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DESIGNATION	:ASSISTANT PROFESSOR
TOPIC	: CONTROLLING

WHAT IS THE CONTROLLING

- Controlling consists of verifying whether every thing occurs in confirmities with the plans adopted, instructions issued and principles established.
- Controlling involves that there is effective and efficient utilization of organizational resources so as to achieve the planned goals.
- Controlling measures the deviation of actual performance from the standard performance, discovers the causes of such deviations and helps in taking the corrective action.

According to brech, “ controlling is a systematic exercise which is called as a process of checking actual performance against the standard or plan with a view to ensure adequate progress and also recording such experience as is gained as a contribution to possible future needs.”

Controlling has got two basic purposes

- It facilitates co-ordination
- It helps in planning

It implies measurement of accomplishment against the standard and correction of deviation if any to ensure achievement of organizational goal.

CONTROLLING HAS THE FOLLOWING STEPS:

- Establishment of standard performance.
- Measurements of actual performance.
- Comparison of actual performance with the standards and find out deviation if any.
- Corrective action.

FEATURES OF CONTROLLING FUNCTION

The following are the characteristics of controlling function of management-

- Controlling is an end function
- Controlling is a pervasive function
- Controlling is forward looking
- Controlling is a dynamic process
- Controlling is related with planning

PROCESS OF CONTROLLING

Controlling as a management function involves the following steps.

- **Establishment of standards –**

Standards generally are classified in two-

1. Measurable or tangible – those standards which can be measured or expressed are called as measurable standards. The can be in form of cost, output, expenditure, time, profit, etc.
2. Non- measurable or intangible – there are standards which can not be measured monetarily. For example- performance of a manger, deviation of workers, their attitudes towards a concern. These are called as intangible standard.

- **Measurement of performance-**

a) Attitude of the workers,
b) Their moral to work,
c) The development in the attitudes regarding the physical environment,
d) Their communication with the supervisor

It is also some times done through various report like weekly, monthly, quarterly, yearly report.

comparison of actual and standard performance

a. Erroneous planning,
b. Co-ordination loosen,
c. Implementation of plan is defective,
d. Supervisor and communication is ineffective, etc.

- **Taking remedial actions**

a) Taking corrective measures for deviations which have occurred;

After the corrective measure, if the actual performed is not in conformity with plans, the manager can revise the targets.

2.5.3 relationship between planning and controlling.

Planning and controlling are inseparate functions of management, yet they are closely related.

Without basis of planning, controlling activities becomes baseless and without controlling, planning becomes a meaningless exercise.

the relationship between the two can be summarized in the following.

- Planning perceeds controlling succeeds the planning.
- Planning and controlling are inseparable functions of management.
- Activities are put on rails by planning and they are kept at right place through controlling.
- The process of planning and controlling works on systems approach which is as follows:

Planning $\longrightarrow$ **results** $\longrightarrow$ **Corrective Action**

THE END