CHAPTER – 5

CONTROL

Control is that function of management, which is concerned with comparing the actual performance with the standard performance and correcting any deviations in the performance to assure attainment of the objectives according to the plans. The following are the features of control:

- Control is a continuous process
- Control is forward looking because one can control future events and not the past
- Control process is universal
- Control involves measurement. It requires measuring results against pre-established targets.
- Management control seeks to compel events to confirm to plans.

There is a close inter-relationship between planning and control. When there is no plan there is no basis for control. Planning without control is merely a pipe dream or wishful thinking. "Planning and control are the Siamese twins of management (i.e.) they are inseparable."

Types of Control

- Feedback control: Here the results are measured after performance. Such measurement provides information about how goals have been achieved. Correction occurs after the event. Accounting records, disciplinary action etc are examples of feed back control.
- Concurrent Control: It is also known as real-time or steering control. Concurrent control occurs when an activity is still taking place. Fund flow analysis and network planning are examples of concurrent control.
- Feed forward control: It attempts to anticipate the deviations in advance of the problems. Therefore it is also known as predictive control. Preventive maintenance program is an example of feed forward control.
Steps in Control Process

- Establishing standards: The first step in the process of control is to establish standards. Standards represent the criteria against which actual performance is measured.

- Measurement of performance: The next step is the measurement of actual performance. The measurement must be accurate and reliable, clear, simple and objective.

- Comparing the actual performance with the standards: The third major step is to compare the actual performance with the standard performance. This will reveal deviations between the actual and the desired results.

- Taking corrective action: For any unfavourable deviation of the actual performance from the standard performance.

MBE - Management by Exception

- It is an important principle of managerial control.

- It is based on the belief that an attempt to control everything results in controlling nothing. According to this principle only exceptional deviations from the standards should be brought to the notice of the top management. The lower level employees can deal with routine matters. This principle facilitates the delegation of authority. Top management concentrates on strategic decisions and operational decisions are left to the lower levels. This leads to motivation and development of subordinates.

Tools and techniques of control

- Budgetary control
- Standard Costing
- Management Information System
- Management Audit
Network analysis and planning – Program evaluation and review technique (PERT) and Critical path method (CPM).

Social Audit

Human resource accounting

DASARATHA

Dasaratha practiced during his leadership feed forward control. All problems were anticipated in advance during his reign. Dasaratha had eight ministers who were well versed in the art of advising the king in matters of importance. The king’s ministers were so efficient that there was nothing, which escaped their notice. They knew about the happenings in all the neighbouring countries. As a result, the Treasury of the king was ever full and so was the granary. The Ministers were Drithi, Jayantha, Vijaya, Siddhartha, Artha sadaka, Ashoka, Mantrapala and Sumantara. The ministers were always interested in the well being of their king and his subjects. It was always from Saints and sages that Dasaratha sought advice for personal and public concern. The people of Ayodhya were properly educated and virtuous to the core. They were industrious and always bent on increasing the wealth of the kingdom. There was in the country all round combination, content and happiness. All these would not have been possible, but for the real time or steering control practiced by Dasaratha. He used to consult his ministers and gurus and think every matter deeply before taking a decision².
Notes and References


2. Canto VII, Bala Kandam, Valmiki Ramayana.