

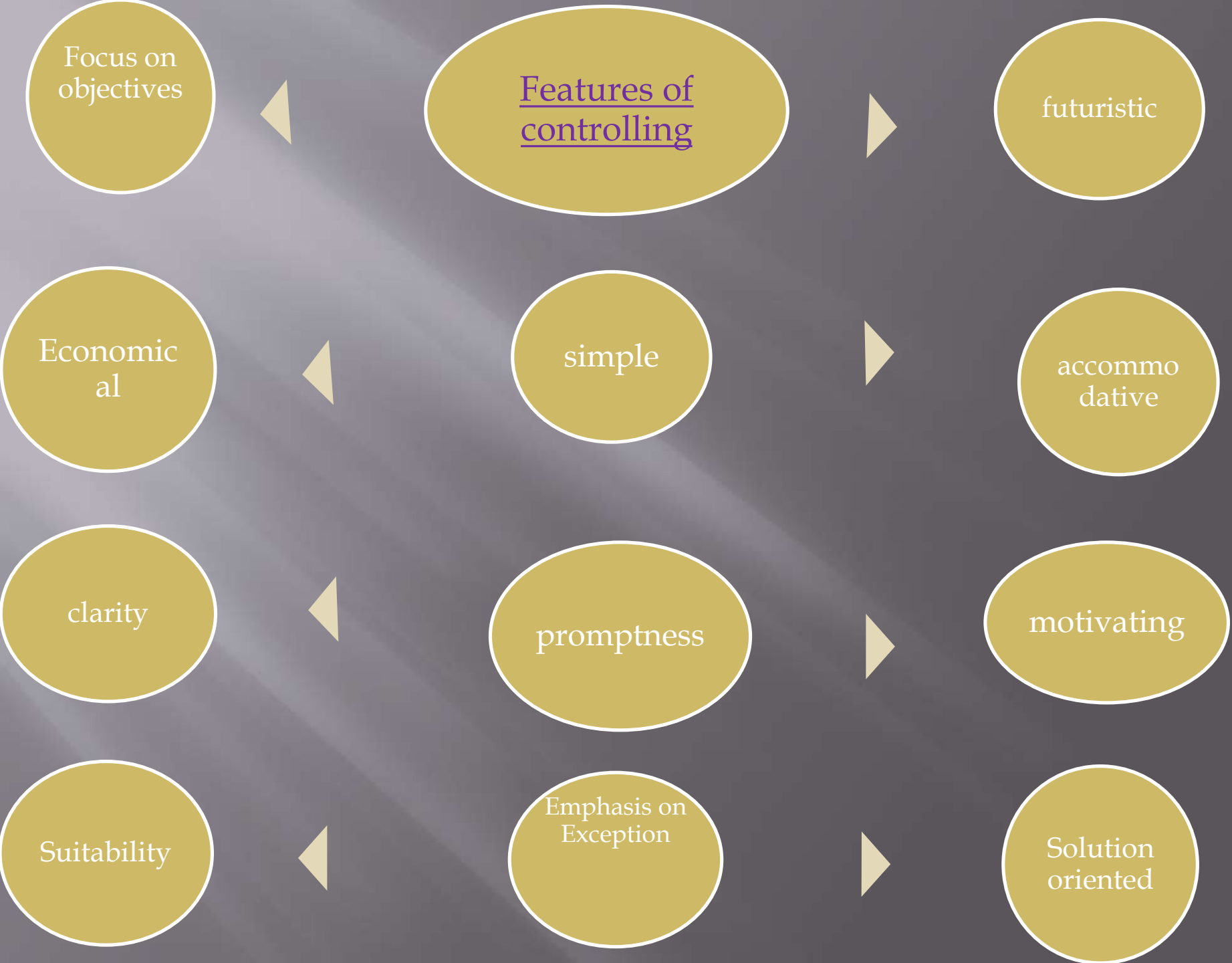
CONTROLLING

“CONTROLLING IS THE MEASUREMENT AND CORRECTION OF PERFORMANCE IN ORDER TO MAKE SURE THAT ENTERPRISE OBJECTIVES AND THE PLANS DEvised TO ATTAIN THEM ARE ACCOMPLISHED”

HAROLD KOONTZ

STEPS IN CONTROLLING PROCESS

1. Setting performance standards
2. Measurement of actual performance
3. Comparing actual performance with the standards
4. Analysing the degree of deviations
5. Taking corrective measures



Features of controlling

Focus on objectives

futuristic

Economic al

simple

accommo dative

clarity

promptness

motivating

Suitability

Emphasis on Exception

Solution oriented

Management By Exception

'A policy by which management devotes its time investigating only those situations in which actual results differ significantly from planned results'

MANAGEMENT BY EXCEPTION

ADVANTAGES

- ▣ Saves time and energy
- ▣ Key to automation
- ▣ Facilitates engagement in jobs
- ▣ Reduces frequency of decision making
- ▣ Identification of critical areas of problem
- ▣ Stimulates communication

DISADVANTAGES

- ▣ No generic way to separate exceptional matters
- ▣ Hinders managerial development of junior staffs
- ▣ Generates false sense of security
- ▣ Overlooking of small issues
- ▣ Staffs will feel isolated
- ▣ Management may lose touch with the daily routine.