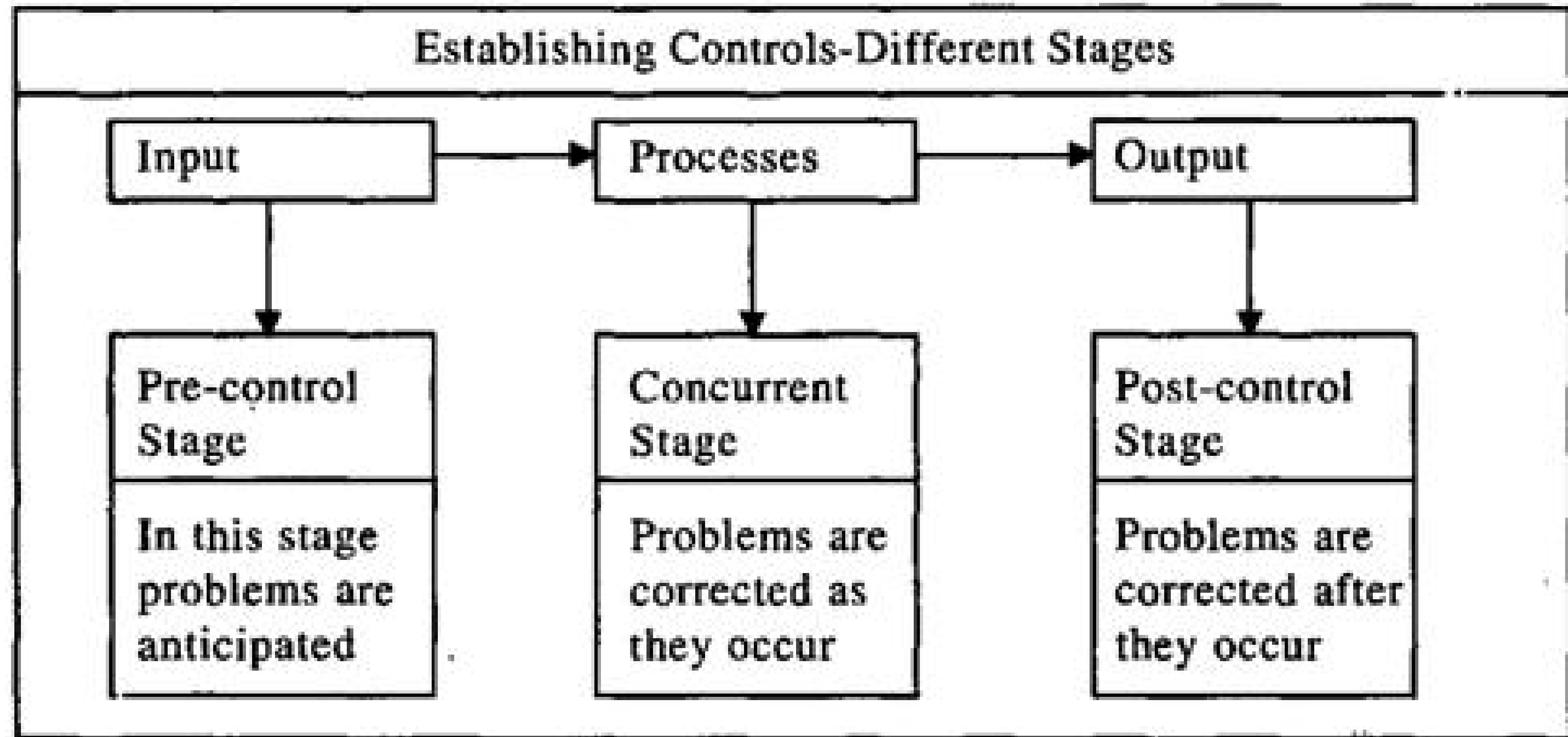
- Master Budget
- Functional Operating Budget
- Fixed and Flexible Budget
- Short range and long range
- Performance Budget
- Zero Based Budgeting

Non Budgetary

- Standard Costing
- Break Even Analysis'
- Operational Internal Audit
- PERT and CPM
- ROI
- MIS
- Benchmarking

Characteristics of Effective Control

1. Integration with Planning
2. Flexibility
3. User friendly
4. Corrective Actions
5. Accuracy
6. Timeliness
7. Strategic Focus
8. Economy
9. Reasonable Criteria
10. Multiple Criteria



Control Frequency and Control Methods

Control Frequency

- Control frequency is refers to how frequently the controls need to be exercised within a given period of time.

Factors

- The quality expectations
- Process speed
- Scope for corrections
- Project cost
- Urgency
- Any other factor affecting the cost, quality, time, and service

METHODS

1. Constant Controls
2. Periodic Controls
3. Occasional Controls

Constant Control

a) Self control b) Clan control (group control) c) Standing Plans (imposing policies, procedures and rules to improve employees behaviour).

Periodic controls

a) Regular Meetings and Reports b) Budgets c) Audits [AUDITS:- 1. Accounting audits 2. Management audits]

Occasional Controls

a) Observation (cameras, electronic devices, Management By Walking around) b) Exception Principle (gives authority to employees to interact with manager directly) c) Special Reports (requesting special reports from employees) d) Project Control (associated with projects and programs to implement control system Prem Kamal