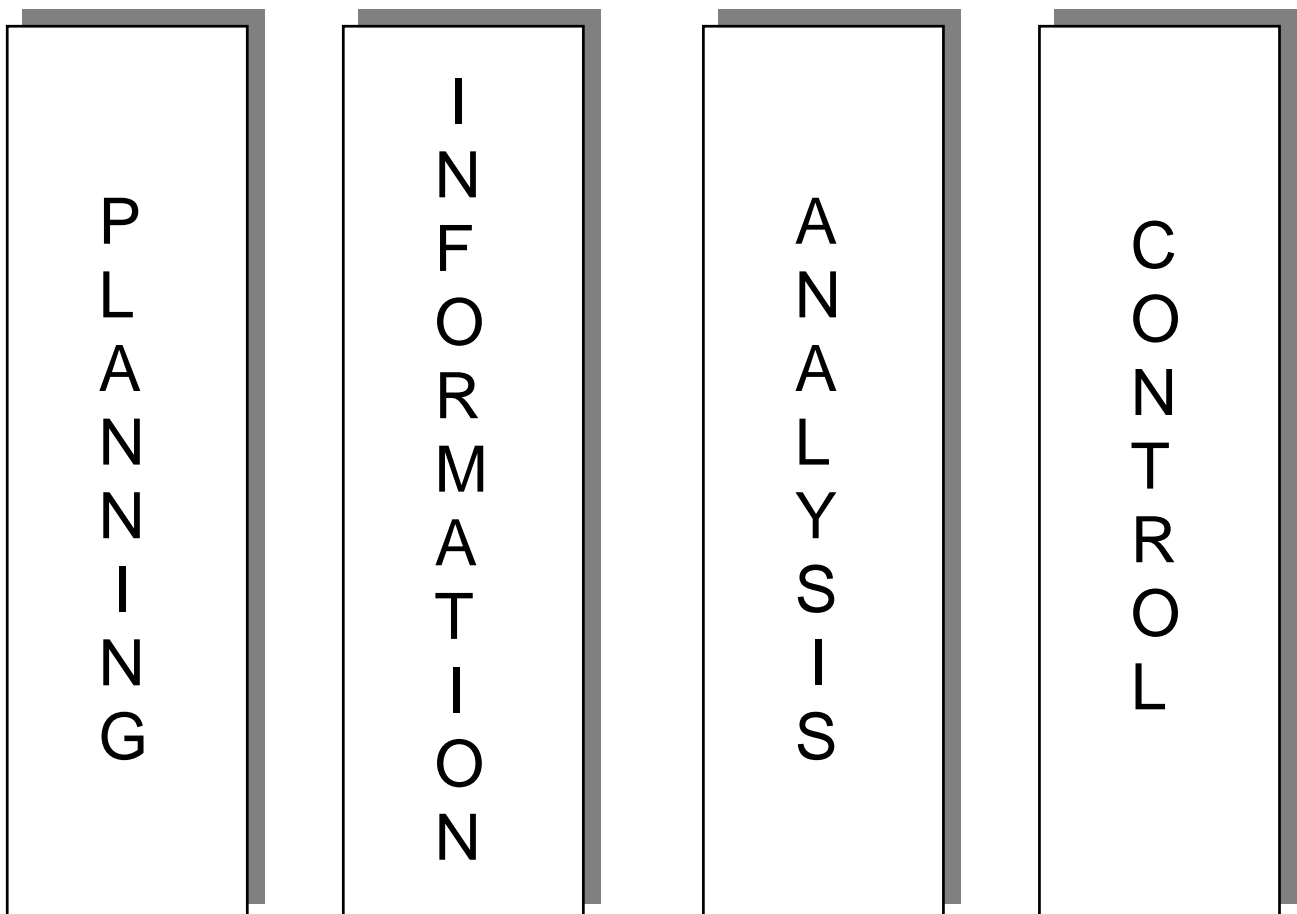


## - CONTROLLING – AN ESTABLISHED MANAGEMENT TOOL -

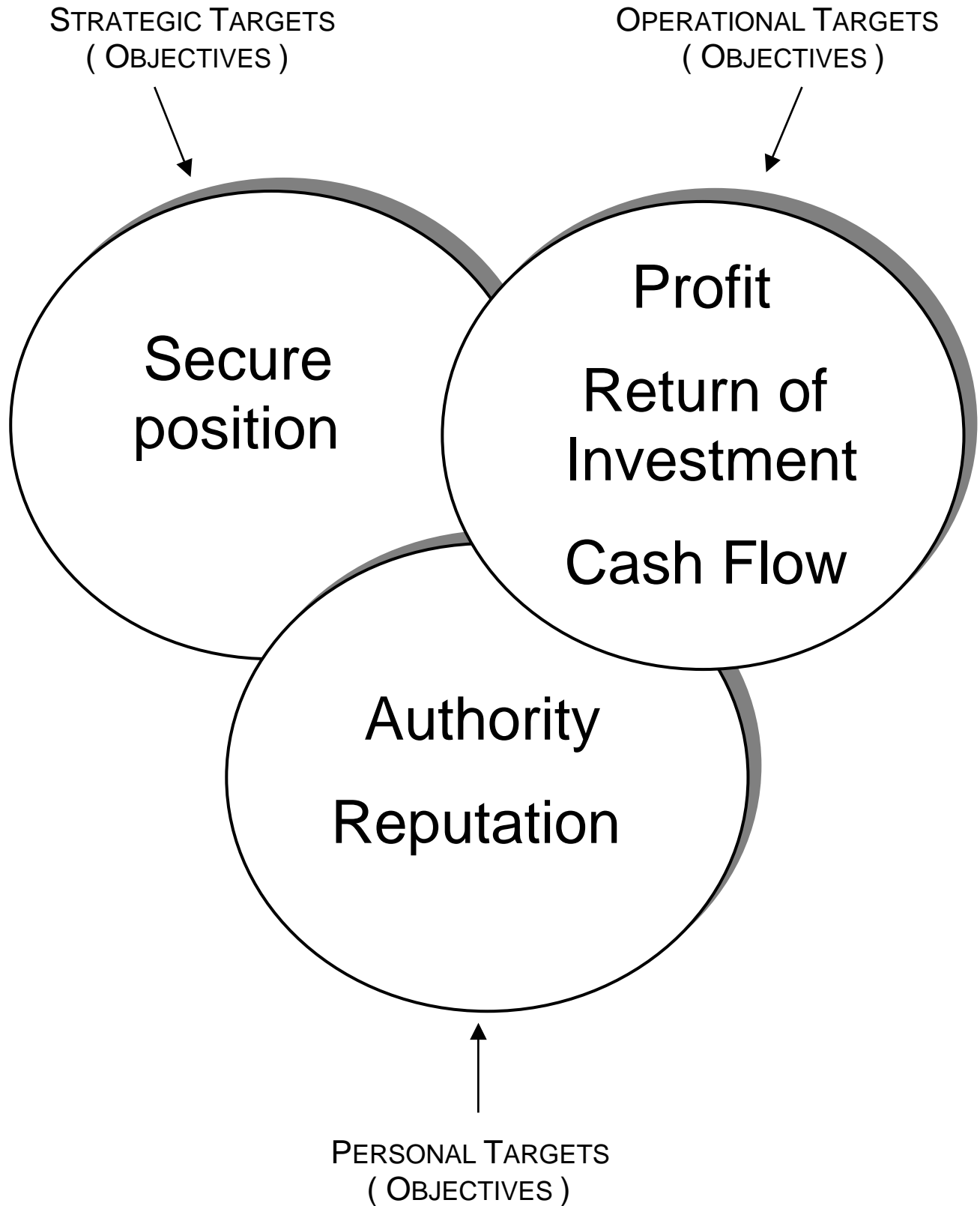
### Functioning of Management Controlling:

Controlling means the preparation of methods ( technologies, tools, models ) and information for planning and control procedures as well as support and coordination of the functional business units.

### Columns of Management Controlling:



## - CONTROLLING – AN ESTABLISHED MANAGEMENT TOOL -



## - CONTROLLING – AN ESTABLISHED MANAGEMENT TOOL -

### Principle distinctions between Controlling and Accounting:

#### FINANCE CONTROLLING DEPARTMENT

Investment Controlling

Project Controlling

Budgeting / Planning

Analysis / Evaluation

Sales Controlling

Business Development

Management Reporting

#### ACCOUNTING DEPARTMENT

Balance Sheets

Bookkeeping

- Credits

- Debits

- Fixed Assets

Insurances / Taxes

Cost Accounting

## - CONTROLLING – AN ESTABLISHED MANAGEMENT TOOL -

Explanation of the individual functions:

- **PLANNING**

- Operational Targets ( Objectives )
  - Strategic Targets ( Objectives )
  - Forecast / Ressources
  - Budgeting
  - Risk Management

- **INFORMATION**

- Information Management
  - Data Processing
  - Databases
  - Communication Systems

- **ANALYSIS**

- Explanation of Differences
  - Feedback Business Units
  - Finding of Solutions
  - Alternatives of Doing ( Activities )

- **CONTROL**

- Debit- / Actual - Comparisons
  - Ex-ante Controlling ( forward )
  - Ex-post Controlling ( backstep )
  - Realization of Objectives