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# Controlling importance in the management decision

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**Abstract:** *Currently there is a rapidly development of technology, which facilitates the transmission of information at any distance in a short time. Taking advantage of these facilities, companies have begun to develop, leading to multinationals company. At present many companies with strong roots anchored in the international market choose to open a subsidiary in Romania. With their appearance and the wish of our country to reach European standards, they usually choose the latest and the best methods for keeping accounting records and providing information to managers for helping them in choosing the most profitable solutions for the company. Among these means controlling the list and used consistently and continuously improved organization brings real benefits if implemented. They often ask the question: "Why things go better in organizations where this applies a management tool?". This article aims to provide some clarification on this question in order to better understand what it involves controlling and purpose. Next will be an overview of the concept of controlling its core with the instruments.*
**Keywords:** *controlling, controller, operative controlling, ERP system, analysis, errors.*

## 1. INTRODUCTION

Regarding the evolution in time of controlling, it "was born" in the U.S. in the early twentieth century. Organizations need to practice it due to the development of their size and complexity, to the increase of their competitive intensity and dynamic. Although the concept of controlling is of a while, so far there has not been reached a unanimous conclusion on its definition.

"Controlling is the support of the firm management with the information", as defined by *Hoffmann*.

On the other hand, *Deyhle* defines controller as: "The concern of the controller is the presence of a device, which act so that the firm has profits. Controller does not control, but is concerned that everyone is able to control himself according to the planning and the objectives set by senior staff. It is clear that controlling can not be implemented without planning."

Winterhalter defines controlling as: "Controlling is the sum of analytical and managerial activities that serve to improve company management."

Comparing the three definitions of controlling it can be reached the following observation:

- Each specialist has his own opinion on what means controlling, looking from different perspectives: the emphasis on information, on the need to plan and on achieving success.
- These approaches can be considered as being incomplete, by giving only partial aspects of controlling;
- Stands also controlling operating conditions: the existence of planning framework and the objective of controlling: success!
- It can be deduced that he is acting in collaboration with management;
- Controlling it is not control, it is much more.

By controlling, the leadership assure the providing of dynamic, effective and preventive information, which raises the value of the conclusion and decision quality. Controlling penetrates the essence of the phenomenon and contributes effectively to the scientific and effective management, observes the negative aspects when they are manifested as a tendency and intervenes operatively for preventing and

elimination of causes. Controlling is not just about finding weaknesses, is not simultaneously but subsequent and primarily based on forecast of the activity development, the possibility of failures and anomalies. To obtain maximum of profit, controlling helps to prevent trends and of phenomena that need corrective decisions.

Controlling ensure development, profit growth under conditions of free and fair competition. Controlling as form of knowledge is meaningless if it does not manifests itself as a way of improving the management of assets and of activity organization and leading. Controlling is a objective and subjective must, but it is not a purpose, but a way of executive activity improvement, including the leadership process of this.

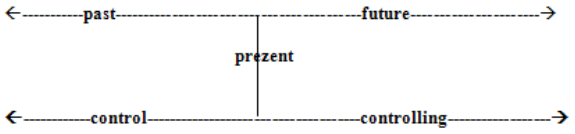


**Figure 1.** Controlling orientation

Controlling can be of two types, operational and strategic. Differences between these two types of controlling are structured presented in the below table.

**Table1.** Parallel between the strategic controlling and the operational controlling

| Operative Controlling | Strategic Controlling |
|---|---|
| **Period of time analyzed** | |
| Results and figures oriented to the past or present. The future is limited to the near future. | Focused especially on numbers and results for future, interpretation of their values on long or average period of time |
| **Orientation** | |
| Intern source of information | Extern factors of development and of influence (social-political environment) |
| **Objective** | |
| Reach of objectives | Permanence assurance |

Controlling function is represented by the controller. He is the one who draws up the controlling reports, makes planning and analyzes the deviations, proposing then corrective measures. All these actions taken by the manager have a result which will be subsequently used by the manager. Therefore, controlling is achieved through a close cooperation between the two persons, manager and controller. The manager is appearing as the beneficiary of the controller work.

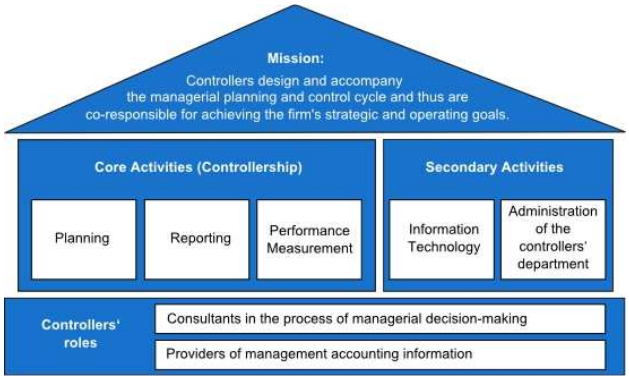


**Figure 2.** Controller mission

To become a controller, a person must meet certain conditions. These conditions are both personal and professional requirements.

Personal requirements are the following:
•Only the formulation and setting a target is insufficient, there must be continuous to its implementation;
• Analytical thinking
•Fair and objective analysis, claims and proposals;
•Recognition of the economic relations and company reports (including information and communication relations). "Listen to be able to do";
•Support independence and application of even unpopular measures, if necessary;
•Selection and processing of important and relevant information;
•Ability to motivate staff and win them for his purposes and plans;
•Taxation and enforcement capacity, but without losing the sympathy of others;
•Technical understanding and adapting to the mentality of other areas / departments;
•Cooperative and open spirit to compromise (within the set of objectives).

Specialized requirements are good knowledge in the following areas: calculation of costs and revenue, finance, operational research, information, planning, marketing, investment and communication.

Also, to comply with ethical and safety rules in the organizational structure controller's must meet the following requirements:
• Must not be a member of top management level but should be subordinate to the partner talks
• Increasing importance gained by observing and controlling the trend of integration of controlling the highest hierarchical level;
• The scope of the controller must be as small as possible;
• Practice shows that most firms integrates the controller in direct subordination to the company's management.

If the controller has a very high position of the company hierarchy, there is a danger of losing contact with the practice reality. The imposition of measures is even more difficult, especially if it enters on battlefield of different parts interests.

If in U.S.A. the concept of controlling the emerged in the early twentieth century, this concepts is known in Germany just from the years 1950-1960 through barely practices publications, but the "Controller Magazine" journal summarizes the results of theoretical and practical aspects of the concept until 1975.

In Hungary, controlling appears in the early 1980s when Péter Horváth develop its own model of controlling. Only in 1990 controlling discipline is taught in universities.

So it can be seen the appearance of controlling first at the level of the economics practice from the organization and just latter the appearance of some special literature studies.

In Romania controlling occurrence in practice is relatively new compared to other countries, after 1990. This could be the reason for the existence of a small number of papers. The main companies in our country which are applying controlling are light industry or textile industry, pulp, paper and paperboard, chemical industry (industry of preparation the rubber and plastics).

The main organizations that apply controlling are: Price Waterhouse Coopers, Solectron, Electrolux, Siemens, Richard Halm, Novara, World, Delphi Packard, ZOPPAS Industries Dräxlmaier, Continental Automotive, etc.

All these are subsidiaries of international corporations. From this it follows that one of the reasons why there is controlling in Romania is that some corporations have opened branches in our country and therefore had to be implemented in the frame of the branch system practiced at controlling group. Another reason is the wish of Romanian entrepreneurs to achieve better monitoring of activity.

Thus it can be concluded that controlling for Romania has the following meaning: calculations, reports, information, verification, analysis, suggestions and supervision.

Although, obviously, the controlling of each subsidiary has imprinted the specific controlling imposed by the corporation, can be observed the following:
- controlling practiced in Romania is a tool of management;
- arose from the need to help the Romanian management to exercise its activity at the level of performance achieved in Western countries;
- the role of controller is an observer of the cost centers, the internal life of the organization and its environment;
- hypostasis in which appears the controller is the one of manager's supervisor and adviser;
- controlling the contribution is made in the five management functions: planning, organizing, decision making, training and control, focusing on helping the decision of the controlling function, information and suggestions offered.

It can be said that: controlling practiced in Romania is the instrument that helps the manager to exercise his functions for the organization so that he will always have an eye on costs incurred by the activity development and to be always able to master the future.

## 2. OPERATIVE CONTROLLING

Controller is somehow of a "seller" of targets and plans, actually a coordinator and not a captain, on the board of a company. He is an economic consultant of the firm management, responsible with the interpretation and explanation of results, and highlighting the reports and the relations between them.

Instrumentation used by the controller consists of:
• Integrated information, planning and control system;
• Reporting System;
• Modern system of costing;
• Calculation of profit and loss;

• Economic and investment account;
• Lowering the costs of ongoing programs;
• Warning and control system.

The correctness of a decision depends directly on the accuracy and consistency of information had. The controller's task to build and maintain a comprehensive information system as possible (oriented to recipients). An information system costs money and time, not only at the setting up but too during his useful life with the administration expenses.

Information must be:
• Up to date and real;
• Concise, simple;
• Objectives;
• Timely recognition of weaknesses and irregularities;
• Use a common information sources;
• Can be viewed, understood.

Controlling is a comprehensive guidance tool. By providing and processing information oriented on decision, controlling support processes and decision management across an enterprise. To plan, guide and control all processes of transformation within the company, information is needed.

Reports are issued during the processing of information; reports are then forwarded to the persons interested in the economic situation in question. There are a number of economic processes of partial information and a series of receptors (internal and external).

**The task of calculating the costs and achievements**

Economic calculation is divided into internal and external calculation; both areas are distinguished by the information subject and by receivers of information. Calculation of the external economic environment the company reported, while the internal processes are concerned with internal economic important task of monitoring the production of outputs (quantity and quality).

Internal economic calculation figures are not bought to the knowledge of external receptors, but serve to inform the management team in making decisions on planning, coordination and controlling business activities.

The costs and outputs calculation has a big importance for the operative controlling. In addition to the function of documentation, controlling must also hold the forecast function.

A business objective is to achieve the best result by the lowest costs possible. That is why the reason of the costs and the development of costs on types and cost centers are continuously watched up. Costing and cost types calculation is an integral part of the ratability calculation: in all business areas (supply, storage, production, administration, sales, research and development) and to all the levels of the center cost.

An instrument used, for example, to the discovery the potential reduction of cost is Benchmarking. This tool compares products, services, processes and production methods from several companies. In the foreground is not cost but continuity processes, opportunities for improvement, the relevant objectives in the competitive environment.

Cost calculation is essential in most businesses. Software offer in the field is large and diversified, companies develop their own software solutions (calculation tables, etc.) but the most popular programs are standard.

Implementation of a program costing should be consistent with the accounting and financial situation and tasks and the entire company.

**What kind of software should be implemented?**

Small businesses are used to process the obtained data in table of calculation; updating are done quickly. Larger firms and corporations need standard software which can have direct access to the financial accounting information or through an interface.

The standard software must meet several requirements:
- to adapt to the existing system of data electronic processing;
- to have systems of cost calculation for the required purposes;
-to be flexible and to prepare reports and lists based on the desired criteria.

**What can do computer cost calculation programs?**

•Acquisition and evaluation of the types of costs;
•Differentiation of costs for every cost center (fixed and variable costs, etc.);
•Comparison between cost centers / profit center/ processes (by system);
• Flexible reports;
• Analysis of deviations / violations cost;
• Reports cost carriers;
• Budget.

The reports and assessments are newest made directly on the domain asked by the company. There can be made, for example, corrections directly into the production program.

**Operative planning**

In planning the operation takes place daily planning operations on the products or services that must be done. These operational planning are actions which, in a short time lead to assure the success. (eg, timely delivery of orders or timely delivery of a new car). Time interval is of maxim one year. Most operational activities will be controlled by persons involved in the process. Operational plans must be a consistent transposition of strategic planning. Inclusion of the operational plan into the strategic one should be followed strictly. Often a companies should have a hasty reactions and so can be omitted the initial objectives.

The operational plan is composed of two parts:
• Production planning process;
• Cash-flow planning.

**Production planning process**

At this stage take place the planning of the production process of a specific range of products and services. In the planning are involved the following areas: purchasing, research and development, production, marketing and distribution. In many organizations, existing problems will be translated into projects that must be resolved in a certain time and certain costs.

**Planning cash flow**

Operational planning must ensure in addition to the goods production the continuous liquidity of the company. So, there must be paid more attention to the cash flow and especially to the calculation of costs and performance where costs will be placed in front of income (turnover -costs = income).

The financial situation planning must ensure that at any time there is enough available capital to honor the obligations of the company. In direct connection with the financial plan is the investment plan which on one hand helps the new products to reach the market and on the other hand that they can be realized economically. Often, for the financial planning exercise I called the budget, which means that clearly defined objectives are provided limited amounts of money.

**Consistency between plans**

At the level of a firm take place at the same time several planned activities which are often interdependent. That is why is essential that individual planning is located in the calendar, respectively the organization of conferences to establish the concordance between of partial plans.

Tracking the development of the planning process is very important, but at the same time not easy. Each plan goes through different degrees of maturity: each proposal of the plan shall be verified, where appropriate, is corrected and ultimately is approved. This involves passing through several levels of the company: from the person responsible to the manager of the company. Moving from one level to another should be done as safely and quickly as possible.

**Tools and techniques**

The operative controlling is using certain methods and techniques.

*a)ABC – Analysis*
This analysis is based on the usual rule in economics - 80:20 rule that orders the units according to significance. Under this rule "little" (20%) is essential, and "crowd" (80%) is the less valuable.

For example 80% of sales come from 20% of the customers or 80% of the value of the deposit is 20% of total stocks. Area A is the most important: he arrives at a rate of 80% (or 75%). Area B is less important. It reaches a rate of approx. 15% and reached the end of the field has

a 95%. Area C is an insignificant 5% and reaches 100%.

*b) Strengths – weaknesses analysis*
Through it you can examine the strengths and weaknesses in the internal environment and opportunities and concerns about the external environment (English - SWOT: Strengths, Weaknesses - Opportunities - Threats).

This analysis serves to reinforce the strengths and the weaknesses caused by threats.

*c) Total cost value analysis*

• Explanation

Value analysis systematically investigates how to obtain a result with the lowest cost. Value analysis tries to reduce total costs to total costs of their individual functions (eg statistical processing or special offer) without affecting the results.

There are two objectives pursued in the following principle:
- a company relinquishes the achievements or non-urgent services
- a company achievements or emergency services by ensuring the lowest costs

• Procedure

Establishing of the objective:
It defines the processing of supply from demand and supply until the issue. Of team is making part of a person from marketing and sales department, a specialist in the department concerned and one worker. The maximum processing supply is estimated between 5h-8h.
- Task analysis of time and cost involved;
-Looking for alternatives, cost reduction ideas and means of obtaining them (electronic analysis programs and specialized departments to enable them to select in less than 2h);
- Evaluating and choosing alternatives (if there is a single alternative, it will be tracked with precision; if there are more choice, selection will be based on an analysis of relevant value);
-Introduction of measures (in tables such as: activity - the person responsible - period), these measures and tasks should be completed within four weeks, followed by a month of sample results that are then optimized;
-Control, in regular time segments it will be controlled if the measures discussed to the chosen objectives.

## 3. CONTROLLING TOOLS

**ERP Systems**
Controlling provides to the management of organization information regarding the health of the business and helps to make strategic and tactical decisions. Controlling function assists management in planning, budgeting and monitoring the company's financial performance.

At the same time, it assures the proper use and traceability of company resources, providing transparency in transactions and decisions and contributes so to the increase of profitability.


**Figure 3.** Controlling steps

Controlling process consists of three major elements - Coordination, Communication and information - and involves three stages of execution:
1. planning and budgeting - this stage involves the alignment of strategic and operational objectives and the generation of the action plans;

2. monitoring and analysis - includes performance monitoring, analysis of the obtained results and the report of them to executive management team;

3. conclusions and recommendations - includes measures to increase profits, of reducing costs and recommendations for the strategy adjustment.

Execution of controlling function involves the processing of very large volumes of data which have to be transformed from individual

transactions into information as a report format, dashboard-type synthetic indicators or items for the performance measure of balanced scorecard type. Processing these large data volumes in the organization requires an infrastructure of systems Enterprise Resource Planning (ERP) and Corporate Performance Management (CPM), the latter being known as Business Intelligence systems (BI).


**Figure 4.** Controlling activity

A controlling solution needs the combination at the strategic level of three major elements - systems, business processes and human resources. Each of these three elements has a critical role in successfully controlling execution. The solution of controlling transform each individual transactions of an organization into information and knowledge, based on which can be taken strategic decisions for the company.

Systems of CPM/ BI type play a critical role in controlling the execution function. These systems distilled the data from ERP and CMR systems into information that can be used in making management decisions. By defining the performance criteria, systems CPM /BI provides the management team's ability to measure organizational performance in concrete figures. For illustration, performance criteria can be defined as:

1. criteria related to the number of customers - new customers, the status of existing customers, lost customers and segmented on the grounds of loss
2. sales on customer segments
3. unpaid bills by customer segments
4. demographic data to customers segment
5. segmental analysis of unpaid customer bills
6. customer profitability of market segments
7. budget execution at various levels (marketing, purchasing, etc.).

Given the complexity of developing and implementing a solution for controlling, organizations turn to consulting companies that have experience and skills needed to develop such a solution. Consulting companies have the advantage of practical experience in implementing solutions for controlling other organizations, as well as access to knowledge in the last minute business techniques and information technology.

A very important thing is to address the ERP implementation project as a business project, not as a IT project.

The experiences of companies that have approached the implementation of an ERP system from a strictly technical perspective was marked by a series of difficulties. Some of them are listed below together with how they could have been avoided by addressing implementation as a business project.

1.Difficulties in choosing the right ERP provider
Defining the desired operational model is the most solid basis for identifying key features to be covered by future ERP solution. Also, this list of requirements is the main instrument that must underpin the implementation effort required to estimate and, therefore, the basis for negotiating the value of implementation services. The effort required can be determined by a simple formula: the effort of standard solution implementation together effort off features implementation that are not covered by standard ERP solution.

2.Numerous requests to change project scope and extending the original deadline for implementation over the initial term
A purely technical approach to implementing an ERP system is limited to coordinating the activities covered by the ERP and ignore the remaining activities are still performed outside the system. Purely technical approach assumes an unstructured collection of functional requirements and development of two parallel and asynchronous models - the technical and operational (full image). Only a clear definition of operational strategy and a complete business model, together with a rigorous project management, can lead to a necessary material during the implementation and the maintenance of goals and objectives throughout the project.

3.Difficult communication between those responsible for the processes and IT experts
A technical approach to ERP implementation project will lead to deepening the differences

between the processes managers and the IT experts, because they do not use the same language, do not have the same tools and they don't have a common image of the processes. Using a fully operational model as the basis of the new ERP contributes to removing communication barriers so that both processes responsible and IT experts can work on a common architecture, can see exactly all the action and, especially, that one which will be executed in the future with the new ERP system.

4. Difficult and incomplete assimilation of how to work with the new ERP solution
The lack of a sufficient organizational transformation and non-involvement in the execution of members of the implementation is reflected in the difficult adaptation to new working procedures arising from the introduction of the ERP system. A correct approach requires extensive involvement of the organization members in documenting and analyzing processes, so they have an active contribution in the selection of ERP functionality, which greatly increase your understanding and acceptance of the new system. Also, once documented, the processes will be used during training sessions for staff for the assimilation of how ERP solution is working.

5.A great effort it takes to carry out the tests of integration between modules
Another consequence of how unstructured collection of technical functionality is high consumption of effort and time spent to achieve integration between ERP modules for validating a final solution. Process-based approach is that the new ERP solution is built based on a complete overview of business and end-to-end scenarios, thereby reducing the time spent to identify the points of integration of the modules.
6.Change ERP difficult after startup
The classical approach to implement the project involves the development of a documented failure to implement the solution, in terms of format and content. A consequence of this solution is the difficulty of adapting to changing needs that may arise after startup time. With the new tools of analysis is possible to reuse the documentation process for identifying the ERP solution to be adapted from the organization's future requirements.

7.Difficulties in integrating the new internal control system with the new ERP system functionality
To remove this lack of transparency, documentation processes should give equal importance to activities outside the scope of the ERP system which will allow a complete vision of organization and facilitates of the introduction of control points in the process.

**ERP system implementation**

Worldwide companies are spending a lot for ERP systems and then noted that their work performance has not improved at all. In some cases it was found even adding to the business. This led to a rate of ROI (Return on investment) negative. Such mishaps should be avoided. Even if the number of deployments in Romania is small enough there were such cases. You can not achieve success without a rigorous implementation of training and planning. In many cases of failed ERP projects revealed the lack of required functionality, operating heavy and users not happy with the change.

The five most common reasons for failure of ERP implementation projects:
• Pre-implementation activities were done poorly or not made at all;
• Users were not "ready" (psychological) to approve a new system;
• Strategy does not support the company's operational processes and implementation description;
• The implementation took much longer than expected;
• Project cost far exceeded the initial estimated cost.

Generally in the world IT solutions that manage a company's processes are divided into two main categories:
-> Vertical Business Solutions
-> ERP solutions (with add-on)

A vertical solution is characterized by the fact that they respond strictly to a certain industries. Usually these solutions are constructed from null by a company for a client in that industry. Then after the solution is working to make more profit and seek to replicate that solution to other customers in the industry.

ERP solutions are solutions designed to meet general business needs. They are designed to accommodate various types of business easily. Usually to support the various industries are built so-called add-on to ERP systems. Add-ons are modules built on the platform provided by the ERP and respect the concepts of integration of the ERP system.

Practice worldwide has shown that between two systems one vertical and one customizable ERP, ERP is always the best choice.

"Implementation of standard software is the sum of activities required for effective use of software in the economic environment of an enterprise customer." Through implementation, customers can:
- perform work processes
- ensure the required quality data
- make effective use of information provided by the package.

Implementation can be:
- oriented technology - implementation is seen as a technological activity
- acceptance by the customer-oriented - are implemented and modules deemed necessary and requested by users direct
- oriented organization - the standard software should act as a coordination mechanism to amend the organizational structure and organizational framework of the enterprise. The best approach in terms of business management package.

When it is speak of the costs of an ERP, it really refers to the costs of all actions the company must perform to have a successful project. The literature speaks of TCO (total cost of ownership). As these costs are included licensing, installation, configuration, user training, integration applications, and so on. Locally (in Romania) we talk about TCO costs starting at 50,000 Euro. The upper limit is reached only by large multinational companies. The lower limit is a minimum budget that a company must allocate when it wants to invest in an ERP. The risk of a failed project when choosing a solution only by price, unfortunately, is very high in Romania. It is preferable if you can not find domestic sources of financing to resort to a financing company that specializes in IT & C projects

In general when it comes to media companies in Romania during the implementation is closely linked to the degree and need to adapt the application to the company's needs. It also notes a marked link between this time and the degree to which the management company and application users are involved in the project's success. In general, this range varies widely ranging from 3-4 months and 10-12 months.

Regardless of size and industry, any company, and we refer in particular to companies in Romania as a country with an economy in transition, the economic needs of applications that will help to solve economic problems. Such problems are the number and degree of complexity is increasing. For example, any company must account for its activity, have management, track expenses and receipts, and even to pay salaries. If it is a company active in trade with wholesale, retail, import or service, is a clear need opportunities to accurately track the flow of goods, using various identification items for sale and warranty and service as for trade with computers, appliances and electronics, machine tools.

Many companies need to manage and monitor the stocks closely related to accounting issues, manage their suppliers and customers and solve their problems of receipts and payments.

Steps towards a system driven by integrated business management:

Step 1. Identifying specific needs and requirements
The Consultants shall discuss with the client and the organization of existing infrastructure within the company and realize together the technical and functional specifications for software to be purchased. Example: software for accounting, inventory management module connected to information from a sales automation module (offers, requests for proposals, historical reviews).

Step 2. Analysis of supply on the market for such software packages
Given the desired specifications of the software is easy confrontation of traditional software offerings. It examines the relationship between price and level of satisfaction of requirements during execution, implementation and training. Depending on the offer, you can select an

existing product or you can use when designing a new system.

Step 3. It is costing, planning and development of long-term strategy
The biggest problem is not choosing the best software, but its implementation. Employees of a company are always reluctant to change their time-consuming. Using a specific application work presented here has its advantages but has the disadvantage that the staff is usually used to report everything when an application does not work, for which training is an important phase that contains arguments for staff applications for use within the system.

Step 4. Implementation of business management information system
This step is discussions that develop parallel applications. End of period coincides with the installation and certification requirements that correspond to the original system.

Step 5. Staff Training
This step is meant to ensure that the computer system is used by all employees who must enter the information needed for daily activity and reports. Each employee is assigned duties in connection with entering data.

Step 6. Support, security and further development
Where there is failure of applications or specifications between the initial support team recorded symptoms reported by the customer and program changes will be executed in a predetermined time contract. Also you may need in terms of system that would involve further development. Subsequent developments are of course about fewer prices than initial effort because the company is producing less.

Like any project it is likely to fail. The way in which project risks are eliminated may increase or decrease this probability. It matters very much how to involve the implementation team, communication between provider and recipient team, motivation and other prospective users.

**Controlling strategies implementation**

There are several strategies for the controlling implementation of organizations: strategy of "small steps", "bomb" strategy, "planned development" strategy. Depending on the organization can apply for an implementation of these strategies, each of which has weaknesses and strengths.

"Small steps" strategy involves a change of needed aspects for the controlling implementation into the organization for a long period of time. By using this strategy the acceptance of controlling level is growing into the organization, but as the weakness there is the chance or a reduced level of controlling implementation overview.

"Bomb" strategy involves a fast controlling implementation. Strong point of the strategy is the lack thereof with the response time for employees, but as weakness unpredictable side effects are possible after deployment, which can reduce the level of acceptance of controlling the organization.

"Planned development" strategy involves planning stages and placing them under the concept of controlling. When such an implementation would be taken into account inter dependencies and have made steps down feedback on steps already completed.

## 5. CONCLUSIONS

Controller is the manager partner, who helps him to exercise his functions, so that he can always know the status of the organization and he is able to control the organization future.

In the support of this claim is the fact that controller provides on time, well structured and tailored to each decision-making situations information. Also, by seeing the difference between what was planed and what has been achieved, by highlighting the causes of these deviations and suggestion of possible measures of reducing the adverse situations. Controlling helps the organization to be ready for the next event.

Controlling practice offers several advantages, among which we mention the following:
- achieve a better coordination and information of the organizations departments;
- help to apply a performance management - based on objectives and on cost control;
- is know in time if all goes according to plan;

- is known what effect have different actions for the result;
- it can be seen the economic knowledge of various developments within the organization (structural changes, major investments), before these developments occur;
- provide a solid basis for proper decision made by management;
- attention the decision responsible people on time, to avoid unwanted situations;
- makes possible the follow and views of the profit centers and cost in the organization
- is introduce at the organization level a policy of organize, rigor, discipline and a positive attitude towards work;
- contribute to the employee interest increase in order to achieve the goals;
- by controlling activity, the manager is the discharge of a series of tasks, and given him a great framework for making the right decision.

If in the branches from Romania of international concerns, controlling is implemented at the special request and indication of concern, Romanian companies have a different situation.

First, the manager or the owner is responsible for deciding the controlling implementation and how to be implement. He must be creative and, depending on what he wants to achieve by controlling, he will structure his activities. Compared to the concerns subsidiaries, for the Romanian companies disappear the problem of adapting the local chart of accounts to the chart of accounts used by the corporation.

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