

MANAGEMENT

CONCEPTS AND PRACTICES

Dr. C.B. Gupta



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MANAGEMENT *Concepts & Practices*

MANAGEMENT

Concepts and Practices

Dr. C.B. Gupta

Ex-Head, Department of Commerce

Shri Ram College of Commerce

University of Delhi, Delhi



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Author's Acknowledgement: The writing of a Textbook always involves creation of a huge debt towards innumerable author's and publications. We owe our gratitude to all of them. We acknowledge our indebtedness in extensive footnotes throughout the book. If, for any reason, any acknowledgement has been left out we beg to be excused. We assure to carry out correction in the subsequent edition, as and when it is known.

PREFACE

TO THE FOURTEENTH EDITION

Guru Gobind Singh Indraprastha University, New Delhi has revised and updated the syllabus for its popular BBA course. More than one hundred affiliated institutions in the National Capital Region (NCR) are running this course successfully. This book has been recommended as a textbook for Paper 101—“Principles of Management” in the revised syllabus of GGS Indraprastha University.

I have revised this book to meet the requirements of new syllabus of GGS IP University. Techniques of Decision-making, Traits of a Leader and Managerial Grid have been added in this edition of the book.

Some Unique Features of the book are as follows:

- Lucid, simple and conversational language.
- Liberal use of tables and diagrams to illustrate the text.
- Chapter outline to give a bird’s eye view of the topics covered in each chapter.
- Test questions from question papers of previous examinations.
- Full coverage of the prescribed new syllabus.
- Case studies for analysis and discussion in the class.
- Objective Type Questions.
- Latest Question Papers of GGS IP University.

I am fully confident that the book will fully meet the needs of students and teachers. Suggestions for improvement are invited and shall be gratefully acknowledged.

DR. C.B. GUPTA

BOOK REVIEW

The book under review describes the theory and practical aspects of business management. It is divided into six units *viz.*, introduction, planning and decision-making, organising, motivating and leading people, managerial control and management of change. The book covers the revised syllabus of the BBA course. It is written in a lucid, simple and conversational language.

The test questions of examinations are given at the end of each chapter. The frequency table of questions asked in the examinations are also given in the book. The other salient features of the book include systematic and sequential arrangement of different topics, chapter outline to give a bird's eye view of the topics covered, full coverage of the syllabus, etc.

Though the book is meant for an undergraduate student, it will be found useful by students who are preparing for management paper of any other courses. The long select bibliography at the end of the book will be useful for advanced study by the students.

Review Projector (India)
Vol. 4, No. 1, Jan.-March 2001

This book written by Dr. C.B. Gupta elaborately highlights various aspects of management. The author has taken much pains in writing this book by consulting many technical books on management. With long years of experience in teaching the author could present the facts lucidly and precisely. The book is highly useful both to the under graduate and post graduate students of commerce and management.

C.A. Sham Shankar

Management concepts are well developed and evenly narrated by Dr. C.B. Gupta. Meanwhile 'Concepts' are systematically packed which pave way for easily digestible and lasting remembrance. The way by which 'Principles', 'Practices' and 'Cases' are sequencely arranged and the mode of discussion kindle reader's urge to have frequent touch with this material. The narration and flow of every phase of this piece of material stimulates profound interest among the readers.

J. Wilfred Angello Gerald
St. Joseph's College, Tiruchirapalli

AN OPEN LETTER TO THE STUDENTS

Dear Students,

My aim in writing this open letter to you is to help you achieve success in the examinations. I believe that success in examination is not a matter of hard work alone. Examination is a technique and you should master this technique for best results. Many a time, I have observed with great sorrow that many hard-working students fail to secure good marks despite “burning the midnight oil”. What is important is not simply how much you study (time) but also how you study (method). As a teacher and examiner for more than four decades, I have gained useful experience which I want to share with you. Some do’s and don’ts for success are given below:

- ◆ Always be regular and punctual in the class. You will have to study for hours together what you can learn in just 45 minutes in the classroom.
- ◆ Devote a couple of hours daily to read and revise what has been taught in the class. This will put the topic in your sub-conscious mind. Students who mug up the entire course in just two-three months seldom fare well in the examination.
- ◆ When you are preparing for the examination, prepare very brief notes jotting down the main points for each topic. Emphasise conceptual clarity and learn the basic concepts or key words. Go through the ten years’ papers to find out the nature and type of questions asked in the examination. A frequency table has been given here to indicate the relative importance of different chapters. It shows how many times questions have been asked on a chapter.
- ◆ The day previous to the examination, read these brief notes. Avoid reading the book at this juncture as it may create mental tension and examination fever.
- ◆ Read the question paper carefully and select the questions to be answered keeping in view the instructions given by the examiner.
- ◆ Analyse each question carefully before answering it. Design your answer according to the requirements of the question. For example, if the question says “describe” you have to give the meaning and nature of the topic. But if the question says “discuss” or “explain”, you should give arguments both for and against the idea. Time spent in planning the answer is a worthwhile investment.
- ◆ Divide your answer into suitable paragraphs. Use a separate paragraph for each point. Do not write long and uneven paragraphs.
- ◆ In the first paragraph, show to the examiner that you understand the question. Give pertinent answers without beating about the bush.
- ◆ Give brief and pointed answers. Don’t stretch the answers too much.

- ◆ Wind up your answer by summing up the main points or giving your final opinion in the concluding paragraph. Remember the last impression influences the examiner's marking.
- ◆ Divide your time logically among different questions. Do not devote too much time to the first question at the cost of the last question. When the examiner indicates all questions carry equal marks, he expects you to devote equal time and attention to every question.
- ◆ In answering questions requiring your opinion, give views on both sides and then give your own judgement.
- ◆ As far as possible don't use the first person. The third person, *e.g.*, "it may be said in conclusion," etc., is considered more appropriate.
- ◆ Before submitting your answer-book check up your roll number. Have a quick glance through your answers.
- ◆ After coming out of the examination hall, forget about the paper you have done. Think about the next paper only.

With these ideas, I place this book in your hands. You are the best judge of its quality. Please feel free to write your frank opinions/suggestions to me. Your views will help me in making improvements in the subsequent editions.

With best wishes,

Yours sincerely
C.B. GUPTA

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GGG INDRAPRASTHA UNIVERSITY, NEW DELHI

BBA 101: Principles of Management (New Syllabus)

Objectives:

The course aims at providing fundamental knowledge and exposure to the concepts, theories and practices in the field of management.

Course Contents

Unit I

Lectures 14

Introduction : Concept, Nature, Process and Significance of Management; Managerial levels, skills, Functions and Roles; Management vs. Administration; coordination as Essence of Management; Development of Management Thought: Classical, Neo-Classical, Behavioural, Systems and Contingency Approaches.

Unit II

Lectures 16

Planning : Nature, Scope and Objectives of Planning; Types of Plans; Planning Process; Business Forecasting; MBO; Concept, Types, Process and Techniques of Decision-Making; Bounded Rationality.

Organising : Concept, Nature, Process and Significance; Principles of an Organization, Span of Control; Departmentation; Types of an Organization; Authority-Responsibility; Delegation and Decentralization; Formal and Informal Organization.

Unit III

Lectures 16

Staffing : Concept, Nature and Importance of Staffing.

Motivating and Leading : Nature and Importance of Motivation; Types of Motivation; Theories of Motivation : Maslow, Herzberg, X, Y and Z; Leadership : Meaning and Importance; Traits of a Leader, Leadership Styles — Likert's Systems of Management; Tannenbaum and Schmidt Model and Managerial Grid.

Unit IV

Lectures 6

Controlling : Nature and Scope of Control; Types of Control; Control Process; Control Techniques — Traditional and Modern; Effective Control System.

Suggested Readings:

1. Stoner, Freeman and Gilbert Jr., *Management*, Pearson, New Delhi, 2010.
2. Gupta, C.B., *Management Concepts and Practices*, Sultan Chand & Sons, New Delhi, 2010.

Human Resource Management: Text & Cases

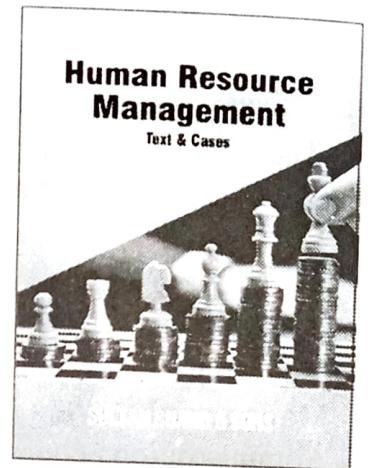
Dr. C.B. Gupta

About the Book

The present edition of the book has been divided into 8 Sections to provide a comprehensive and balanced coverage of the subject. The topics covered are strategic human resource management (HRM), Systems approach to HRM, environment of HRM, work – life balance and international HRM.

Salient Features

- Systematic arrangement and analytical presentation of the subject matter
- Contemporary approach
- Comprehensive arrangement of topics
- Insights from Indian Industries in the form of boxes
- Provides an in-depth understanding of the subject



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Part I: Introduction to HRM

- Nature and Scope of HRM
- Organising the HRF
- Strategic HRM
- Human Resource Policies

Part II: Acquiring Human Resources

- Human Resource Planning
- Job Analysis & Job Design
- Recruitment and Selection
- Placement, Induction and Socialisation

Part III: Developing Human Resources

- Employee Training
- Executive Development
- Career Planning and Development
- Human Resource Development
- Employee Empowerment

Part IV: Managing Performance & Compensation

- Performance Appraisal
- Job Evaluation
- Wage and Salary Administration
- Incentive Compensation

Part V: Maintaining & Retaining Human Resources

- Job Changes – Transfers, Promotions and Separations
- Absenteeism and Labour Turnover
- Employee Health & Safety

- Employee Welfare (Employee Benefits & Engagement)
- Social Security
- Work Environment
- Discipline and Grievance

Part VI: Integrating Human Resources

- Industrial Relations and Industrial Disputes
- Trade Unions
- Collective Bargaining
- Workers' Participation in Management
- Morale
- Job Satisfaction
- Human Relations
- Quality of Working Life (QWL)
- Management of Stress and Burnout

Part VII: Human Resource Control

- Human Resources Records, Research and Audit
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Part VIII: Emerging Horizons in HRM

- Human Resource Management in Virtual Organisation
- International HRM
- HRM in a Changing Environment

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Business Management

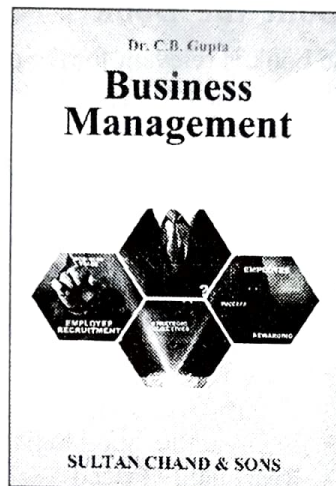
Dr. C.B. Gupta

About the Book

This book has been especially designed and written as the standard Textbook for B.Com., B.B.A., B.B.M. and other similar undergraduate courses.

Salient Features

- Lucid, simple and conversational language.
- Liberal use of diagrams and tables to illustrate the text.
- Full coverage of the prescribed syllabus.
- Points to remember for quick revision.
- Questions from university examinations.
- Case Study in each chapter for practical learning.
- Chapter Outline at the beginning of every chapter to give a bird's eye view of the topics covered.



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- Nature and Scope of Management
- Management Process, Functions and Principles
- Evolution of Management Thought
- Social Responsibility and Ethics.

Unit II: Planning and Decision-making

- Nature and Process of Planning
- Methods and Types of Plans
- Forecasting and Decision-making.
- Management Information System

Unit III: Organising

- Nature and Process of Organising
- Organisation Theory & Behaviour
- Departmentation
- Span of Management
- Authority and Responsibility
- Delegation and Decentralisation
- Types of Organisation Structure
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- Organisation Charts and Manuals.

Unit IV: Staffing

- Nature and Scope of Staffing
- Recruitment, Selection and Training
- Performance Appraisal and Promotion
- Job Analysis and Job Evaluation.

Unit V: Directing

- Nature and Scope of Directing
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- Communication.

Unit VI: Control and Coordination

- Nature and Process of Controlling
- Techniques of Managerial Control
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- Techniques of Management

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Model Question Papers

Entrepreneurial Development

Dr. C.B. Gupta • Dr. N.P. Srinivasan

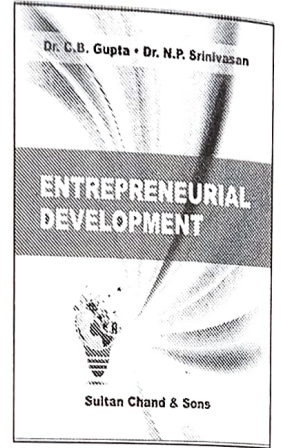
About the Book

The book is relevant for the disciplines of developing the skills of entrepreneurs. The text contains current theory and practice of entrepreneurship.

Each chapter of the thoroughly revised and enlarged edition of this book contains very short, short and long answer type questions as per the latest examination pattern. Case Studies of start-up entrepreneurs in India are given at the end.

Salient Features

- New topics have been added – New Startups, MTR Foods, GST and MSMEs, Fintech and Services.
- Easily understood logical flow
- Reasonably Priced
- Lucid, Concise and Simple Language.



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- Innovation and Entrepreneurship
- Intrapreneurship or Corporate Venturing
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