

Understanding-based Questions

[1 mark]

Q.1. Why is it said that ‘planning is meaningless without controlling’?

Ans. Because in the absence of controlling nobody will take it seriously to work according to the plans and hence, the plans will fail.

Q.2. Why is it said that ‘controlling is blind without planning’?

Ans. Because in the absence of planning nothing will be there to monitor.

Q.3. Why is it said that ‘planning is looking ahead’?

Ans. Because plans are always made for future.

Q.4. Why is it said that ‘controlling is looking back’?

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Ans. Because under it, a manager tries to find out whether the work has been done according to the standards or not.

Q.5. Why is it said that ‘planning is looking back’?

Ans. Because the planning is done on the basis of the happening of the past.

Q.6. Why is it said that ‘controlling is looking ahead’?

Ans. Because under it corrective action is taken for future.

Q.7. In which situation the need of taking corrective action arises?

Ans. In case of negative deviation.

Q.8. Name the two situations in which corrective action is not required.

Ans.

- i. Zero Deviation
- ii. Positive Deviation.

[3 marks]

Q.1. “Controlling is a pervasive function.” Explain.

Ans. The controlling is a pervasive function of the management as it is performed in all organisations (business and non-business) and at all managerial levels. It is that function of management under which every manager at every level assures that the actual progress is in conformity with the plans.

Q.2. “Controlling is forward looking.” Explain.

Ans. Under controlling, actual results are compared with the expected results and deviations are found out. Then corrective action is initiated to improve the performance. The corrective action is taken with reference to future on the basis of past experience. On this basis, it can be said that controlling looks forward.

Q.3. “Controlling is backward looking.” Explain.

Ans. Controlling is called a process of looking back as under it actual results are compared with the standards decided in the past. After that, a corrective action is initiated. In other words, if the standards are not decided in the past, controlling is not at all possible. Hence, it is true that ‘controlling is backward looking’.

Q.4. Does control help in ‘judging the accuracy of standards’ and ‘improving motivation of the employees’? Explain.

Ans.

- i. **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.
- ii. **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.5. How can you say that ‘controlling is not necessarily looking back, it is looking forward also’?

Ans. Controlling is called a process of looking back because under it the actual results are compared with the expected results. On this basis, this is true that controlling means looking back. But it will be wrong to say that controlling does not include looking forward. Under controlling, when the actual results are compared with the expected results to find out deviations and corrective action is initiated, this corrective action is taken with reference to future. On this basis, it can be said that controlling looks forward also.

[4 marks]

Q.1. How does controlling help in ‘achieving objectives’ and ‘improving employees morale’?

Ans.

- i. **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.
- ii. **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.