

## Higher Order Thinking Skills (HOTS)

---

**[1 mark]**

**Q.1. Why is it said that “controlling is a continuous activity”?**

**Ans.** Controlling is a continuous activity as it involves constant review of actual performance for taking timely corrective action.

**Q.2. State any one advantage of ‘Critical-point Control’ and ‘Management by Exception’.**

**Ans.** By taking care of important deviations both time and efforts are saved.

**Q.3. Give meaning of the term ‘Deviation’ as used in the control function of management.**

**Ans.** Deviation refers to the difference between actual performance and standard work.

**Q.4. Which two steps in the process of control are concerned with compelling events to conform to plan?**

**Ans.**

- i. Setting performance standards and
- ii. Taking corrective action.

**Q.5. What is important while analysing deviations in controlling?**  
*[CBSE 2011]*

**Ans.** While analysing deviations, it is important to consider the ‘deviation tolerance limit’.

**[3 marks]**

**Q.1. Explain how controlling helps in:**

*[CBSE 2013]*

**Q. accomplishing organisational goals; and**

**Ans. Accomplishing Organisational Goals:** The controlling process is implemented to take care of the plans. With the help of controlling, deviations are immediately detected and corrective action is taken. Therefore, the difference between the expected results and the actual results is reduced to the minimum. In this way, controlling is helpful in achieving the goals.

**Q. judging accuracy of standards.**

**Ans. Judging Accuracy of Standards:** While performing the function of controlling, a manager compares the actual work performance with the standards. He tries to find out

whether the laid down standards are not more or less than the general standards. In case of need, they are redefined.

**Q.2. Explain how controlling helps in:**

*[CBSE 2013]*

**Q. making efficient use of resources; and**

**Ans. Making Efficient Use of Resources:** Controlling makes it possible to use human and physical resources efficiently. Under controlling, it is ensured that no employee deliberately delays his work performance. In the same way, wastage in all the physical resources is checked.

**Q. improving employees' motivation.**

**Ans. Improving Employee Motivation:** Through the medium of controlling, an effort is made to motivate the employees. The implementation of controlling makes all the employees to work with complete dedication because they know that their work performance will be evaluated and if the progress report is satisfactory, they will have their identity in the organisation.

**Q.3. Explain how 'Management by Exception' helps in the controlling process.**

*[CBSE 2013]*

**Ans.** According to this principle, control will be effective only if the manager focuses his attention on more important exceptions. Here important exceptions mean the especially good or especially bad deviations. It means that the managers should take corrective action, in respect of those deviations, which are either too good or too bad. By taking care of important deviations both time and efforts are saved.

**Q.4. Explain how 'Critical Point Control' helps in the controlling process.**

*[CBSE 2013]*

**Ans.** 'Critical Point Control' helps in controlling process by focusing on 'key result areas' (KRAs) which are important to the success of an organisation. As per this principle, a manager must concentrate on the key result areas since it is neither economical nor easy to keep a check on each and every activity of the organisation.

**Q.5. After setting the performance standards the next step in the controlling process is the 'measurement of actual performance'. Explain this step in the process of controlling.**

*[CBSE 2013]*

**Ans.** The second step in the controlling process is the measurement of actual performance. The measurement of actual performance is done on the basis of predetermined standards. The measurement of actual performance tells the manager whether the work has been done according to the plan or not.

**Q.6. “An effort to control everything may end up controlling nothing.” Comment.**

**Ans.** This statement is absolutely right. Here, the ‘principle of critical point control’ is applicable. According to this principle, those points or activities should be determined in the very outset which have an important role to play in ensuring the actual work progress in accordance with the plans. These are known as Key Result Areas (KRAs). It means that the managers should not be involved in small insignificant activities but should pay more attention to those activities where unfavourable results can cause heavy loss to the enterprise.

**Q.7. ‘If anything goes wrong with the performance of key activities, the entire organization suffers. Therefore, the organization should focus on them.’ Explain the statement with a suitable example.**  
*[CBSE Sample Paper 2016]*

**Ans.** The statement refers to use of ‘Critical Point Control’, while analysing deviations.

- **Meaning of Critical Point Control:** It refers to that concept of management which holds that instead of all activities, the management should focus its attention on only important activities.
- **Example:** In a manufacturing organisation, an increase of 5% in the labour cost may be more troublesome than 15% increase in postal charges.

**[4 marks]**

**Q.1. ‘Controlling is an indispensable function of management.’ Do you agree? Give four reasons in support of your answer.**

**Ans.** Yes, I do agree with this statement. Following are the reasons of it: Refer to Points (i) to (iv) of Q. 1 (Application-based Questions—5 Marks)

**Q.2. Taking corrective/remedial action is the last step in the process of one of the functions of management.**

**Q. Name the function.**

**Ans.** It is controlling.

**Q. Explain the other steps of the above-mentioned function.**

**Ans.** Following are the steps of controlling process:

- i. **Setting Performance Standards:** The first step of controlling is to set performance standards. A manager evaluates the actual performance on the basis of these standards and finds out the deviations.
- ii. **Measurement of Actual Performance:** The second step in the controlling process is the measurement of actual performance. The measurement of actual

performance tells the manager whether the work has been done according to the plan or not.

- iii. **Comparison of Actual Performance with Standards:** At this step, actual performance is compared with the standards and deviations are found out.
- iv. **Analysing Deviations:** At this stage, deviations are analysed.

**Q.3. “Controlling is a systematic process involving a series of steps.” State the steps involved in the process.**

*[CBSE 2011]*

**Ans.** Refer to Points (i) to (iv) of Q. 2 above.

**[6 marks]**

**Q.1. “Comparing the actual performance with laid standard, finding out deviations and taking corrective action is an important process of a function of management.” Name and explain the process.**

**Ans.** The name of this function of management is ‘controlling’. **Process:** Refer to Q. 2 (Remembering-based Questions—5 Marks)