

Worksheet 13 (Controlling)

1. Michal John is a sole proprietor in Nicobar. He has started trade after getting MBA degree. He is fully familiar with all the functions of management. He starts his business with the planning function of management. He desires that all his activities should confirm to planning. To this effect, he has adopted a system that keeps a constant watch on all activities of the business. Consequently, there is zero possibility of adverse results. It can, therefore, be said that this method is directly related to the results. Mr. John also believes that this method applies not only to any one level of management but to all the levels as well.
 - a) Identify the function of management referred to in the aforesaid paragraph.
 - b) Describe its two features. (1+2=3)

2. "Prakash Ltd." is a company manufacturing electrical goods. Smt. Renu Bala Jhingan is its M.D. By virtue of her wise direction, company has achieved great heights. A management institute one day invited her for a lecture. There she got an opportunity to dialogue with the students of management studies. She narrated to them the story of her success. She told them two main things. First, the employees should know that their work is being evaluated and progress report prepared. Second, optimum use of human and physical resources should be made possible.
 - a) Identify the above said functions of the management
 - b) On the basis of the case, highlight three points of importance of the above identified function. (1+3=4)

3. Luv and Kush are two friends. Both are MBA final year students. One day, their professor called them to class stage for a surprise test. He told them that one of them will establish relationship between any two functions of management. Then the other one will establish reverse relationship between the same two functions, with justifications. It was a test carrying 50 marks. Love was the first to speak.

Luv said that in his opinion of the two functions of the management selected by him one is always looking ahead and the other is looking back.

No sooner did Luv express his opinion, than Kush identified the functions selected by him. In his reply Kush said that the one function stated by Luv to have been looking ahead was in his opinion, looking back, and the other one stated by Luv to have been looking back was looking ahead.

- a) Identify the functions of the management discussed in the above paragraph.
- b) Justify the contrary relations of management functions as viewed by Luv and Kush. (1+3=4)

4. "Kitchen Saj Ltd." is a company manufacturing plastic goods. Ms. Shah and Mr. Sahu are Marketing and Production Manager respectively, having entirely different style of working. Mr. Shah set standards for different activities of his department as were quite easy to achieve. On the other hand, Mr. Sahu set standards for his department which were very difficult to achieve. As a result, marketing department achieved its targets easily and the team was pleased with the results. But the situations prevailing in production department was quite contrary to it. They were far behind their targets, and were very much worried.
 - a) Which step of controlling process has been discussed in the above paragraph?
 - b) State any two standards of each department set by their managers.
 - c) In your opinion, how the situation would have affected the employees in each department?
 - d) State in one word, what should be the type of standards? (1+2+2+1=6)

5. A.S Ltd, is a large company engaged in assembly of air conditioners. Recently the company had conducted the "Time" and "Motion" study and concluded that on an average a worker can assemble ten air conditioners in a day. The target volume of the company is assembling of 1000 units of air conditioners. The company is providing attractive allowances to reduce labour turnover and absenteeism. All the workers are happy. Even then, the total output is 800 units per day. To find out the reason, the company compared actual performance of each worker and observed through CCTV that some of the workers were busy in gossiping.
- a) Identify the function of the management discussed above.
 - b) State those steps in the process of the function identified which are discussed in the above paragraph. (1+5=6)

6. Engineers India Limited is engaged in manufacturing machine components. The standard output established on the basis of work study conducted by superintendent is 300 units per day. The company had been successfully attaining this target during the first quarter of the financial year 2017. Over the last 3 months it has been observed that daily production varies between 220 and 250 units.

On the basis of the given information about Engineer India Limited answer the following questions:

- (a) Identify the management function to rectify the above situation.
- (b) Briefly state the procedure followed so that the actual production may come up to the target production. (1+5=6)

7. Mr Ankit is the chief manager in a well known MNC, producing shoes. He called the production manager of his unit and told him to keep a constant watch on all the activities of his respective unit so that there is no possibility of adverse results. As long as the company runs its operation employees at all levels will adopt it to achieve results.

- (a) Identify the function of management report above.
- (b) Describe its three features quoting line from the paragraph. (1+3=4)

8. A company 'M' limited is manufacturing mobile phones both for domestic Indian market as well as for export. It has enjoyed substantial market share and also had a loyal customer following. But lately it has been experiencing problems because its target has not been met with regard to sales and customer satisfaction. Also mobile market in India has grown tremendously and new player have come with better technology and pricing. This is causing problems for the company. It is planning to revamp its controlling system and take other steps necessary to rectify the problems it is facing.

- (a) Identify the benefits the company will derive from a good control system.
- (b) How can the company relate its planning with control in this line of business to ensure that its plans are actually implemented and targets attained? (3+3=6)

9. Rajeev and Sanjeev are managers in the same organisation having different units. While discussing about the function of Management, Rajeev says "planning is looking ahead whereas controlling is looking back". But Sanjeev says "Planning is looking back whereas controlling is looking ahead". Both are giving reason in favour of the statement. Explain the possible reasons given by both and justify who is correct. (4 marks)