Chapter 3...  
   
Directing and Controlling at  
Supervisory Level  
Weightage of Marks = 14, Teaching Hours = 08  
   
Directing at Supervisory Level  
3.1 Needs for Directions and Instructions to Subordinates; Completeness and-Feasibilities of Instructions  
3.2 Personal Counselling, Advanced Predictions of Possible Mistakes.  
3.3 Elaborating Decisions, Laying Disciplinary Standards in Overall Working  
Controlling at Supervisory Level  
3.4 Managerial Control; Undertaking Team and Link between va  
Process and Quality Standards; Steps in Control Process  
3.5 Controlling Methods; Control over the Performance in Respect of Quality, Quantity of Production,  
Time and Cost. Measuring performance, Comparing with Standards, Correcting Unfavorable  
Deviations.  
rious Departments in Respect of  
   
ee “About This Chapter:  
After reading this chapter, the students will able to,  
e Justify the chosen need of directions and instructions to the subordinates to complete t  
task.  
© Select the feasible set of instructions to complete the given simple task, with justification.  
e Predict the possible mistakes for completing the given simple activity.  
Describe the managerial control actions and remedial measures required to be taken for completing  
   
he specified  
the given task successfully.  
DIRECTING AT SUPERVISORY LEVEL  
   
   
   
   
3.1.1 Needs of Directions and Instructions to Subordinates  
There cannot be perfection in work and improvement in performance without directions and instructions  
to subordinates.  
Why They are Needed?  
1. There is chance of mistakes.  
2. People become directionless.  
3. Prior instructions assist in smooth functioning.  
4. Work cannot happen as per the plan.  
[3.1]

Directing and Controlling at Supervisory Level  
Management 3.2  
5. Subordinates may get frustration due to mistakes they are making. .  
6. Loss of resources,  
7. Wastage of time.  
8. Possibility of repetitive work,  
9. Chaos will be possible among the team members.  
10. New staff, juniors cannot work without Proper directions and instructions.  
11. Single mistake may cause heavy losses,  
12. Every time job challenges are different. So instructions helps the workers to understand the  
situations. .  
13. Deviation in work is Possible if there are no directions.  
14. System of working will be collapsed.  
15. Loss of discipline is possible. -  
16. Goals cannot be achieved due to disrupted work by workers due to lack of instructions.  
3.1.2 Completeness and Feasibilities of Instructions  
   
   
Following are the features of complete and feasible instructions:  
1. Instructions are given at proper time.  
Instructions are given to Proper persons.  
Instructions are not confusing.  
They must be clear and simple.  
Instructions must be given by proper authorities.  
Instructions are in written or in oral form as per their requirement.  
There is closed loop system i.e. instructions have feedback mechanism.  
Language is familiar to the users.  
. Instructions are readable or hereable.  
10. Instructions are specific.  
11. Instructions have meanings.  
12. Foolproof system of instructions.  
13. No requirement of additional instructions.  
14. Instructions are based on logic, scientific base and experience.  
15. Instructions follow rules and achieve goals.  
3.1.3 Needs / Requirements of Effective Direction by Supervisor  
i  
Direction by supervisor is complex function.  
e Direction can be learned and perfected only through long experience.  
Following are Requirements/Principles of Direction by Supervisor: .  
1. Harmony of objectives: Supervisor should direct the subordinates in such a way that they feel that  
their personal goals are in the harmony with the objectives of the organization.  
Unity of Command: The subordinates should receive orders and instructions from one superior  
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only. a .  
Direct supervision: Every supervisor must maintain face-to-face direct contact with his subordinates.  
Efficient Communication: Communication is an instrument of direction. Supervisor gives orders  
through communication only.  
Follow through: The supervisor should follow through the whole performance of his subordinates  
\* not only by keeping a check but by helping them in their difficulties also.  
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3.3 Directing and Controlling at Supervisory Level  
3.1.4 Giving Orders/ Instructions by Supervisor  
Followi inci  
'Ng Principles must be followed in giving instructions:  
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The atti ;  
; . attitude Necessary for the carrying out of an order (instruction) should be prepared in advance.  
- Ordinates will Obey the order only if it appeals to their habit patterns.  
ace to face suggestions are more effective.  
Orders should not be, of ‘personal’ nature.  
3.1.5 Conditions Which Make Instructions/Order Acceptable  
Order should be clear and complete. ,  
Order should be compatible with the purpose of the organization.  
Order should be compatible with the employee's personal interest.  
Order should be Operationally feasible.  
Conditions for Written Instructions:  
1.  
w Bw ip  
NPR WN pp  
PON DAnBRwWDH Dp  
The subject is important.  
Several individuals are affected.  
Many details are involved.  
Considerable time will pass before the work is completed.  
There is geographical distance between the supervisor and the subordinate.  
3.1.6 Methods to Ensure Compliance to the Instructions / Orders  
Force  
Paternalism  
Bargain  
Harmony of objectives  
Force: “Do what I say or otherwise...” (means you will be punished if you do not follow supervisor)  
Paternalism: “Do what I say because I am good to you...”  
Bargain: “You do as I say in certain respects and I do as you say in certain other respects.”  
Harmony of objectives: “If we perform together each will achieve his goal.”  
3.1.7 Characteristics of a Good instruction  
It should be reasonable.  
It should be enforceable.  
It should be clearly defined.  
It should be understandable easily.  
It should be complete in all respects.  
It should have acceptance from the subordinates.  
It should be preferably written.  
Supervisor should use appropriate tone while issuing it.  
It shou!d specify the time.

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3.1.8 Importance of Direction  
1. It starts action.  
It ensures maximum contribution of individuals.  
It coordinates group efforts.  
It provides stability.  
It provides balance in the organization.  
It helps to achieve the objectives of the organization.  
3.1.9 Characteristics of Direc ld  
It is a managerial function.  
Supervisor initiates action through direction.  
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Direction is a continuous process. on  
joing towards bottom of the organization.  
Direction is starting from top and g  
Subordinates follow supervisor because of his directions.  
Direction is the link between planning and control.  
   
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advisor and mentor of the workers. Unless and until heg  
e excellence. Giving orders and instruc  
f production and healthy environment am  
   
ets connected with the  
tions for getting work  
ong the workers is  
Supervisor is counsellor,  
workers by above roles, it is difficult to achiev  
done is not only sufficient for smooth running o  
an important feature of the success of supervisor.  
One of the role is counselling the subordinates (workers).  
Why Personal Counseling is needed?  
1. People loose confidence in work.  
They need guidance.  
Sometimes they need support from seniors.  
Stress in work is affecting mental condition.  
Few workers make repetitive mistakes.  
Performance of an individual or of team is seriously affected.  
Behaviour and interpersonal relations are on serious note.  
There is impact on the productivity.  
Some workers are nervous due to reasons at work.  
10, Motivation is needed to their output.  
In such cases, personal counselling is required.  
Qualities of Supervisor as a Counsellor:  
Effective counselling needs following qualities in supervisor:  
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Stable mind.  
Positive thinking.  
Listening ability.  
Understanding body language.  
Sensitive mind.  
Problem solving nature.  
Good communication skill.  
Motivational approach.  
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3.5 Directing and Controlling at Supervisory Level  
3.2.1 Advanced Predictions of Possible Mistakes  
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in such Sa skill which is logical also. If you want to become successful as a supervisor, then you must think  
in such a way that you can predict what mistakes are possible in future.  
How to do Such Predictions?  
1. Understand present scenario.  
2. Find out deviations in work from the planned standard work.  
3. Project the future as per the present status of the work.  
4. Predict what bad/poor/improper/mistake/shortcoming that can occur.  
What is Use of Such Predictions?  
1. We can be prepared for the losses.  
2. Losses can be minimized.  
3. Actions can be taken to avoid or reduce such future mistakes.  
4. Corrections in the present status can lead into achievement as per plans.  
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3.3.1 Elaborating Decisions  
Many times subordinates are not aware of reasons of decisions taken by higher management. So, there  
can be confusion among them. Hence, decisions may be elaborated in certain cases. In every case you  
should not explain or elaborate the decision. :  
   
   
   
   
   
Need to Elaborate Decisions:  
1. To create awareness about decisions.  
To emphasis policies of management.  
To avoid confusion. ,  
To restrict gossiping in lower levels of organization.  
ll  
To get clarity about their future work.  
6. To understand duties and responsibilities regarding these decisions.  
Ways to Elaborate Decision:  
Higher managements can elaborate their decisions by following ways:  
1. Written document.  
2. By conducting meeting.  
3. By counselling.  
Which Kind of Decisions can be Elaborated?  
1. Uniform  
2. Extended time hours  
3. Bonus and Benefits  
4. Schedule changes  
5. Transfers \_  
6. Need of Training

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3.3.2 Laying Disciplinary Stand  
   
Importance of Disciplinary Standards:  
1. Quality in work performance.  
2. Time factor followed.  
3. Work standardization gets improved  
4. Losses are reduced.  
Ways in Laying Disciplinary Standards:  
Policy decisions in discipline.  
Disciplinary actions.,  
Seriousness in following disciplines.  
Training for discipline.  
Awards to disciplined practices.  
Punishments to non-disciplined employees.  
Time - In time, Out time, On time, Before time.  
Quality - Zero error.  
Behaviour - Controlled emotions and sober nature.  
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s¢ Departments  
dards \_  
   
   
3.4.1 Understanding Team and Link be  
\_\_ in Respect of Process and Quality Stan  
   
   
This is the important concern of management control. Supervisor is the leader of the team. He/She is  
mentor of the whole group.  
(A) Understanding Team:  
Supervisor must know every aspect of his team.  
1. What is meant by understanding team?  
e How many team members?  
e Expertise of team members.  
e Speciality of team.  
© Positive points of team members.  
e Limitations of the team members.  
e Key persons in team.  
e Requirements of team.  
e Challenges in front of a team.  
2. Why understanding team is needed?  
e Tocontrol activities of team.  
e To assign team and work.  
¢ To find where team members need support.  
e To increase or decrease size of team.  
e To impart training to team members.  
° To utilize team members effectively.  
© To motivate team.  
° To satisfy need of team.  
To restrict team members to do the work which is not in thei .  
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ee 3.7 Directing and Controlling at Supervisory Level  
3. Benefit to supervisor:  
° Supervisor can take Perfect decisions.  
° Controlling the work is possible.  
¢ Deviations in the work can be located properly.  
© Supervisor has clarity about his team.  
. Chances of errors are less.  
(B) nn eevee anes Departments in Respect of Process and Quality Standards:  
; St be a link between various departments on the production shop floor. All the  
employees under him are working at their own work stations. So they are static. But supervisor/manager can  
have dynamic linking relation with the concerned other departments like maintenance, inventory, stores,  
purchase, quality control, design, HR, dispatch etc. This link with other functional departments help to  
achieve standards in process and quality.  
1. Link with maintenance department:  
° For intimation of breakdown.  
¢ For prior communication regarding visit before any breakdown or repair.  
¢ Smooth and systematic frequency of periodic routine maintenance.  
© To avoid production stoppages, this linking proactively is necessary.  
2. Link with stores and inventory:  
¢ To get the material in time.  
¢ To take off the material already done, in time.  
\* To get the tools, equipments, accessories without delay.  
\* To have smooth production.  
¢ To avoid accumulation of material on the shop floor.  
3. Link with Quality control: -  
° This will maintain standard quality as per specified.  
e It avoids large scale mistakes due to in time estimations.  
e To check material from raw to finished level.  
e To rectify and correct the ongoing mistakes.  
e To restrict errors. .  
¢ To find errors. ; :  
So such linking work by supervisor or manager helps to achieve quality standards and to control the  
operations.  
Advantages:  
1. No production stoppages.  
Smooth operations.  
Quality in production.  
Controlled production.  
No rework.  
No misunderstanding.  
Closed loop type communication. /  
- Coordinated efforts among various departments.  
3.4.2 Steps in Control Process  
Some of the essential steps of controlling process as studied under Business Management are : 1. Setting  
Performance Standards, 2. Measurement of Actual: Performance, 3. Comparing Actual Performance with  
Standards, 4. Analysing Deviations, 5. Taking Corrective Action.  
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Controlling Process Consists of Following Systematic Steps:  
1. Setting Performance Standards: ce standards. These  
The first step in the process of controlling is concerned with setting performan  
standards are the basis for measuring the actual performance.  
Thus, standards act as a lighthouse that warns and guides the ships at  
benchmarks towards which efforts of entire organization are directed. These sta  
both in'quantitative and qualitative terms.  
Examples of Quantitative Standards:  
(a) Revenue to be earned.  
(b) Units to be produced and sold.  
(c) Cost to be incurred.  
(d) Time to be spent in performing a task.  
(e) Amount of inventories to be maintained etc.  
Examples of Qualitative Standards:  
(a) Improving motivation level of employees.  
(b) Improving labour relations.  
(c) Improving quality of products.  
(d) Improving goodwill etc.  
In order to facilitate easy comparison of actual performance with the standards, a manager should try to  
set these standards in quantitative terms as far as possible. However, in case of qualitative standards, effort  
should be made to define these standards in such a way that comparison becomes easily understandable.  
For example, for improving customer satisfaction in a restaurant having self service, standard can be set  
in terms of time taken to get a table, place the order and collect the order. Moreover, the standards set  
should be flexible enough so that necessary changes can be made according to varying situations.  
2. Measurement of Actual Performance:  
Once the standards have been determined, the next step is to measure the actual performance. The  
various techniques for measuring are sample checking, performance reports, personal observation etc.  
However, in order to facilitate easy comparison, the performance should be measured on same basis that the  
sea. Standards are the  
ndards can be expressed  
standards have.  
Following are some of the ways for measuring performance:  
(a) Superior prepares a report regarding the performance of an employee.  
(b) Various ratios like gross profit ratio, debtor turnover ratio, return on investment, current ratio etc. are  
calculated at periodic intervals to measure company’s performance.  
can be measured by considering the number of units, increase  
(c) Progress made in areas like marketing  
in market share etc.  
(d) In small organizations, each unit produced can be checked personally to ensure the’ quality  
standards.  
(e) In large organizations, the technique of sample checking is used. Under this technique, some pieces  
are checked at random for quality specifications.  
3. Comparing Actual Performance with Standards:  
This step involves comparing the actual performance with standards laid down in order to find the  
deviations. For example, performance of a salesman in terms of unit sold in a week can be easily measured  
against the standard output for the week.  
4. Analysing Deviations:  
Some deviations are possible in all the activities. However, the deviation in the important areas of  
business needs to be corrected more urgently as compared to deviation in insignificant areas. Management  
should use critical point control and management by exception in such areas,

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Managoment 3.9 Directing and Controlling at Supervisory Level  
{a) Critical Point Control: Since it is neither easy nor economical to check each and every activity in an  
organization, the control should focus on Key Result Areas (KRAs) which act as the critical points. The  
KRAs are very essential for the success of an organization. Therefore, the entire organization has to  
suffer if anything goes wrong at these points. For example, in a manufacturing organization, an  
increase of 7% in labour cost is more troublesome than an 18% increase in stationary expenses.  
(b) Management by Exception: Management by exception or control by exception is an important  
Principle of management control. According to this principle, an attempt to control everything  
results in controlling nothing. Thus, only the important deviations which exceed the prescribed limit  
should be brought to the notice of management. Thus, if plans provide for 3% increase in labour  
cost, deviations beyond 3% alone should be brought to the notice of the management.  
Advantages of Critical Point Control and Management by Exception are as follows:  
1. Since managers deal only with important deviations, it results in saving time and efforts.  
2. It helps in identifying important deviations which need timely action to keep the organization at the  
correct path.  
3. By handing over the routine problems to the subordinates, management by exception facilitates  
delegation of authority and helps in increasing morale of employees.  
4. It ensures better utilization of managerial expertise by focusing managerial attention only on  
Important areas.  
After identifying the deviations, various causes for these deviations are analyzed. The main causes can be  
structural drawbacks, shortage of resources, environmental factors beyond organizational control, unrealistic  
standards, defective process etc. Exact cause or causes of deviation must be identified correctly in order to  
take effective corrective measures.  
5. Taking Corrective Action:  
The last step in the process of controlling involves taking corrective action. If the deviations are within  
acceptable limits, no corrective measure is required. However, if the deviations exceed acceptable limits, they  
should be immediately brought to the notice of the management for taking corrective measures, especially  
in the important areas.  
Causes of Deviation Corrective action to be taken !  
Technological Upgradation of machinery.  
Change the specification standards for the  
manufacturing process.  
Change the quality standards for material.  
Improvement in physical conditions of work.  
   
Obsolete machinery  
Defective process.  
   
Defective material used.  
Defective physical conditions of work.  
Defective machinery. Repair the existing machine or purchase new  
machine if it cannot be repaired.  
   
   
   
   
   
   
Type 1: Non-Quantitative Methods of Control: (Quality)  
Non-quantitative methods of control are those which are used by managers in performing other  
managerial functions, viz., planning, organising, staffing and leading (directing). In general, these lead to  
control of overall performance of an organisation. Most of these techniques are directed towards controlling  
employees’ attitudes and performance.  
For controlling overall organisational performance, the following techniques are frequently and widely  
used:  
1. Observation,  
2. Periodic or ‘spot’ inspections,

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pirocting. and %  
Management 3.10 ‘  
3. Oral and written reports, vr  
4. Performance evaluations, and Wed in performing an activity:  
5. Discussion between the manager and employees involve e.  
The general purpose of these rename is to perso or lead the Hore urposes include Mie  
A few other management systems and methods that are used for co formation systems ( :  
by objectives (MBO), management by exception (MBE), and management m  
Type 2: Quantitative Control Techniques: (Quantity) . hods to me  
These techniques are based on specific data and quantitative met .  
quantity and quality of output.  
1. Budgets such as: “and  
(i) The regular operating, capital expenditure, sales and cash budgets: systems (PPBS), zero-base  
(ii) Specialized budgets such as planning-programming-budgeting  
budgeting (ZBB), and human resource accounting (HRA).  
. Control Centres.  
3. Audits such as:  
(i) Internal audits,  
(ii) External audits, and  
(iii) Management audits.  
Ratio analysis (RA).  
. Break-even (BE) analysis.  
6. Time-preference charts and techniques such as:  
(i) The Gantt chart,  
(ii) Programme Evaluation and Review Technique (PERT) and  
(iii) The Critical Path Method (CPM).  
Type 3: Using Budgets and Budgetary Control: (Cost).  
get is the most widely used  
The primary financial control for every organisation is the budget. The bud |  
technique of control in both business and government. A budget is both a plan and a control inasmuch as  
the preparation of budgets is an integral part of the planning process and the budget itself is the end point  
of the planning process, that is, the statement of plans.  
In fact, some managers even refer to their budgetary controls as profit plans.  
A budget is an estimate of income or expenses for a specific time period (say, a year, a quarter, or.a  
month); and the particular estimates it contains become the standards against which future performances  
   
   
asure and correct the  
will be measured and evaluated.  
If revenues (income) drop, expenditures should probably be curtailed. On the contrary, if actual  
expenditures exceed the expected figures, either additional revenue must be generated or expenditures have  
to be reduced.  
Budgets usually require input from those whose activities will be funded and they, in turn, will control the  
budgets. Grassroots budgeting asks each manager to project his(her) unit's need for funds in specific  
categories — such as wages, salaries; supplies etc. As these projections move up the management hierarchy,  
they are consolidated and become the budgets for even larger units within the organisation.  
These budgets are representative of an organisation's comprehensive budgeting programme.  
Capital expenditures budget programme has two broad components as shown below:  
Operating budgets include expense and revenue budgets for an entire organisation or ariy tic pane  
a fixed period of time.  
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Management 3.11 Directing and Controlling at Supervisory Level  
‘ a : : i ish detail  
Financial budgets are represented by the cash and capital expenditure budgets, which furn  
about two things:  
1. Where the organisation intends to spend its money; and  
2. Where this money will come from.  
3.5.2 Essentials of Effective Controlling by Supervisor  
1. Suitable: The control system should be appropriate to the nature and needs of the activity.  
2. Timely and forward looking: The feedback system should be as short and quick as possible.  
3. Objective and Comprehensive: Objective controls specify the expected results in clear and definite  
terms. The meaning of the central data should be clear to the manager who should use it  
4. Flexible: It should be flexible so that it can be adjusted to suit the needs of any change in the basic  
nature of the inputs and varieties. .  
5. Economical: The benefit obtained from a control system should be more than the cost involved in  
implementing it. /  
6. Acceptable to Organization members: The system should be acceptable to organization members.  
7. Periodically reviewed: The control system should be periodically reviewed and evaluated.  
3.5.3 Worker's Resistance to Managerial Control  
1. Failure to accept objectives: A worker may not care to reduce waste if he thinks that this is not  
going to make any difference to his employer who is very rich.  
2. Unreasonable standards: A person may dislike control because he thinks the standard of  
performance set for him is too high.  
3. Too many controls: Too many controls irritate workers.  
4. Incomplete measurements: People dislike controls because they believe that the measurement of  
their performance is incomplete. .  
5. Disclosure of unpleasant facts: Employees do not like controls because they fear exposure of their  
weaknesses before supervisor, subordinates and colleagues.  
1. Past oriented  
2. Future oriented  
3. Market control  
4. Bureaucratic control  
5. Clan control  
6. Old control  
7. New control  
1. Past oriented control techniques:  
e These are post action controls.  
¢ They measure the results after the work is completed.  
e.g. Inspection of jobs  
2. Future oriented control techniques:  
¢ Also known as feed forward controls.  
\* They measure results before the work is completed.  
e.g. Funds flow analysis  
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of pro ules. j  
ents 4 shared belief. ;  
3. Market contro! techniques: Here control is est  
previous years or of other organizations. e.g. prices vern  
are controls by gov ition an  
radit ted towards the contro} of |  
4. Bureaucratic control techniques: These  
Clan control techniques: Establish control by generating trus d direc  
unting base  
not readily available with thes 4  
5.  
Old control techniques: These are financial and acco  
tion that are  
6.  
money.  
7. New control techniques: They provide the kind of informa  
old techniques.  
iby Supervisor  
3.5.5 Scope for Contro  
Supervisor has scope to control in following areas  
1. Control over short term policies.  
2. Control over department.  
3. Control over workers.  
4, Control over production.  
5. Control over cost of production.  
6. Control over cycle time.  
7. Control over material.  
8. Control over machines.  
9. Control over equipments and tools.  
10. Overall control.  
3.5.6 Types of Supervisory Control  
1. Standardizing control  
Performance is standardized.  
e  
Use of time and work study.  
°  
2. Persevering control:  
e Responsibilities are allocated.  
e Strict supervision is done to control usages of assets.  
3. Delegation of authority control:  
Policy manual is decided.  
e Internal audits are done.  
4. Measurement control:  
e Job performance is measured.  
e Measurement is done through special reports, budgets etc.  
5. Motivating control:  
Control by motivation.  
e  
¢ Motivation by promotions, rewards etc.  
3.5.7 Advantages of Control by Supervisor  
1. Control by supervisor makes necessary adjustments in operations.  
gement can verify the policy through the control process,  
1 flows throughout the organization from top to bottom. Supervisor has trol r the)  
as control ove  
2. The mana  
should not misuse the authority.  
3. Contro  
subordinates. Also the supervisor  
essure to get better performance through the control  
process.  
4, There is psychological pri

Management  
. 3.13 Directing and Controlling at Supervisory Level  
5.  
; sol creates an atmosphere of discipline in the department.  
. UPervisor co-ordinate the activities of his subordinates with the help of control.  
- Control by supervisor ensures progress in efficiency.  
3.5.8 Limitations of Control by Supervisor  
1. Supervisor can not fix standards in all the cases. If quantitative standards are not fixed, then  
Performance can not be measured accurately.  
2. External factors like Government policies, market trends etc can not be controlled by supervisor.  
3. If supervisor tries to keep control on the subordinates, then the freedom of them is lost. So there is  
difficulty in applying responsibility if workers are not willing to accept controls on them.  
4. Asmall Organization can not afford expensive method of controlling.  
Supervisor executes his function by directing and controlling. These functions come after planning  
function. Directions are needed so to make smooth functioning of on shop floor. Instructions must be clear  
and specific. Instructions follow rules and achieve goals. There should be harmony of objectives in giving  
directions. Face to face instructions and written instructions are important as per the situation. Methods to  
give instructions are force, paternalism, bargain and harmony of objectives. Direction starts action and flow  
from top to bottom. :  
Supervisor has scope to control department, production, material, manpower etc. Control by supervisor  
makes necessary adjustments in operations. Essentials of effective controlling are suitability, timely and  
forward looking, objective comprehensive, and flexible. Past oriented, future oriented, market control, clan  
control, old and new control are the techniques of controlling by supervisor. Supervisor must understand the  
team and should link between various departments. Setting performance standards, measurement of actual  
performance, comparing actual performance with standards and taking corrective action is the procedure of  
controlling.  
   
1. What is meant by understanding team?  
(a) Speciality of team  
(c) Requirements of team  
2. Why understanding team is needed?  
(a) To assign team work (b) To control activities of team  
(c) To satisfy needs of team (d) All ‘  
3. What are benefits to supervisor of understanding team?  
(b) Promotion  
(d) Increments  
(b) Number of team members |  
(d) All  
(a) To take perfect decisions  
(c) Status  
4. Due to link with maintenance department, supervisor  
(b) Can avoid production stoppages  
(a) Can given intimation of breakdown  
(d) Both are incorrect  
(c) Both are correct  
5. Due to link of supervisor with stores and inventory.  
1. Material can be received in time  
2. Accumulation of material is avoided  
(b) Both correct  
(d) Both wrong  
(a) lis correct  
(c) 2 is correct

. sing and controlling ax Super ssw y Laval)  
rec  
Management 3.14 7 D 3  
6. Due to link of supervisor with quality contro! \_\_——  
1. Errors can be understood  
2. Errors can be rectified  
(a) lis correct  
(c) 2 is correct  
7.. Communication with all department is \_\_\_\_  
(a) Open loop  
(c) Oral  
8. Why directions by supervisor are necessary?  
(a) To avoid mistakes  
(c) Time is saved  
9. Directions by supervisor cannot avoid following pr  
: (b) Rework  
(a) Wastages of time  
(c) Machine capacity  
 (b) Both cor  
rect  
(d) Both wrong  
ed loop  
b) Clos  
) -verbal  
(d) Non  
(b) People get direction  
(d) All  
‘oblem.  
(d) Repetitive mistakes  
10. Deviation in work is possible if there is are no \_\_\_\_—\_  
(b) Instructions  
(a) Directions  
(c) Control  
(d) All  
Ss \_\_\_  
11. Following are the features of complete instruction  
(b) By proper person  
(a) Instructions at proper time  
(c) Simple and clear  
12. Instructions by supervisor should be  
1. Clear  
3. Ontime  
(a) 1, 2 correct 3, 4 wrong  
(c) All correct  
13. Good supervisor is not the following.  
(a) Counsellor  
(c) Mentor  
14. Why counseling by supervisor is needed?  
(a) Loss of confidence  
(c) Need support  
15. Following is not the quality of su  
   
(a) Emotional  
(c) Motivator  
16. To give future predictions  
1. Understanding present is not important.  
2. Logical thinking is needed.  
(a) Only 1 correct  
(c) Both correct -  
17. Future losses can be minimized by  
   
(a) Future predictions (b) Planning  
(c) Organizing (d) Staffing  
aken by higher management, decisions must be  
18. To avoid confusion t  
(a) Elaborated  
() Forced  
(d) All  
2. Simple  
4. Specific  
(b) 1, 2 wrong 3,4 correct  
(d) All wrong  
(b) Advisor  
(d) Teacher  
(b) Dull working conditions  
(d). All  
pervisor as counsellor.  
(b) Stable  
(d) Listener.  
(b) Only 2 correct  
(d) Both wrong  
(b) Cancelled  
(d) Reversed  
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Management ‘  
3.15 Directing and Controlling at Supervisory Level  
19. How decisions can be elaborated?’  
(b) By conducting meeting  
20. What are not ways to lay disciplinary standards?  
21.  
22.  
23.  
24,  
25.  
26.  
27.  
28.  
29.  
30.  
31.  
32.  
(a) By written document  
(c) By counselling (d) All  
(a) Disciplinary actions (b) Training for discipline  
(c) Policy decisions in discipline (d) Forgiving for few times  
Steps in controlling process are  
(a) Setting performance standards (b) Measurement of actual performance  
(¢) Comparing actual performance with standards(d) All the above :  
What is chronology of steps in control process?  
: 2. Comparing actual performance  
1. Setting performance  
Measurement of actual performance  
3. Taking corrective actions 4,  
(a) 1-4-2-3 (b) 1-2-4-3  
() 1-3-2-4 (d) 2-1-4-3  
Out of following which isnot the quantitative standards?  
(a) Cost (b) Time  
(c) Relations (d) Amount  
Out of following which is not the qualitative standards?  
(a) Relations (b) Goodwill  
(d) Time  
(c) Motivation  
Which is the method for measuring actual performance?  
(b) Counting  
(a) Sample checking  
(c) Personal observation (d) All the above  
Critical point control method is concerned with \_\_  
(b) Measurement of actual performance  
(a) Taking corrective action  
(c) Analysing deviations (d) None of the above  
After identifying the deviations  
(a) Causes are analyzed ; (b) Actions are taken on workers  
(d) Performance standards are calculated  
(c) Measurements are taken  
If machinery is obsolete then what is corrective action?  
(b) Replace it  
(a) Do technological upgradation of machinery  
(c) Sell it (d) . Destroy it  
If the cause of deviation is defective process then corrective action is  
(a) Replace the process by new one (b) Postpone the work  
(c) Change the specification standards (d) None of the above  
If material used is defective, then how to correct it?  
(b) Cancel the process  
(a) Change the material  
(c)- Take action on supplier (d) Change the quality standards of the material  
If the machinery is defective then how to take corrective action on this?  
(a) Repair the existing machine (b) Sell out the machinery  
(d) None of the above  
(c) Upgrade the machinery  
If physical condition of work is defective then how to take corrective action?  
(b) Change the operator  
(a) Improvement in physical condition  
(c) Take action on architecture (d) None of the above

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ing  
pirecting and controll  
Management  
n niques are used :  
evaluation  
2 n  
33. For controlling overall organizational performance, following te¢ °  
(a) Observation (b) Performé  
(c) Spot inspections (d) All  
34. Following is not the quantitative control technique ——— even analysis  
(a) Ratio analysis (b) Break  
(c) Observation (d) Audits  
35. What are the types of audits?  
(a) Internal (b) External  
(c) Management (d) All  
36. For effective controlling by supervisor essential parameters are \_—\_—  
(a) Timely and forward looking (b) Flexible  
(d) Above all  
(c) Comprehensive  
37. 1. Controlling should never be flexible.  
2. Objectives of control should be clear.  
(b) Only 2 correct  
(a) Only 1 correct .  
(c) Both correct (d) Both wrong ie i  
i din implementing —  
38. The benefit obtained from a control system should be \_\_\_— than the cost involved | p ting ‘  
it.  
(a) More (b) Less ‘  
(c) Equal (d) None of the above E  
39. 1. Control system should be periodically reviewed.  
2. Control system should be flexible.  
(a) Only 1 correct —  
(c) Both correct  
40. Why workers do resistance to managerial control?  
(a) Too many controls  
(c) Unreasonable standards  
41. Too many controls workers.  
(a) Motivate  
(c) Irritate  
42. Employees always dislike controls because \_  
(a) They don't want controls  
(b) They want to control management  
(c) Controls are too many, incomplete in nature, unreasonable, discloses unpleasant facts  
(b) Only 2 correct  
(d) Both wrong  
(b) Incomplete measurements  
(d) All the above  
   
(b) Assist  
(d) Benefit  
(d) None of the above  
43. Which is not the control technique?  
(a) Past oriented and future oriented  
(c) Production control  
44. Inspection of jobs is  
(a) Past control  
(c) Clan control  
45. Funds flow anlaysis is  
(b) Future contro|  
(a) Past control  
(c) Clan contro! (d) Old control  
(b) Market control  
(d) Clan control  
   
(b) Future control  
(d) New control  
   
   
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Directing and Controlling at Su} ervisory Level  
Management  
3.17  
\* i ea ts are due to which control?  
(c) Market contro}  
(a) tomer by generating trust, tradition and shared belief.  
(C) Market (b) Future control  
eaivel (d) Clan control  
48. Controls due to government rules are  
(b) Future control  
(d) Clan control  
47.  
   
   
   
(a) Past  
(b) Future  
c) M  
‘s © erhet (d) Bureaucratic  
. Financial and accounting based control are  
(a) Future (b) Old  
(c) Market (d) Clan  
50. Provide that information which is not available with old techniques.  
(a) Old (b) New  
(c) Clan (d) Market  
51. Which are needs of Direction by supervisor?  
(a) Harmony of objectives (b) Direct supervision  
(c) Unity of command (d) All  
52. In giving direction when supervisor says "goal of workers and organization are same".  
Then such directions are called\_\_\_\_  
(a) Unity of command (b) Harmony of objectives  
(d) Follow through  
(c) Direct supervision  
53. 1. Direction should not be face to face.  
2. There should be unity of command in directions.  
(b) Only 2 correct  
(a) Only 1 correct  
(c) Both correct . (d) Both wrong  
54. Supervisor gives directions, checks their performance and help the workers. This is called  
(a) Unity of command (b) Follow through  
(c) Harmony of objectives (d)\_ Efficient communication  
55. Face to face suggestions are \_  
(a) More effective (b) Less effective  
(c) Not necessary (d) Avoided  
56. 1. Order should be clear and complete.  
2. Order should be non-compatible.  
(a) Only 1 correct (b) Only 2 correct  
(c) Both correct (d) Both wrong  
57. When ‘instructions are in written form  
1. Subject is important.  
Details are not involved.  
   
   
   
2.  
3. No geographical distance with subordinate.  
(a) 1 and 2 correct (b) 2 and 3 incorrect  
(d) 1 and 3 incorrect  
(c) Land 3 correct

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al  
pirecting. :  
otherwise  
58. Match the pairs: 1say OF d to  
\* What Iam goo you  
1. Harmony of objects (A) oe What I say because  
2. Force (B) Do Isay . &  
do as ch will benefiteg  
3. Paternalism (©) ea perform together . :  
4. Bargain (D) Ifwe 3-C,.47-  
-D2-™  
(a) 1-D,2-A3-B,.4-C (b) 1- Pe '3-D.4-A  
(d) 1-827  
() 1-A,2-D,3-B,4-C  
   
   
59. "Do What I say or Otherwise" is instruction. fen  
(a) Force (b) Paterna Is  
(c) Bargain (d) aaa  
60. "Do What I say because I am good to you ..." is instruct .  
(a) Force . (b) Paternalism  
(oc) Bargain (d) Harmony  
61.""You do As I say" is instruction. : ;  
(a) Force (b) Paternalism  
(c) Bargain (d) Harmony  
62. "If we perform together each will achieve his goal” is \_\_— instruction.  
(a) Force (b) Paternalism  
(c) Bargain (d) Harmony of objectives  
63. Good instruction is  
(a) Reasonable  
(c) Clear  
64. Good instruction is  
(a) Understandable  
(c) Appropriate tone  
65. Goof instruction is not\_\_  
(a) Reasonable  
(c) Complete  
66. 1. Direction starts from top and goes to bottom.  
2. Direction is not continuous process.  
(a) Only 1 correct  
(c) Both correct (d) Both wrong  
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Para page eb aed [sep ise) ee fe  
Pave [ae | a. | a | ae [260 | m1) [amg te  
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Pao [a0 [se | ao [se | a [ao [ag pee ty  
eo]  
od  
(b) Enforceable  
(d) All  
(b) Complete  
(d) All  
(b) Oral  
(d) Clearly defined  
(b) Only 2 correct