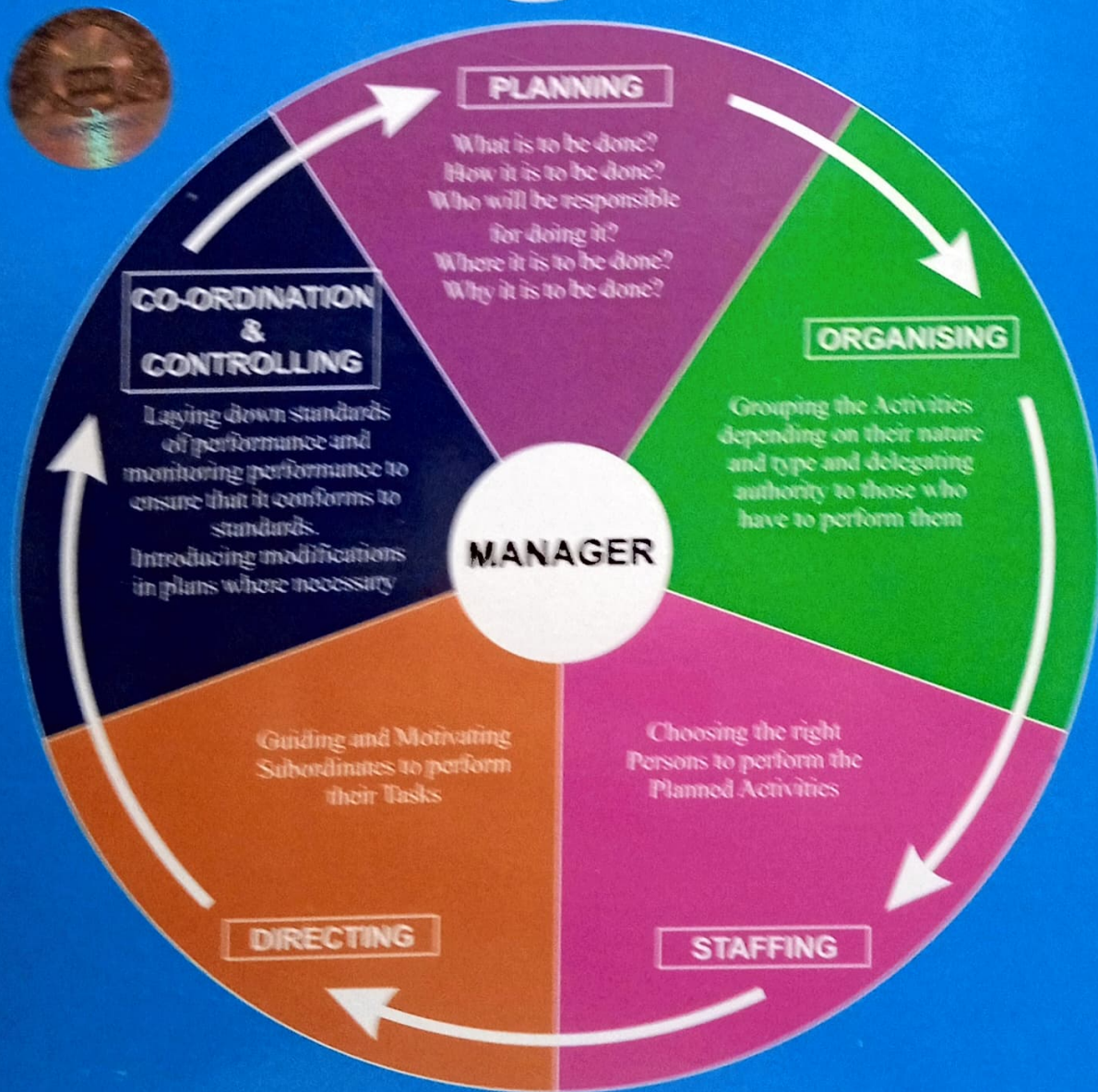


Dinkar Pagare



Principles of Management



Sultan Chand & Sons

Principles of Management

PRINCIPLES OF MANAGEMENT

DINKAR PAGARE

*Formerly Reader in Commerce, Hans Raj College,
Delhi University, Delhi*

SIXTH EDITION



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Preface

To the Sixth Edition 2018

I am delighted, but also feel a little nervous, while presenting the Sixth Edition of **Principles of Management** for the valued readers.

Delighted, because it is a remarkably revised, expanded, illustrated and restructured version of its more than a decade-old predecessor—the credit for which must go to revisit of most standard texts, including the omniscient Google guru, and feedback received from dear readers. Feeling of nervous excitement is due to apprehension whether its reader-friendly, simple conversational language and division of the chapter-text in self-explanatory numbered paragraphs and sub-paragraphs will receive the same patronage as enjoyed by its predecessors.

Commenting on the real measure of business leadership following the recent turmoil in IT giant Infosys, R. Sukumar, writing in Hindustan Times 07 August 2017, quotes ‘Things I learned’ by Jeff Immelt, former CEO of General Electric (GE). Number 5 in the list of 10 things reads: ‘Act big and small, long and short; keep a lot of thoughts to you.’ Explaining the first part, Immelt says, ‘The best leaders are versatile thinkers. Must be comfortable with strategy and details. Must have a worldview that is 20 years out; and quarterly.’

His advice is in line with the book, ‘Alchemy of Growth’ written by Mehrdad Baghai, Stephen Coley, and David White, all consultants at McKinsey & Co. The book introduces three horizons of management: Horizon One refers to ‘defending core businesses’ that involves management of the short-term, namely, quarterly and annual financial performance. Horizon Two refers to ‘nurturing emerging businesses’ and Horizon Three, ‘creating genuinely new businesses’ talks of medium-term and long-term strategy for survival and success of the organization in future. A manager needs to manage across horizons, depending on his knowledge and experience.

Vishal Sikka of Infosys, like Immelt of GE, faced similar criticism on being ‘tech visionary’ and ‘classic big picture man’—concerned more with the medium and long-term strategies to achieve success in future, rather than addressing investors’ concerns of wealth creation in the present.

The present edition tries to focus on all aspects of management. I leave it to dear readers to judge the success of my effort, with sincere request to send their candid feedback.

DINKAR PAGARE

Edited Excerpts from Preface to First Edition 2003

Though the myth of 'managers are born, and not made' has long since been exploded through expert teaching and training in the art and science of management, there still persists a style disorder about managerial performance. People need to possess 'style'—a perceptible superior quality to fit into the shoes of manager.

AUTHOR

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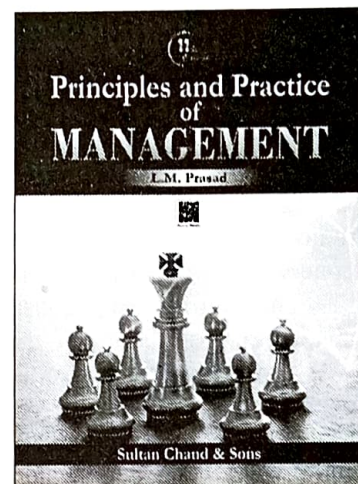
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Principles and Practice of Management

L.M. Prasad

About the Book

The book in its 11th edition has been thoroughly restructured and revised. All chapters of the present edition have been rewritten not only to incorporate the latest developments in management but also to make presentation of subject matter more lucid and crisp. The book introduces a new chapter: "Role of Indian Ethos in Managerial Practice". This chapter emphasizes the increasing relevance of integrating cultural and philosophical perspectives into contemporary management. The present edition is ideally suited with MBA/PGDM, M.Com. Students as well as management practitioners, particularly those who have not gone through formal management education.



Salient Features

- Most Comprehensive coverage of subject-matter with latest development.
- Subject matter presented in simple and lucid style with suitable Figures, Tables, and Exhibits.
- Proper blend of theory and practice.
- An Opening case study so that the concerned concepts can be related to practices easily.
- Multiple choice questions, short answer questions, and discussion/application questions at the end of each chapter to enable the reader to assess her/his behavioral pattern.
- Case study at the end of each chapter for class room discussion to sharpen diagnostic and analytical skills of the readers.
- Guidelines for learning through cases at the end of the book to enable the readers to make full use of learning through cases.
- Glossary at the end of the book for bird's eye view.

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- Introduction to Management
- Development of Management Thought
- Management Challenges and Opportunities
- Social Responsibility and Ethics.

Part II: Planning

- Fundamentals of Planning
- Organizational Plans
- Decision Making.

Part III: Organizing

- Fundamentals of Organizing
- Power and Authority
- Conflict and Coordination
- Organizational Change.

Part IV: Staffing

- Fundamentals of Staffing
- Employee Development and Performance Appraisal.

Part V: Directing

- Fundamentals of Directing
- Motivation
- Leadership
- Communication.

Part VI: Controlling

- Fundamentals of Controlling
- Control Techniques.

Part VII: Management Practices

- Management Practices of Prominent Countries and Business Leaders
- Role of Indian Ethos in Managerial Practice.

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Human Resource Management: Text & Cases

C.B. Gupta

About the Book

This book is an excellent work pertaining to HRM. All the topics are systematically arranged and analytically presented. It adopts a contemporary approach. The major strength of book is that it gives lot of insights about the practicality of the concepts from the Indian perspective.

The summary, test questions and the case studies given at the end of every chapter add lot of value to this book.

The author has also included various types of end of chapter application exercise to help students begin to apply what they have learned. Human Resource Management text has much to offer and is worth consideration for undergraduate and postgraduate students.

Salient Features

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- Insights from Indian Industries in the form of boxes.
- The present Edition contains 57 Case Studies along with 197 Case Study Questions.
- The book is enriched with over 150 Brain Boosters, 109 Figures, and more than 170 Tables, providing abundant visual aids for enhanced illustrations and better comprehension.

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- Nature and Scope of Human Resource Management
- Organising the Human Resource Function
- Strategic Human Resource Management
- Human Resource Policies

Part Two: Acquiring Human Resources

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

Part Three: Developing Human Resources

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

Part Four: Managing Performance & Compensation

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- Job Evaluation
- Wage and Salary Administration
- Incentive Compensation

Part Five: Maintaining & Retaining Human Resources

- Job Changes – Transfers, Promotions and Separations
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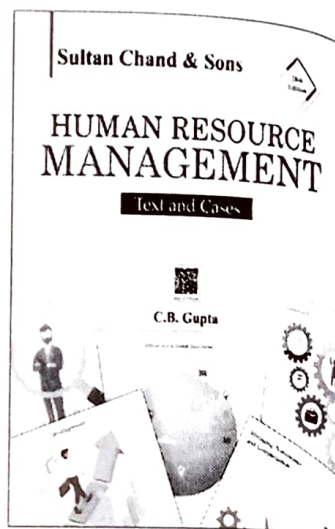
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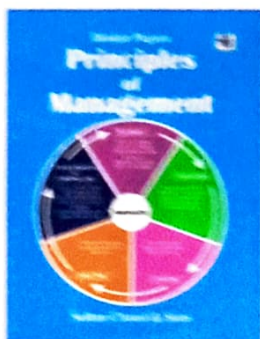
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About the Book

- Principles of Management (Sixth Edition) – is the revised version of one of the bestselling books of the author. The book has been prescribed by scores of Universities in India, Africa, Middle East, South East Asia and professional institutes like Institute of Chartered Accountants of India, Institute of Cost and Management Accountants, Institute of Company Secretaries, etc.
- The book has been recommended by renowned professors, college teachers and appreciated by students across generations. The first edition of the book appeared in 1980. For colleges and institutes where the book is a recommended reading, Google search Dinkar Pagare – Principles of Management.
- The book presents updated subject matter on management based on latest research and contemporary developments across global organizations and interesting case studies at end of each chapter.
- The present Sixth Edition of the book, like the previous editions, is written in a simple, lucid, and conversational manner.



Salient Features

- The current edition acknowledges the additions and improvements suggested by valued readers.
- The chapter 'Types of Organization' gives a detailed discussion on Project, Matrix, Committee and Free-Form Organizations.
- The chapter 'Groups in Organization' presents an informed discussion on Group Dynamics and Sociometry.
- The chapter 'Types and Techniques of Training' presents well-researched matter on Role Playing, Management Games, Brainstorming and Sensitivity Training Techniques.
- The chapter 'Motivation' incorporates the modern theories of motivation, e.g., Expectancy, Z and Job Satisfaction.
- The chapter 'Control Devices' presents a comprehensive discussion on Break-Even Point Analysis, Return on Investment Control (ROI), Programme Evaluation and Review Technique (PERT), Management Information System (MIS), and Cybermetrics.

About the Author

Dinkar Pagare is an acclaimed author, having authored over 15 book titles spanning all aspects of Commerce, Management, Auditing and Commercial Taxation – both Direct and Indirect. His books are prescribed and recommended by renowned Universities, Professors and experienced teachers across Asia.

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