So, control system should consider the feeling, motive, behaviour and attitude of employees. Management by exception is an important principle of organisational control. Under the principle, managers should give attention only on significant deviations from the standards of performance. This principle has six basic ingerdients, these are - measurement, projection, selection, observation, comparision and decision making. This principle can save the time of the top level managers so they can give more attention on the major problems. There are several techniques of managerial control. All of these techniques can be classified mainly into two categories, such as budgetary control techniques and non-budegtary control techniques.



5.10 FURTHER READING

1) Gupta R.N. (2006). *Business organisation and management*, New Delhi, S. Chand &b Company Ltd.
2) P. C. Tulsian & Pandey Vishal (2008). *Business organization and management*. New Delhi, Pearson Education Ltd.
3) Knootz Harold & Weihrich Heinz (2007). *Essentials of management: An international perspective*. New Delhi, Tata McGraw Hill.
4) Massie Joseph (2007). *Essentials of management*. New Delhi, Prentice – Hall of India Pvt. Ltd.
5) Dutta M. (2002). *Management Control System*. New Delhi, S. Chand & Company Ltd.

5.11 ANSWERS TO CHECK YOUR PROGRESS

Ans to Q No 1: Control is the process of taking steps to bring actual results and desired results closer together.

Ans to Q No 2: Maintains discipline and honesty and timely performance.

Ans to Q No 3: Feedback control and Concurrent control.

Ans to Q No 4: In spite of the benefits that control provides, some employees resist control, especially if they feel over controlled, if they think control